

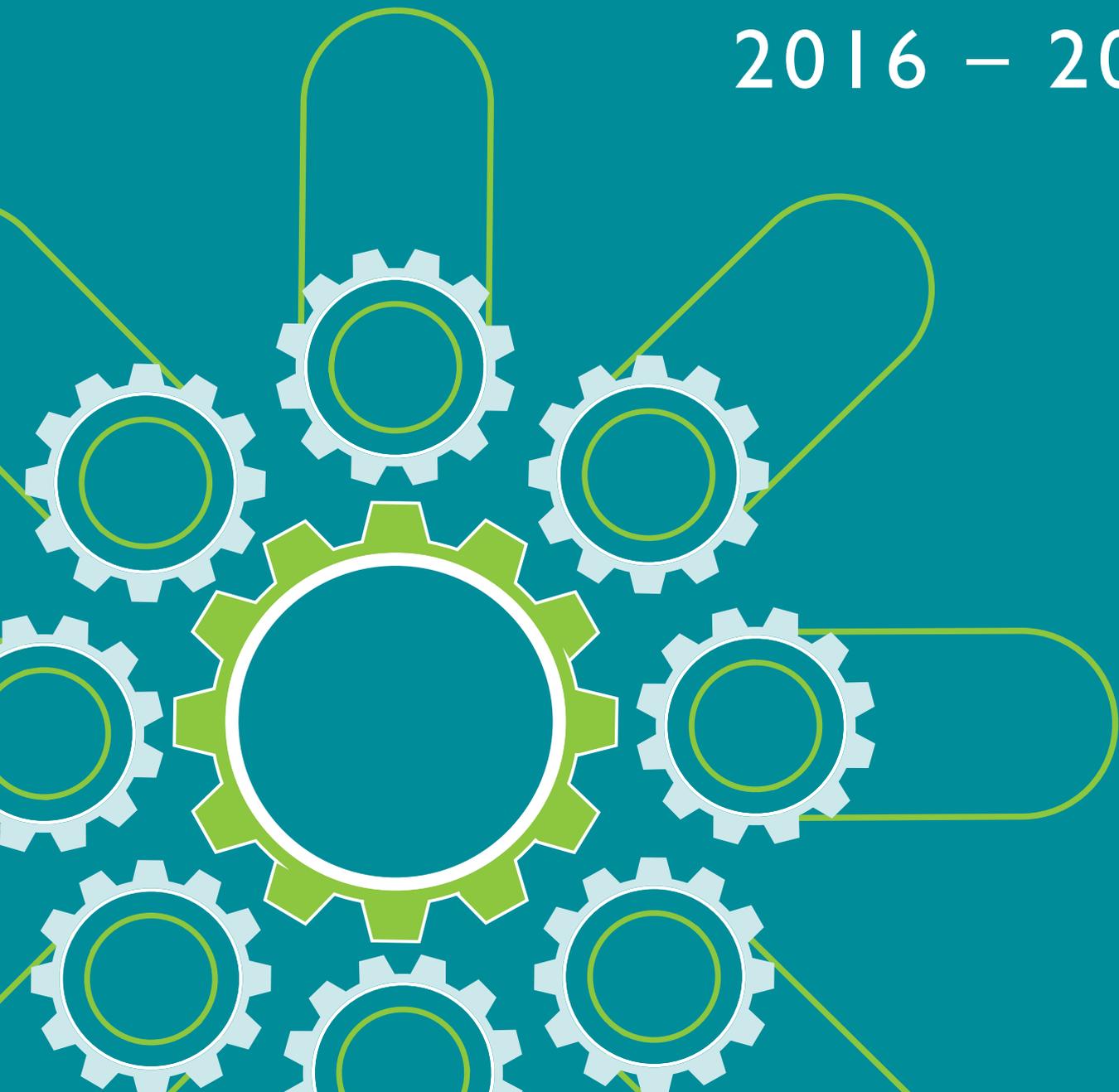


**HUMANIST
ASSOCIATION
OF IRELAND**

compassion • equality • reason

STRATEGIC PLAN

2016 – 2020



Foreword

The Humanist Association of Ireland (HAI) celebrated its 21st birthday in Galway in 2014 with a conference about education. This “coming of age” has moved HAI into a new phase that is characterised by a growing awareness of humanism in Irish society, a dramatic increase in demand for our ceremonies and in membership numbers, together with a new generation of enthusiastic HAI volunteers dedicated to advancing humanism in Ireland.

2015 saw our Baptism Poster campaign play a crucial role in putting the equality in education debate very firmly into the public arena and making it a #GE16 issue. Years of knocking at the door of the Central Statistics Office also came to fruition with a promise of change in the 2021 census, and an awareness campaign about answering the religion question in 2016.

So, now is a good time for HAI to take stock, to remind ourselves of our shared values of equality, compassion and reason and our vision for a community of non-religious people living in a fair, balanced, ethical and responsible secular society.

This Strategic Plan was born out of the recognition that we are in a new phase. The intention is to grow and develop the humanist community in Ireland. This will be achieved by increasing our services in celebrancy and pastoral care; educating people about humanism; and promoting awareness of humanist issues through our work and campaigns. Good governance and organisational structures will be put in place to help achieve these goals. The strategic plan will serve as a framework to support and enhance our growth over the next five years.

I'd like to take this opportunity to thank everyone who contributed to making this plan a reality. Your effort has allowed us to clearly identify our communal vision for a better, inclusive and equal Ireland.

Siobhán Walls, Chair HAI

February 2016

Acknowledgements

This plan has been developed with the engagement of HAI members across the country. HAI would like to thank everyone who participated in the surveys and strategic planning workshops: this consultation was pivotal in developing the strategic plan. HAI is a volunteer based organisation, which has achieved great things. We would like to offer special thanks to everyone who has volunteered within the organisation, and, in expectation, to all those who will give of their time, expertise and enthusiasm to help realise our strategic goals over the next five years.

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1 Introduction: The HAI and Development of the Strategic Plan

1.1 Introduction to the Strategic Plan

This strategic plan, developed over six months in 2015 with the engagement of members and the Board of the HAI, has been developed to guide and structure the work of the organisation over the coming five years. The plan is intended to provide a framework that will help to engage more people in the work of the HAI.

The plan sets out clearly how the HAI is organised and operates as an organisation. The goal is that this roadmap will help to optimise the work of members, volunteers, the Board, administrator, and others who believe in, and contribute to our work.

Section One sets out the revised mission statement of the organisation, describes the core work of the organisation and explains how the plan was developed. Section Two outlines the strategic goals and the specific actions needed to achieve them. Section Three provides a more detailed timeline for how each action will be achieved and what steps need to be taken, and by whom, over the five years

The strategic plan has a focus on key areas of development and change. Not everything that the organisation does is mentioned in the plan. Everyday "business as usual" that is working well and does not need to be changed may not be mentioned. Unanticipated challenges and opportunities will also arise over the coming years, which may require the strategic aims to be modified or achieved in a different way. In order to assess whether these opportunities should be taken up, Section Two gives an explanation of the "spirit" of each strategic goal. This explanation will help the Board to assess whether new opportunities are in the spirit of the goals that were agreed when the plan was developed and should therefore be supported.

For the plan to succeed, it needs to be 'live', a living and breathing document that is referred to in meetings by the Board and subgroups. Progress in achieving the plan's goals needs to be reported at the AGM and any other public membership events.

The plan is a document that supports organisational clarity and accountability to the members and other stakeholders. It is the intention of the Board that collectively the membership and leadership of HAI will continue to refer to and to work towards achieving the exciting and ambitious strategic aims in this plan which are based on the needs and priorities as identified by our members.

1.2 Mission Statement

The HAI is a community of people who believe in humanist principles and aspire to a fair, balanced, ethical and responsible secular society. The HAI campaigns for the equal treatment of people of no religion by the State and provides a forum for people to meet, share experiences and develop their humanist ideals in an informal, friendly, and inclusive environment.

1.3 The Core Work of HAI

In order to achieve our mission, the HAI undertakes the following:

1.3.1 Membership Services

The HAI holds monthly meetings for members in Dublin as well as supporting regional groups and events across Ireland. Members are also kept up to date through a monthly electronic

newsletter, and through the bi-monthly magazine, managed in conjunction with Humani - the Humanist Association of Northern Ireland. HAI also maintains a website and a social media profile on Facebook and Twitter. Members can also attend talks and lectures throughout the year, and join in the annual HAI summer school, as well as participating in campaigning and other volunteer work.

1.3.2 Campaigning

HAI undertakes a lead or a supporting role in a number of national campaigns, with the overall aim of promoting equality for non-religious people. Campaigns include:

- Education (divestment and extension of schools patronage / curriculum change / ending baptismal requirements)
- Changing the language of the census to insure proper count of the non-religious
- A secular Constitution
- Remove religious declaration which is required to take up office as President, judge or member of Council of State from the Constitution
- Repeal the 8th amendment (access to abortion)
- Remove of the offence of blasphemy from the Constitution
- Legislate for access to death with dignity
- Change the state-supported chaplaincy system to provide funding for non-religious chaplains in hospitals, prisons and educational institutions.

1.3.3 Services

HAI celebrants conduct marriage ceremonies, naming ceremonies and funerals for members of the public. These ceremonies are available to all people without discrimination on the basis of religion: ceremonies are welcoming and inclusive to all. HAI is also currently developing its chaplaincy services, including guidance, support and a place of community for the non-religious.

1.4 Membership in 2015

In 2015, there were 1017 HAI members. The vast majority of members (99%) are from Ireland. Each county of Ireland has a representation of HAI members, with just under half of members residing in Dublin (46%). The graph below shows the division of members by province:

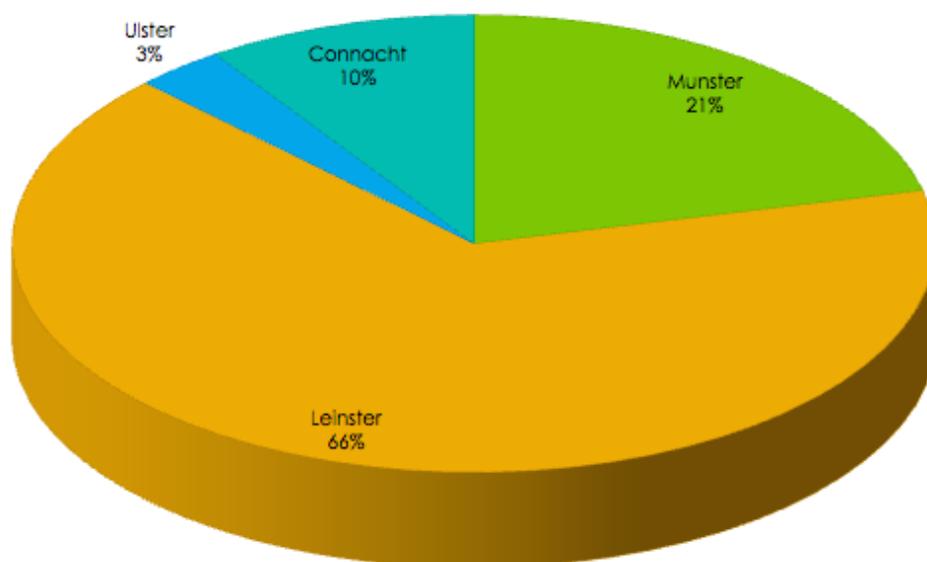


Figure 1: Membership by Province

1.5 Timeline of the HAI's Development in Ireland

External Milestones	Internal Developments
	1993 Founding of Association of Irish Humanists
	First humanist wedding ceremony by AIH/HAI celebrant.
The Amsterdam Declaration	2002
	2004 Renaming to the Humanist Association of Ireland
	2008 HI! Humanism Ireland Magazine Launched
	2009 Dart campaign launched on religious oaths for high office
	2010 First Humanist Chaplain available
	Camp Quest sponsored by the HAI held in Ireland
More than 300,000 people responded "No Religion" or "Not Stated" to the question about religion.	2011 Humanists represented at the inauguration of the new president of Ireland, President Michael D. Higgins
	Dart campaign 'Tick the No Religion Box' for the census launched
Civil Registration (Amendment) Act	2012 First legal marriage solemnised by a HAI celebrant
HAI celebrants become registered marriage solemnisers	2013 Redesign of www.humanism.ie
	HAI Chaplaincy committee established
	Re-branding, including new HAI logo
	2014 21 st Birthday celebrated in Galway with conference on Education
Passing of the Marriage Equality Act	2015 Baptism Campaign
	First same-sex marriage solemnised by a HAI celebrant
	HAI membership hits 1000
	2016 New strategic plan launched

1.6 Principles Underpinning the Strategic Planning Process

To ensure that this strategic plan would be developed in a way that reflected the values of the organisation and the members' priorities, the strategic plan development process aimed to be:

- **Inclusive:** To ensure that the strategic plan would reflect the needs, hopes and concerns of HAI members, multiple opportunities to engage with the process were provided to all members of HAI.
- **Good practice focused:** The process was informed, where relevant, by good practice as defined by relevant law and sector standards (e.g. the Irish Governance Code for Community and Voluntary Organisations).
- **Consultative:** Decisions were made in relation to the development of specific services with the involvement and agreement of relevant service providers.
- **Transparent:** Reports from each stage of the planning process were made available to the membership to promote transparency. Recommendations made by more than two members were recorded in the documents supporting development of the strategic plan.
- **Ambitious and achievable:** The plan aimed to be both ambitious and achievable and to consider the resources and structures required to make the plan a reality.

1.7 The Development of the Strategic Plan

The HAI issued a public tender for facilitation of the strategic plan which was awarded to Quality Matters. Quality Matters is an independent charity, with a mission to support other charities and social services to improve their organisations and impact. A process was agreed that met the guiding principles outlined above. This process resulted in the engagement of the HAI membership and leadership as follows:

- A survey with 242 members (current and ex-members)
- A survey with 19 celebrants
- Interviews with all Board members and six regional representatives of other humanist or HAI organisations
- A full governance review of the HAI, based on the Governance Code for Community and Voluntary Organisations, the Statement of Guiding Principles for Fundraising, and relevant company legislation
- Four interactive workshops with attendance ranging between 20 and 50 people on the following themes: governance, campaigns, services (Celebrancy and Chaplaincy) and membership and media.
- A series of several strategic meetings with the Board and subgroups of the HAI Board to support decision-making. These meetings involved the presentation of information from consultations with the membership, the presentation of reports and draft plans, and the facilitation of discussions to agree details of the plan.

2 Strategic Goals: 2016 to 2020

2.1 Grow and Develop the Irish Humanist Community

The HAI aims to ensure that people who may be interested in humanism will have the opportunity to hear about, engage with, and join the HAI. We aim to increase membership so that more people can become part of the humanist community. Increasing membership, raising funds, and raising public awareness of the HAI will assist us in campaigning on important issues.

2.1.1 Further Develop Regional Groups

Establish a well functioning and pro-active network of regional HAI groups.

2.1.2 Develop a Membership Volunteer Structure

Increase opportunities for members to get involved with the HAI by developing a formal structure for managing volunteers. This structure will support volunteers to work with the HAI to achieve its strategic aims.

2.1.3 Devise a Programme of Talks and other Events to Inform People about Humanism

Create and make use of opportunities to present, provide workshops, talks or other means of engaging groups, networks and special interest groups.

2.1.4 Increase Engagement with the International Humanist Community

Build existing relationships with international humanist organisations and cultivate new relationships. Hold an international humanist event in Ireland in 2019/20.

2.1.5 Support Development of HAI Groups in Third Level Educational Institutions

Get 30% of Irish universities and other higher-level institutions to form HAI student groups by 2020.

2.2 Continue to Educate about Humanism

We will work towards increasing understanding and knowledge about humanism. We will do this through a range of activities focused on the needs of both our members and the general public. As well as informing and educating people about humanism, we will provide opportunities for members and those interested in humanism to come together to reflect on what it means to live by humanist values and to provide opportunities to express ourselves as humanists.

2.2.1 Publish a Revised Edition of the HAI's Book on Humanism – the *Green Book*: an Irish Book on Humanism

Increase understanding of humanism by publishing and promoting a revised edition of the 'Green Book', with a version aimed at adults and one aimed at children, and to circulate this widely. The book to include a chapter on the history of humanism in Ireland.

2.2.2 Deliver an Annual Schedule of Events for Membership and Public

Provide a range of events and activities, aimed at increasing awareness and understanding of humanism, its principles and meaning in the lives of members and in society. These will include events and talks, educational courses and larger seminars or conferences.

2.2.3 Develop Educational Resources and Engage Teachers

Following the HAI's investment in producing lesson plans on humanism, agree a strategy with *Educate Together* to encourage schools to use these lesson plans throughout the primary school sector.

2.2.4 Engage with Interested Schools

Work with secondary schools that are interested in humanism, by providing talks or resources. Establish an annual student essay competition on humanism related topics.

2.2.5 Develop Policy on How HAI Supports Altruism

Develop a policy on supporting altruism, and provide guidelines for regional groups and members to undertake altruistic projects under the auspices of HAI

2.3 Further Develop Services (Ceremonies and Pastoral Care)

HAI successfully provides a range of ceremonies to the public, including weddings, funerals and baby namings. The HAI is also working to develop chaplaincy services, with the aim of providing humanist chaplains in hospitals, prisons and third level institutes. We will continue to increase the number of ceremonies to meet the growing demand, and we will continue to uphold and further improve the quality of ceremonies to meet our clients' needs. We will do this in a way which also takes into account the professional needs of celebrants. Humanist chaplaincy services provide secular pastoral support for people who are in need of help and guidance. We aim to engage with the HSE and other key organisations to secure equal treatment for humanist chaplaincy services. We also aim to further align the administration and organisational cohesion of all services provided by the HAI.

2.3.1 Further Develop Ceremonies

Ensure on-going quality improvement of ceremonies through a range of supports for practising celebrants, and streamlined systems for the recruitment, training and accreditation of new celebrants. Continue to promote awareness of all ceremonies. .

2.3.2 Develop Pastoral Care Services

Develop secular pastoral care and chaplaincy services to promote the service, and engage with relevant partners, including the HSE. This aims to ensure the public are aware of the service and have access to it. Establish and record processes in relation to all aspects of service provision. These processes to be developed to support on-going quality improvement through a range of needs-based high-quality supports for practising chaplains, and streamlined systems for the recruitment, training and accreditation of new chaplains. Review the sustainability of this model at year three.

2.3.3 Integrate Services

Agree a mechanism for HAI services to work more closely together to ensure quality service provision and management under one umbrella.

2.3.4 Develop Efficient Administrative Systems for Services

Ensure that ceremonies and the chaplaincy service are run efficiently, and are easily accessible by the public.

2.3.5 Develop Specific Support Groups for Members

Develop support groups to offer services to members in areas such as bereavement, addiction recovery, remembrance, religious conflict in families, transition from religion to non-religion, parenting in a non-religious family, and other services as needed

2.3.6 Develop Coming of Age Ceremony

Develop and facilitate coming of age ceremonies for young people in the community and to promote the availability of this service.

2.4 Further Develop HAI Governance and Organisational Structures

We will improve our policies and working processes in order to ensure that they reflect the principles of accountability, transparency and sustainability, which underline good governance. We also aim to attain the Governance Code for the Community and Voluntary Sector within the life of the plan. We will manage HAI's finances in order to be able to employ a CEO. This will involve developing and implementing a strategy for increasing revenue to the organisation through methods such as fundraising, bequests and grants.

2.4.1 Attain the Governance Code

The Board to lead the process of attaining compliance with the Governance Code for the Community and Voluntary Sector.

2.4.2 Align Administration Systems for Services

Develop service administration systems to ensure that these are efficient and provide optimum accessibility to potential users of services.

2.4.3 Further develop income streams

To develop and implement a strategy for increasing revenue to the organisation, through methods such as event based fundraising, bequests and grant applications.

2.4.4 Employ a Chief Executive Officer (CEO)

To employ a CEO as soon as the HAI can support and sustain the cost. The CEO will have key responsibilities in the areas of supporting service delivery, management of volunteers and administrator, and coordinating and supporting campaigns and communications.

2.4.5 Develop the Organisational Structure to Include a Management Group

Adapt the organisation's governance and management structures to establish a management group. This will support greater engagement of members in managing the activities of HAI and allow for a smaller Board that is less hands-on and more concerned with high-level strategy.

2.5 Improve HAI's Media Profile to Increase Awareness of Our Work and Campaigns

Awareness of the HAI's work and campaigns has been improved recently by developing the HAI brand, increasing the use of social media and improving the HAI's web presence. We will continue to develop our media profile to increase awareness of our ideas and encourage people to engage with the HAI. This will include further development of the HAI website.

2.5.1 Establish a Media and Publicity Group

Help HAI groups to promote their work and engage with traditional and social media, as well as maximise media opportunities through co-ordinated messaging and the engagement of high profile supporters.

2.6 Lead or Participate in National Campaigns

An important role of the HAI has been in providing a voice to the secular community in relation to issues of national policy. We will continue to advocate for the equal treatment of non-religious people and the secularisation of the Constitution, the State and its agencies.

2.6.1 Support a National Campaign for Education Equality

Have formal agreements with the key campaigning bodies on education to set out how the HAI will work with these organisations in a way that is mutually beneficial and will have optimum impact on the campaigning goals.

2.6.2 Further Develop Campaigning Structures

Update the 'Equality for the Non-Religious' document that outlines the HAI's goals for equality for non-religious people and sets out its vision for a secular state. This document will include all the campaigns currently underway. Agree a key campaign to focus on each year, and use any potential for partnership with other existing organisations to be as effective as possible.

3 Tasks and Timelines: Grow and Develop the Humanist Community in Ireland

3.1 Further Develop Regional Groups

Establish a well functioning and pro-active network of regional HAI groups.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Develop a simple Memorandum of Understanding (MOU) that outlines the relationship between regional HAI's and the national organisation.	L: Board Member T: 2016, Q3	Standard MOU has been agreed by Board or subgroup thereof.
Develop a simple 'How-to' guide and support pack to support HAI members to establish local or regional HAI groups and run regional events.	L: Board Member T: 2016, Q3	Guide and support pack made available on website and circulated to interested groups and individuals.
Support the development of new regional HAI groups. The process to include: 1) Advertising of regional meetings with speakers etc. 2) Mentorship provided to a core group to establish a local group in line with MOU. 3) Provide support to groups in how to increase membership, run events and raise money . ,	L: Chair of Events, Membership and Volunteers Group T: 2017, Q1	New sustainable groups developed each year of the strategic plan with MOUs agreed.
Agree to hold a certain number of national meetings in outside Dublin to support greater attendance from members across the country.	L: Chair of Board T: 2018, Q1	Agreement on number of national meetings/events to be held outside of Dublin.
Undertake an online survey with regional members to ensure they are happy with communications and support from the national office.	L: CEO T: 2018, Q2	Clear documentationshowing satisfaction levels of regional members.

3.2 Develop Coming of Age Ceremony

Develop and facilitate coming of age ceremonies for young people in the community and to promote the availability of this service.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Establish working group to develop a model for a coming of age ceremony.	L: Volunteer leading the working group T: 2016, Q4	A brief document which sets out the content and structure of a coming of age ceremony.
First ceremony to be held and reviewed with participants to explore whether it meets needs and expectations.	L: Volunteer leading the working group T: 2017, Q2	A brief review document which outlines strengths, areas for improvement and potential for future ceremonies.
Develop a clear strategy for future provision of coming of age ceremony.	L: Board T: 2017, Q3	Clear strategy on future provision of coming of age ceremonies

3.3 Develop Issue Specific Support Groups for Members

Develop support groups to offer services to members in areas such as bereavement, addiction recovery, remembrance, religious conflict in families, transition from religion to non-religion, parenting in a non-religious family, and other services as needed.

Step	Lead (L) Time to start action	Outcome / KPI
Undertake a simple needs analysis with membership to assess interest in or need for support groups, preference for mode of delivery and location, frequency etc.	L: Chair of Chaplaincy Group T: 2016, Q4	Clear need for support groups articulated
Develop a clear and accessible guidebook on running a support group including: <ul style="list-style-type: none"> - Method, approach, content - Confidentiality and child protection policies - Criteria for group leaders / facilitators - Criteria for attendees - Management of issues and challenges - Communication with participants and wider Humanist community 	L: Chair of Chaplaincy Group T: 2017 Q2	Accessible guidebook on running a support group within the HAI
Establish groups in line with guidebook and need	L: Chair of Chaplaincy Group T: 2017 Q3	Support groups run in line with good practice and identified need

3.4 Develop Membership Volunteer Structure

Increase opportunities for members to get involved with the HAI by developing a formal structure for managing volunteers. This structure will support volunteers to work with the HAI to achieve its strategic goals.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Membership subgroup to develop a volunteer structure and appropriate policies and processes in line with good practice guidelines ¹ .	L: Chair of Events, Membership and Volunteers Group T: 2016, Q3	HAI volunteer policy is available which outlines all aspects of management in relation to volunteer engagement
Develop website to include advertisements of volunteering roles.	L: Chair of Media and Publicity Group T: 2016, Q4	The website has a volunteer section that includes job roles, policies and other relevant information.
Volunteer roles to be developed and filled to support actions in the strategy. Supports to be provided to volunteers by named and prepared people within the organisation.	L: Chair of Events, Membership and Volunteers Group T: 2016, Q4	Roles to be developed advertised and filled.
Volunteer feedback and review process to be developed and implemented every one to two years to ensure HAI is engaging volunteers in a way that is mutually beneficial.	L: Chair of Events, Membership and Volunteers Group T: 2017, Q3	Annual / two-yearly report on volunteer satisfaction and recommendations for volunteer strategy

3.5 Further Develop Communications Strategy with People Using Services

Undertake a communications strategy with people receiving celebrancy or support services, in order to increase knowledge of, and opportunities to join or support the work of HAI.

	Lead (L) Time to start action	Outcome / KPI
The services group (or subgroup thereof) to develop streamlined processes that aim at increasing awareness of membership with users of HAI services. The following will be reviewed for potential impact and the time and costs involved: <ul style="list-style-type: none"> • Standardised information on the HAI • HAI scroll to recognise the ceremony • Provision of a year's associate membership² 	L: Ceremonies Committee T: 2016, Q4	Clear guidance on all new processes, supported by changes to service agreement forms, allowing names to be kept on a central database.

¹ Volunteer Ireland may be contracted to support this process with training and policy development assistance.

² Associate members receive the newsletter without the board report, people can also sign up as an associate member on the website.

<ul style="list-style-type: none"> • A system for centralised follow-up at the year's anniversary of their event³ 		
Promote the full membership option to all associate members, and those signed up to receive the newsletter once a year ⁴ highlighting the good work of the organisation to date and upcoming goals of HAI.	L: Chair of Events, Membership and Volunteers Group T: 2017, then annually	Increase in membership transfer from associate to full membership.
New processes to be implemented	L: CEO T: 2017, Q1	Increase in communications to users of HAI services contributing to a 20% increase in membership each year.

3.6 Provide Outreach to Special Interest Groups

Devise a programme of talks and other events to inform people about humanism which can be delivered to various special interest groups.

Step	Lead (L) Time to start action	Outcome / KPI
Ensure that this offering is clearly stated on the website so that groups can request talks on humanism.	L: Outreach Volunteer Role T: 2017, Q1	Groups that wish to learn about humanism are able to easily request a talk or presentation.
Develop and train a panel of people who have an interest in delivering talks on humanism, and develop a range of useful resources to support members to do this.	L: Outreach Volunteer Role T: 2017, Q1	Members who volunteer to provide talks feel confident and supported in this role.

3.7 Increase Engagement with International Humanist Community

Build existing relationships with international humanist organisations and cultivate new relationships. Hold an international humanist event in Ireland in 2019/20.

Step	Lead (L) Time to start action	Outcome / KPI
Appoint a person who will represent and be responsible for establishing and maintaining connections within the International Humanist Community. This volunteer post to run for a period of three years and to be subject to a work agreement.	L: Board T: 2016, Q3	Appropriately qualified person with a clearly understood remit responsible for engaging with international humanist organisations

³ Note that this requires a change to the existing agreements to ensure that all new communications are in line with data protection, and that a database of people receiving services is allowed to be kept.

⁴ This will be done in a way that falls in line with data protection and provides contact opt-outs.

<p>Build stronger connections with organisations HAI has relationships with, for example, IHEU (International Humanism and Ethical Union), Humani (Humanists Northern Ireland), BHA (British Humanist Association), IHEYO, (International Humanist Ethical Youth Organization) and EHF (European Humanist Federation).</p>	<p>L: International Relations Volunteer ongoing</p>	<p>Increased exchange of information and co-operative work.</p>
<p>Host an International humanist event in Ireland.</p>	<p>L: International Relations Volunteer T: 2019/2020</p>	<p>A professional and exciting event engaging humanists and public within Ireland as well as humanists from across Europe.</p>
<p>Ensure the HAI are represented and have input at international humanist events.</p>	<p>L: International Relations Volunteer ongoing</p>	<p>Members are supported to attend international events on behalf of HAI. Note that this may not include financial support.</p>

3.8 Support Development of Third Level HAI Groups

By 2020 engage 30% of Irish universities and other higher-level institutions in forming HAI student groups.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Target one university / third- level provider each year from mid -2017, to explore whether there is interest in a HAI campus group or society, and support development of same ⁵ .	L: Volunteer Third Level Engagement Officer T: 2017, Q2	By 2020 establish five university /third level HAI campus groups or societies.
Once there are two campus groups, HAI will support the development of a third-level HAI network to promote HAI campaigns through social media and direct actions and events with a particular focus on supporting student engagement.	L: Volunteer Third Level Engagement Officer T: 2017, Q3	Student membership to increase by 500% by 2020.
Explore the possibility of appointing a student as chaplaincy liaison to support access to services in line with students' religious preferences.	L: CEO in partnership with youth leaders T: 2019, Q3	Increased use of chaplaincy in campuses
Run a national HAI youth meeting (as a separate event or as part of larger national membership event).	L: CEO in partnership with youth leaders T: 2019, Q3	Student membership to run events and hold national youth meeting.

The first step in this process may involve contacting societies' officers in each campus to explore the best methods for engaging students⁵.

4 Task and Timelines: Education about Humanism

4.1 Update and Republish an Irish Book on Humanism

Increase understanding of Humanism by publishing a revised 'Green Book', with a version aimed at adults and one aimed at children and circulate this widely. Include a chapter on the history of humanism in Ireland.

Step	Lead (L) Time to start action	Outcome / KPI
Establish a committee, or a panel of authors, to revise the <i>Green Book</i> , and write a new comprehensive book aimed at people interested in humanism.	L: Board T: 2016, Q3	Panel and author role agreed, and rewards and responsibilities of role outlined in clear volunteer contract or MOU.
Ask a prominent person/s to provide foreword or specific chapters in the book.	L: Board T: 2017, Q1	Contributors agreed and rewards and responsibilities of role outlined in clear volunteer contract or MOU.
Establish a committee, or a panel of authors, to develop an interesting picture and word book aimed at children and parents, which explains humanism and its values.	L: Board T: 2016, Q3	Panel and role agreed, and rewards and responsibilities of role outlined in clear volunteer contract or MOU.
Secure funding for the publication, launch and promotion of the guide.	L: CEO T: 2017, Q2-4	Estimated costs agreed and fundraising and sales revenue secured to cover initial and ongoing costs.
Publish the books at a national launch	L: CEO T: 2018, Q2	Books launched and over 200 sold in first six months.

4.2 Deliver an Annual Schedule of Educational Events for Members and the Public

Provide a range of events and activities aimed at increasing awareness and understanding of humanism in the lives of members and in its relevance to society as a whole. These will include events and talks, educational courses and larger seminars or conferences.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Once the events, membership and volunteer groups are established, develop a costed proposal for an annual schedule of events and education programmes. This to include events to support the development of regional groups.	L: Chair Events, Membership and Volunteer Group T: 2017, Q1	HAI provides a schedule of innovative, interesting and well-attended events that meet membership needs and engage new members.

Undertake a review every two years of members' needs and wants in relation to events.	L: CEO T: 2018, Q1	Clear information provided to support the group to undertake future planning
Provide self-funding training and/or workshops for HAI members and the wider public on specific topics of interest i.e. parenting and humanism.	L: Outreach Volunteer Role T: 2016, Q2	Sustainable and self-supporting courses are developed.
Develop video / educational resources in order to support HAI to reach a broad audience using accessible media.	L: Video Resources Volunteer Role T: 2016, Q2	Accessible, informative series of educational videos

4.3 Develop Educational Resources and Engage Teachers

Following the HAI's investment in producing lesson plans on humanism, agree a strategy with *Educate Together* to encourage schools to use these lesson plans throughout the primary school sector.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Complete the lesson plans undertaken with <i>Educate Together</i> and support a strategy for roll out, including an evaluation of resource use/effectiveness.	L: Education Volunteer Role T: 2016, Q2	Lesson plans completed, piloted, and evaluated
Contact ETB either to run a pilot of the lesson plans or support immediate use of resources.	L: Education Leader Role T: 2016, Q3	Primary schools teaching sessions on humanism.
Inform education stakeholders of the HAI's interest in contributing to curriculum development and respond to opportunities when these occur.	L: Education Volunteer Role T: 2016, Q3	Opportunities to engage with educational providers on curriculum are accessed.

4.4 Engage with Interested Schools

Work with secondary schools that are interested in humanism, by providing talks or resources. Establish an annual student essay competition on humanism related topics.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Develop a panel of members who are interested in providing talks on humanism to schools and other groups.	L: Outreach Volunteer Role T: 2016, Q2	Panel of members identified.
Develop resources to support facilitators deliver talks (or sessions) to a range of group sizes and needs, and develop short training on same.	L: Outreach Volunteer Role	Simple class and group work plans to support members

	T: 2017, Q1	who feel confident in delivering training.
Include these services in any coordinated administrative systems / website etc.	L: Outreach Volunteer Role T: 2017, Q1	Ease of booking for schools and information on services that can be provided.

4.5 Develop Policy on how HAI Supports Altruism

Develop a policy on supporting altruism, and provide guidelines for regional groups and members to undertake altruistic projects under the auspices of HAI.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Develop a policy which outlines HAI's approach to altruism, how members can be supported to engage in charitable work, and guidelines for regional HAI groups doing charitable work on behalf of the HAI.	L: Board T: 2016, Q3	A policy with clear guidelines developed.

5 Task and Timelines Development of Services (Ceremonies and Pastoral Care)

5.1 Further Develop Celebrancy Services

Ensure on-going quality improvement of ceremonies through a range of supports for practising celebrants, and streamlined systems for the recruitment, training and accreditation of new celebrants. Continue to increase awareness by promoting all ceremonies.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Establish a subgroup to manage the development of celebrancy services, firstly by drafting principles that underpin service provision ⁶ , which will then be agreed with the Board.	L: Board T: 2016, Q1	A clear set of principles agreed between the Board and the services group that will underpin development of celebrancy services.
<p>The ceremonies subgroup to continue to implement changes and developments over the five-year period in a timeline agreed with the Board. This may be linked in with existing processes such as the annual celebrants' conference. Actions to be undertaken to include, although not be limited to:</p> <ul style="list-style-type: none"> • Update agreement between HAI and accredited celebrants • Development of continual professional development training programme and development of training resources • Further development of mentoring supports including peer support. • A review of the accreditation process • The accreditation process to be developed to include recognition of prior learning and experience. • A registration renewal process • The development of a process for supporting the engagement of aspiring celebrants in the HAI during the two year waiting period, through volunteer roles for example. • Development of a manual that outlines each facet of operations, including accreditation, quality monitoring and which includes policies such as complaints, disciplinary and grievance. 	L: Chair of Ceremonies Committee T: 2017, Q1	Services continue to develop in a way that meets the needs of multiple stakeholders, users of HAI services, Celebrants and the HAI.

⁶ Principles which were referred to in consultations include: for changes to not endanger people's income, to ensure accessibility to the public, to ensure regional spread of services, continual quality improvement, peer support.

<ul style="list-style-type: none"> Development of a client feedback system 		
A formal review of services by users, celebrants and a sample of HAI members to be undertaken every two years as part of the service review.	L: CEO T: 2019, Q3	Clear report on strengths and areas for improvement.

5.2 Develop Chaplaincy / Pastoral Care

Promote humanist pastoral care to the HSE and other relevant stakeholders. Secure funding for humanist pastoral care, and make the public aware of it. Establish and record all the processes involved in providing the service. Develop appropriate training and support for Chaplains, and devise a suitable system to recruit, train and accredit new chaplains. Review this model in year three.

Step	Lead (L) Time to start action	Outcome / KPI
Chaplaincy subgroup to draft principles that underpin service provision, principles to be agreed with the Board.	L: Chair of Chaplaincy Committee T: 2016, Q2	Document that clearly outlines the principles which will guide the development of the chaplaincy services.
Engage with the HSE to get them to agree to extend funding and recognition to humanist chaplaincy equal to religious chaplaincy.	L: Chair of Chaplaincy Committee	HSE support for provision of secular chaplaincy services.
Produce a guidebook that sets out how all aspects of the service will function, including: <ul style="list-style-type: none"> Channels for chaplains to connect with those who need services. Entry level qualifications and other requirements for chaplains. Training and registration process for chaplains. On-going professional development. Chaplain supports, mentoring and supervision Chaplaincy business plan, including training, promotion, remuneration and travel. Developing a system for quality management and monitoring of the service. Integrate into chaplaincy the charitable, support, and the 'good deeds' components of the HAI. 	L: Chair of Chaplaincy Committee T: 2016, Q4	A guidebook which clearly identifies all elements of the service.
Promotion campaign to ensure that people are aware of the chaplaincy service: to include posters and informational brochures, and promotion with key partners such as hospitals.	L: Chair of Chaplaincy Committee T: 2017, Q2	Increased use of chaplaincy by 50% each year for first two years
Undertake a formal review of services by users, celebrants and a sample of HAI members after three years to assess sustainability and value of the model. Make recommendations regarding its continuation, adaptation or cessation.	L: CEO T: 2019, Q3	Report identifying next steps.

5.3 Integrate Services Management

To agree mechanisms for HAI services to work more closely together to ensure integrated service delivery and management under one umbrella

Step	Lead (L) Time to start action (T)	Outcome / KPI
<p>The two services committees to agree alignment of certain key aspects of provision:</p> <ul style="list-style-type: none"> Identify points at which ceremonies and pastoral care intersect and would benefit from integration, namely dying, funerals and bereavement. Agree an integrated service to cater for these needs, using the skills of both celebrants and chaplains as necessary. Promote greater appreciation and mutual support between celebrants and chaplains. Agree a range of ways in which information will be shared with the Board and membership on services development. Review the existing management structures and ensure they are optimised to support effective service provision. 	<p>L: Liaison between Ceremonies Committee and Chaplaincy Committee</p> <p>T: 2016, Q4</p>	<p>A clear time-lined plan for how further intergration will be achieved.</p>
<p>To implement the agreements made above.</p>	<p>L: Liaison between Ceremonies committee and Chaplaincy committee</p> <p>2017:Q2</p>	<p>A more cohesive approach to service provision which is apparent in the way that services are accessed by the public and also how the services communicate within the organisation.</p>

5.4 Align Administration Systems for Services

Develop service administration systems to ensure these are efficient and provide optimum accessibility to potential users of services.

Step	Lead (L) Time to start action	Outcome / KPI
<p>Establish a time limited group to determine the organisation's needs in relation to a new administrative system for services and other activities which will best meet the needs of all stakeholders, namely: HAI members, the HAI's clients, and people who provide services for the HAI. The system also needs to present value for money.</p>	<p>L: Board</p> <p>T: 2016, Q4</p>	<p>A clear brief on the needs of the organisation in relation to an administration system for all services and recommendations on a system best placed to meet the requirements of this brief.</p>
<p>Implement the system selected in the action above. Review the new system after six months.</p>	<p>L: Board</p> <p>T: 2017, Q2</p>	<p>A well functioning administrative system that meets the needs of all stakeholders.</p>

6 Tasks and Timelines: Further Developing HAI Governance and Structures

6.1 Attain the Governance Code

The Board to lead the process of attaining compliance with Governance Code for the Community and Voluntary Sector.

Step	Lead (L) Time to start action	Outcome / KPI
Sign up to the 'adoption journey' to comply with the Governance Code. Advertise on the website that the organisation has started the compliance journey.	L: Chair of the Board T: 2016,Q2	Clear public record of the intention to attain the governance code
Develop a guidebook / set of policies to outline all relevant processes and systems in relation to governance of the HAI, to include, although not be limited to: 1) decision making procedures, 2) a code of conduct for directors, 3) processes to manage conflict of interest in decision making across all levels of the organisation. This guidebook to be developed to take account of the new agreed membership structures (this work may be outsourced).	L: Chair of the Board T: 2016, Q3	A guidebook outlining all elements of HAI governance in simple and clear language.
Cross-reference the guidebook/policies and the new structures against the memorandum and articles of association; adapt memo and arts as required, with legal support where necessary.	L: Chair of the Board T: 2017, Q1	Memorandum and articles of association are updated to reflect current structures and practices
Implement the recommendations of the strategic plan governance review if any are outstanding following the actions above.	L: Chair of the Board T: 2017,Q1	Improvements in governance processes undertaken.
Assess compliance with the Governance Code, and address any outstanding issues. If the Board is not completely satisfied that they comply with the code, then an external review will be commissioned.	L: CEO T: 2018, Q1	Checklist of progress and identification of any outstanding issues, firstly by internal review, and if necessary by an independent organisation.
Include a declaration on the HAI website saying that HAI is compliant with the Governance Code.	L: CEO T: 2018, Q4	Publically available information on compliance

6.2 Further Develop Income Streams

To develop and implement a strategy for increasing revenue to the organisation, through methods such as event based fundraising, bequests and grant writing.

Step	lead (L) Time to start action (T)	Outcome / KPI
Continue to review and manage expenditure: <ul style="list-style-type: none"> • Board to review expenditure on hotel and premises, and to explore more cost effective options, such as hiring a communal community space with appropriate meetings rooms, use of online meeting software for meetings. • Implement budgetary controls, accounting procedures for all spends, and rules on procurement in order to manage costs to build a reserve and prepare for hiring CEO. 	L: Board T: 2016, Q2	Board has clear financial plan regarding viability of CEO role
Increase income streams and extend the organisational reserve, through development of a fundraising strategy to include: <ul style="list-style-type: none"> • Increase income through increased membership and a small increase in service donations⁷ and by undertaking fund raising actions⁸. • Provide a direct debit donation option for both members and non-members to support the organisation or particular campaigns, This can be done through the website, social media and at meetings. • Work to increase income from wills/bequests • Submit grant applications for specific projects • Some training courses to have fees to be cost neutral or contribute to their costs • Membership forms to have a section for voluntary contributions 	L: Board / CEO 2017: onwards	Increase in organisational income.
Incorporate fundraising targets into CEO job description with clear targets, €5,000 in year one of role and increase to €20,000 in year four/five.		

⁷ The amount of the increase recommended by celebrants is €20 for weddings from 2018

⁸ All funding applications to include a contribution towards the administration of the organisation

6.3 Employ a Chief Executive Officer (CEO)

To employ a CEO once the organisation has fulfilled the plan to ensure affordability and sustainability for the HAI. The CEO will have key responsibilities in the areas of supporting service delivery, management of volunteers and administrator, and coordinating and supporting campaigns and communications.

Step	lead (L) Time to start action (T)	Outcome / KPI
Develop a series of employment related policies/handbook, including although not limited to: <ul style="list-style-type: none"> • Recruitment and selection • Leave • Discipline and grievance • Performance management and support • Health and safety 	L: Board T: 2018, Q4	Required employment policies in place.
Once the income and reserve reach the levels needed, as agreed by the Board, develop a recruitment strategy, including: <ul style="list-style-type: none"> • Developing role, job description and person specification. • Developing scoring sheets based on necessary attributes, agreeing interview format and whether psychometric testing will be used as part of the process. 	L: Board T: 2019,Q1	Process ensures best candidates and selection processes.
Successful candidate starts. Board outlines clear goals and expectations and ensures good supervision throughout probationary period and continuously thereafter.	L: Board T: 2017, Q2/3	Candidate is supported adequately and HAI uses probation period to ensure suitability for role.

6.4 Develop Organisational Structure to Include a Management Group

Adapt the organisation's governance and management structures to establish a management group. This will support greater engagement of members in managing the activities of HAI and allow for a smaller Board that is less hands-on and more concerned with high-level strategy.

(see diagram of new structure on page 27).

Step	lead (L) Time to start action (T)	Outcome / KPI
Membership to be informed of new organisational structure, and given the opportunity to request a place on the group of most interest to them.	L: Board T: 2016, Q2	Clear process for registering interest and organising new working groups.
Training in facilitation, chairing, or leadership to be made available to members who are interested in undertaking key roles.	L: Board T: 2016, Q3	Key volunteers feel skilled to undertake leadership roles.
As step 2 of action 6.1 the governance guidebook / policies should outline; <ul style="list-style-type: none"> Boundaries and decision making processes between the Board and management group, including the process for budgets to be proposed and then agreed on a yearly basis Budgetary controls, accounting, and rules on procurement Chairing standards and practices, and processes for inducting new members to any group Rotation of roles and processes for ending tenure Managing conflict of interests Code of conduct and managing actions outside of the code Process for managing conflict and disagreements 	L: Board T: 2016, Q3	A guidebook that outlines all elements of the governance and management structure in simple and clear language.
New working groups to be established with a view to: <ul style="list-style-type: none"> Agreeing a chair (this will rotate each year) Reading and reviewing the governance documents that outline how the new structure will operate Reviewing the strategic plan and agreeing an annual plan based on this Agreeing whether the groups meet in person or through technology and the place and times of meetings 	L: Board T: 2016, Q3	Groups take ownership of work schedules and have clear agreements on how they will undertake their business.
New structure / management group to be started in Jan of 2017 alongside CEO recruitment process.	L: Board T: 2017, Q1	New structure is functioning.
Review of new structures, strengths and areas for improvement identified.	L: CEO T: 2019, Q3	Brief report with recommendations.

7 Task and Timelines: Growing Media Profile to Increase Awareness of Work & Campaigns

7.1 Develop the HAI Website

Develop the website to be more responsive and provide members and the public with information and services (e.g. the ability to register interest in services online).

Step	Lead (L) Time to start action	Outcome / KPI
Develop a website upgrade plan and seek costings to: <ul style="list-style-type: none"> • Make the website responsive • Have distinct areas for members and the public, the members' area to have access to Board reports and minutes. Include a clear 'call for action' for people to join HAI to support its campaigns. Promote opportunities for non-members and members to donate to the organisation • Include a place to advertise volunteer roles • Book or request service contacts online and highlight ceremonies through testimonials and photos • Make links to media more accessible (e.g. radio shows and articles) 	L: Chair Media and Publicity Group T: 2016, Q3	Costed plan submitted to the board for approval.
Undertake revisions to the site, as per plan and budget	L: Chair Media and Publicity Group T: 2017/2018 (time dependant on finance)	Website revised and additional sections working well, with increased use.
Agree metrics that will be tracked to show whether the upgrade is successful and review data every 6 months.	L: Chair Media and Publicity Group T: 2018, Q1	Key metrics show impact of revisions.

7.2 Establish a Media and Publicity Group

Help HAI groups to promote their work and engage with traditional and social media, as well as maximising media opportunities through co-ordinated messaging and the engagement of high profile supporters.

Step	Lead (L) Time to start action (T)	Outcome / KPI
Produce brief guide on how to promote the work of the HAI for use of regional HAI groups. Provide additional mentoring as required.	L: Chair Media and Publicity Group T: 2017, Q2	Useful short guide produced.
Develop media training and a media support guide, which includes promoting respectful communications about, and with, people and organisations of faith. This has the aim of expanding the number of people skilled in addressing and interacting confidently with the media.	L: Chair Media and Publicity Group T: 2017, Q3	Development of panel of members who are confident to engage with media.
Work with the campaigns groups to develop media releases and ensure that groups are nationally coordinated in relation to key messages.	L: Chair Media and Publicity Group T: 2017, Q3	Increase media presence measured through: 1) column inches, 2) air time and 3) range of speakers.
Engage high profile individuals who support the work of HAI to publicly support or contribute views on matters of importance to the HAI.	L: Chair Media and Publicity Group T: Ongoing	The engagement of high profile individuals increases the organisations credibility and profile.
Increase social media presence by attracting more people to use social media, and particularly target people in the 18 – 30 age range.	L: Chair Media and Publicity Group or Designated Social Media Lead T: 2016, Q2	20% increase in social media contacts year on year.
Explore the possibility of working with radio or television production companies to create shows about the HAI.	L: Chair Media and Publicity Group T: 2018, Q1	One agreement with radio or TV for a show relating to an aspect of humanism.

8 Tasks and Timelines: Leading or Participating in National Campaigns

8.1 Support a National Campaign for Education Equality

Develop a working agreement with key campaigning group/s to outline how the HAI will work with them in a way that is mutually beneficial and will have optimum impact on the campaigning goals.

Step	lead (L) Time to start action	Outcome / KPI
Develop a Memorandum of Understanding (MOU) to support clarification of the HAI relationship with relevant campaigning groups. To outline, among other details: levels of support provided, use of logo and HAI name, reporting and levels of engagement with HAI membership.	L: Board T: 2016, Q1	MOU between HAI and any relevant campaigning groups.

8.2 Develop Campaigning Structures

The campaigns group (or a series of campaigns specific groups) to update the 'Equality for the Non-Religious' document which outlines the organisation's approach to and rationale for various campaigns, and agree a key campaign each year, with co-ordinated actions in partnership with other organisations, where possible.

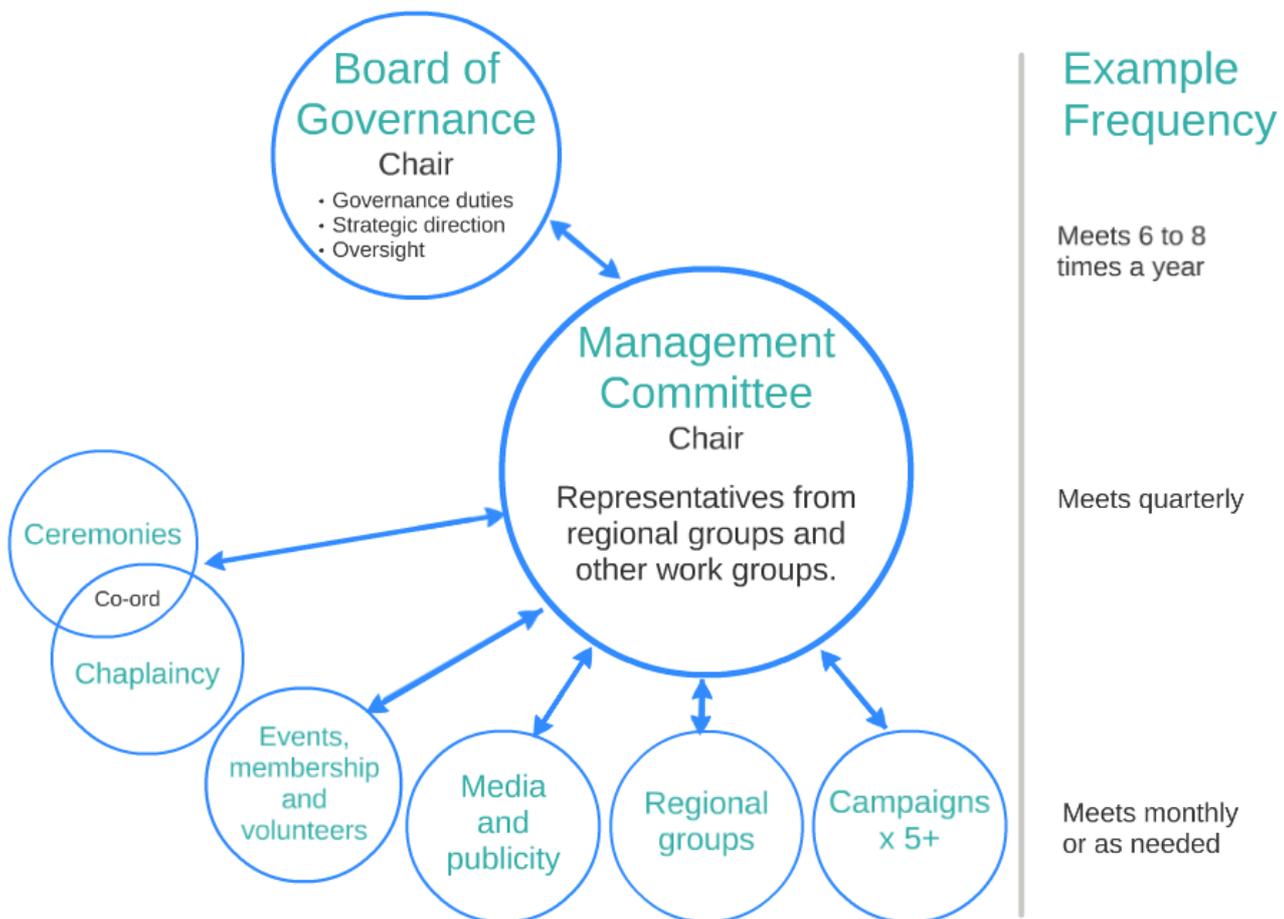
Step	lead (L) Time to start action (T)	Outcome / KPI
Update the document titled ' <i>Equality for the Non-Religious: The treatment of people of no religion in the Constitution, in legislation and by other practices of the State and its agencies</i> '.	L: Board T: 2016 Q2-4	An updated document outlining the organisation's campaigning approach and rationale.
Name a priority campaign each year, based on agreed criteria, with a specific resource allocation. Note that some campaigns may be the key campaign for a number of years running. This will be agreed in the 4 th quarter of each year.	L: Board T: 2016, Q4	There is a priority campaign issue agreed which will assist in allocation of resources.
Each campaign group will agree the following, which will support engagement of other subgroups, e.g.. media and publicity group or regional groups: <ul style="list-style-type: none"> • Clear rationale / evidence base for any issue identified • Key partners • Campaign aims and objectives • Key messages, strategies and resources • Reporting within HAI • Engagement of members and volunteers • Partnership with organisations and individuals. 	L: Board T: 2016, Q4	Clear plan for each campaign that will encourage the engagement of maximum number of HAI members across the country.

9 Organisational Structural Change and Resourcing

9.1 New Organisational Structure

The new organisational structure will be put in place. The aims of this structure are to:

- Engage more members in decision making roles, increasing management and leadership resources within the organisation
- Support greater co-ordination of the wide variety of activities of the HAI



9.2 Annual Planning

Each group's work will be broadly governed by the strategic plan; each group will plan the next year's work in Q4 and will send this plan to the Board with estimated costs.

Each group to be given a budget in year one. In Q4 of each subsequent year, each group will send an action plan with costs to the Board for consideration. The Board will assess the proposals and revert to the groups before the end of the year with approvals or modifications to the plan and budget.

HUMANIST ASSOCIATION OF IRELAND

We campaign for equal treatment by the State of the non-religious; the abolition of religious privilege; and ultimately the total separation of Church from State.

We aspire to a balanced, secular society.

www.humanism.ie

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