

**Minutes of BHA Board of Trustees Meeting
25 February 2017 11.00-15.40 at 39 Moreland Street, London EC1V 8BB**

Present: Tamar Ghosh (TG, Chair), Patricia Rogers (PR, Vice Chair), John Adams (JA, Treasurer), Tom Copley (TC), Blaise Egan (BE), Ewan Main (EM), Guy Otten (GO), Naomi Phillips (NP), David Pollock (DP), Jeremy Rodell (JR), Amy Walden (AW).

In attendance: Andrew Copson (AC, Chief Executive and Company Secretary), Romaine Maret (RM, minutes), Pavan Dhaliwal (PD, Director of Public Affairs and Policy [for 05/17]).

Item		Actions	Deadline
01/17/01	Apologies for absence were received from Michelle Beckett, Alom Shaha, and Imtiaz Shams.		
01/17/02	There were declarations of interest from EM and GO for any matters concerning celebrant finance.		
01/17/03	There were the following additions to the agenda, to be discussed under Any Other Business: <ul style="list-style-type: none"> - Complaints procedure (PR) - ACE Role (AC) 		
01/17/04	The Board approved the minutes of the previous meeting Matters arising from previous minutes:		
01/17/05	10/16/1 The Board discussed the intranet and how to log in. AC explained that trustees need login details and suggested setting up new @humanism email addresses for them and sending these out with new joining instructions.		
01/17/06	The Board discussed the extra benefits of such a system in terms of distribution of papers and agreed that this is the best way forward.		
01/17/07	Action arrange logins for all and send out joining instructions Within 15/16/15:	RM	
01/17/08	07/16/4 AC confirmed that quarterly management reports are now available on the Trustees Area of the intranet.		
01/17/09	10/16/1 AC confirmed that the updated <i>Trustee Handbook</i> is available on the Trustees Area of the intranet.		
01/17/10	16/16/23 PR updated the board on the twinning working group and twinning opportunities. The working group will		

	shortly report to the CE, who will bring any proposals to the Board.		
01/17/11	18/16/13 AC updated the board on working groups for special projects. The Property Group have now met and progress has been made in that a few meetings are in place. The Retreat Group is yet to meet but there will be movement in the project now ACD is in post.		
01/17/12	20/16/11 AC confirmed that the Risk Register is now available on the Trustees Area of the intranet.		
01/17/13	23/16/14 AC discussed our response to the faith schools admissions consultation. Trustees were directed to the BHA website at: www.humanism.org.uk/2016/12/12/the-evidence-shows-this-to-be-the-very-opposite-of-integration-humanists-publish-response-to-faith-school-admissions-consultation/		
01/17/14	23/16/23 PR reminded trustees that they are welcome at inductions for new trustees.		
01/17/15	23/16/24 AC confirmed that the number of supporters (55,000) has now been updated on the website and other materials.		
01/17/16	23/16/39 The Board confirmed that they will continue to think of useful contacts for fundraising purposes.	BOT	
01/17/17	23/16/40 AC confirmed that TP is looking into social enterprise funding in relation to our prisons work.		
01/17/18	26/16/03 The revised BHA policies have been sent to all Partner groups.		
01/17/19	28/16/4 NP confirmed new fundraising guidelines for Trustees has been sent out via email.		
01/17/20	28/16/6 AC confirmed that calendar invitations to Board meetings had been sent to Trustees electronically.		
	<u>Management (AC)</u>		
02/17/01	The Board received the management report for Q4 2016 from the Chief Executive.		
02/17/02	The Board agreed that they were pleased with the balance that has been brought to the Holyoake lectures in relation to politics, however there was some concerns regarding the speaker.		

02/17/03	Action email AC with any concerns about next Holyoake Lecture speaker.	BOT	
02/17/04	AC updated board on the all-party group in the Welsh Assembly - they are struggling to fill the UKIP or Conservative seat in Wales.		
02/17/05	The Board noted the success of the 'What is Humanism?' book and asked which schools had been sent a copy.		
02/17/06	AC explained that there are areas of the UK where all schools received a copy and other areas where schools received books upon a request. Over 3000 schools have now requested one.		
02/17/07	The Board asked what the difference is between a section and a programme.		
02/17/08	AC explained that sections are governed with byelaws whilst a programme is more flexible and is just an area of work.		
02/17/09	AC reported that the decline in funeral figures has now slowed and that there has been progress made in trying to improve these numbers.		
02/17/10	The Board discussed the possible reasons for the low number of funerals delivered, including the impact of the celebrant levy system and possible underreporting and the way celebrants work in 'patches' - difficulties in recruiting new celebrants in the same area as someone else.		
02/17/11	AC explained the work underway to reform the levy system.		
02/17/12	Action update the board on changes to the levy system ahead of May's meeting.	AC	
02/17/13	AC updated the board on the application for legal marriages in Northern Ireland - which has been rejected - PD now talking to lawyers about how best to move forward.		
02/17/14	AC reported that improvements in processes and structure have meant the planned operations review will be smaller than anticipated.		
02/17/15	AC reported that the brand review was going well, a survey is due to be sent out for logo concept feedback and the name 'Humanists UK' has now been agreed.		
02/17/16	AC reported that HOE attended and spoke at the RE council. His talk was very well received, there were three people who		

	contacted us to give positive feedback.		
02/17/17	Board noted this success and congratulated LD on his achievement.		
02/17/18	AC updated the board on the arrangements regarding staffing of the Communications and Development department.		
02/17/19	The only remaining difficulty is not having a line manager present for the Events Manager, who still sits within the Communications and Development Team. This is being solved partly by ensuring policies are more robust alongside the fact that the role is already very self sufficient - so the management required is very limited.		
02/17/20	IS has input from cross departmental meetings and weekly meetings are taking place with LW and AC so that there is oversight for the work taking place.		
02/17/21	Regarding monthly supervisions, the decision was taken for RT to conduct these as AC time is limited.		
02/17/22	AC updated the board on the number of ebuletin unsubscription requests received.		
02/17/23	The Board noted that the number of unsubscribes are very low.		
02/17/24	The Board received the financial accounts from Q4 2016.		
02/17/25	AC reported that he was very pleased with numbers and that the audit had been completed and went very well.		
02/17/26	The Board noted that that income is very healthy and they were pleased with progress.		
02/17/27	JA and AC reported their concern at the cash appeal 4 outcome.		
02/17/28	AC explained that analysis was carried out and timing was identified as the biggest contributing factor - cash appeal 3 had been delayed so number 3 and 4 landed quite close together as well as 4 being very late in the year.		
02/17/29	AC explained how cash appeals are analysed - using the 'what works' document, which is a record of what has been tested. alongside timing of cash appeals, we are looking to test the message used. There are trends on social media that could translate into appeal messages.		

02/17/30	JA explained that the VAT problem mentioned on page 32 of the papers is complex and time consuming for DOP. It is becoming difficult due to changes of activity and their impact on VAT.		
02/17/31	AC reassured the board that when the Q4 VAT return is complete, the sum won't be large.		
02/17/32	JA reported that YTD figures very different to budget and he was very pleased with progress.		
02/17/33	The Board noted that income from all sources are down against last year due to a £250k that was received.		
02/17/34	JA updated the board regarding the performance of the investment portfolio which currently stands at £672,849.		
02/17/35	JA reported that the change in the levy system would made a real impact in income - it will fall, especially in short term, but in the long term it will hopefully improve as we attract more celebrants.		
02/17/36	The Board discussed how big the drop would be, in order to ascertain whether it should be a decision made at board level.		
02/17/37	JA explained that it's difficult to put a concrete number on it due to its complexity, however it would probably be a £30-£40k drop in income in the first year of the change.		
02/17/38	AC reported that change was due to be made in April, before the next board meeting and asked if it should be delayed to next board meeting.		
02/17/39	Action discuss level of impact in terms of the short term reduction in income and potential loss of celebrants - and whether it should be brought to board for a decision	JA/BE/AC	
02/17/40	The Board discussed whether income and expenditure lines should be broken down further. After discussion, it was agreed not to do this as they only really need to see top level information and once you start breaking down finance, you can go too far.		
02/17/41	The Board discussed international travel costs and it was noted that with the cancellation of the IHEU General Assembly in Brazil, the travel costs have significantly reduced.		
02/17/42	The board received the new acronym guidance from AC.		
02/17/43	AC reminded the board that the guidance is available on the		

	intranet too.		
02/17/44	TG asked the Board to consider changing the way the management reports feature on future agendas, because although the current report contains lots of useful information, it can be fairly lengthy and time consuming in the meeting. There is also a concern that the current system might not have the strategic oversight needed for trustee level decisions.		
02/17/45	<p>TG suggested the two following changes:</p> <ol style="list-style-type: none"> 1. Trustees continue receiving the management reports but via the intranet instead of as part of the board paperwork, and bring any questions to the next meeting as per usual 2. Produce a 'dashboard' with a traffic light system for different strategic areas, which the board can focus on and discuss in meetings 		
02/17/46	The Board discussed and agreed to make these changes, as long as the following were considered:		
02/17/47	<ul style="list-style-type: none"> - Could we send management reports via email as well as uploaded to intranet? - That we choose subject areas well so information doesn't become too compressed - Discussion papers for red or amber areas - otherwise there may not be enough space for commentary - That the external environment would be included in the dashboard. - That the dashboard be up to date for the meeting, rather than quarterly like the reports are 		
02/17/48	The Board agreed to have both the management report and the dashboard at the next meeting and thenceforth just the dashboard.		
02/17/49	The Board agreed that questions from the management reports should be submitted prior to the meeting where possible.		
02/17/50	Action work on a template and send out to board for comments within next six weeks.	TG/AC	
	<u>Governance</u>		

03/17/01	The Board received a verbal update from PR on the Trustee and Officer Reviews.		
03/17/02	PR reported that most of the trustees had responded and thanked them for their input. the feedback was thankfully received by those appraised and it was agreed that the process is a useful exercise.		
03/17/03	The Board discussed the updated Risk Register and agreed it as attached.		
03/17/04	The Board noted the Trustee vacancies arising this year and appointed GO and EM as scrutineers.		
03/17/05	<p>The board agreed to propose amending 22.3 of the Articles of Association as follows to the AGM:</p> <p>(additions in bold, removals in square brackets):</p> <p><i>The number of trustees shall be not less than four and not more than [fifteen] seventeen, of whom up to twelve shall be elected by members of the Charity.</i></p> <p>To amend 22.3 of the Articles of Association as follows (additions in bold, removals in square brackets):</p> <p><i>The trustees may appoint up to [three] five members to be trustees in order to provide expertise to the Charity or to make the Board more representative of the membership.</i></p>		
03/17/06	NP reported an alert from gov.uk aimed at trustees within the context of fundraising.		
03/17/07	Action circulate alert to BOT via email.	NP	
03/17/08	<p>PR reported on a fundraising seminar attended recently on data protection in fundraising. she learned that the biggest mistakes charities make are usually:</p> <ul style="list-style-type: none"> - Not providing people with enough information about how their data would be used - Not informing supporters of 3rd party involvement of their data - Not informing supporters of data matching techniques used 		
03/17/09	The board noted this information.		

	<u>Strategy</u>		
04/17/10	The board received the analysis of competitors on social media submitted by LW.		
04/17/11	The board discussed the paper and thought it very interesting.		
04/17/12	Action bring questions for Liam to May Board meeting.	BOT	
04/17/13	The board received and agreed the Amended VIGs document as attached (below).		
04/17/14	The board received a verbal update on work of the property group - there has been progress in the project, have had meeting with LB Camden. There are two other meetings scheduled so far.		
04/17/15	TC reported that he has a contact who could facilitate a meeting regarding property/land in Westminster.		
04/17/16	Action send TC Westminster specific text to help with arranging the meeting.	AC	
04/17/17	The Board received a verbal update on CFI UK - CFI has pulled back on international programmes and has cancelled Stephen Law's stipend; therefore he no longer has funds to run the project.		
04/17/18	Events that were already in pipeline have been rebranded as BHA. There is £4k in the BHA accounts for CFI - Robyn Blumner (CEO of CFI in the US) and AC are meeting later in year to discuss this and the future of CFI UK.		
04/17/19	Technically speaking, CFI UK does still exist in BHA section/bylaws. AC starting point with Robyn is to discuss if they would continue and if so what are their plans/in what capacity within UK.		
04/17/20	Action update board on progress after meeting with Robin.	AC	
	<u>Presentation from Director of Public Affairs and Policy (PD)</u>		
05/17/01	The Board received an update from the BHA's Director of Public Affairs and Policy, Pavan Dhaliwal, on strategic litigation in 2017.		
	<u>Any Other Business</u>	BOT	
06/17/01	PR requested that board members send comments to her regarding the complaints procedure.		

06/17/02	Action circulate the complaints procedure to board for comment.	PR	
06/17/03	The board received an update on the Chief Executive MBA - which started in January. It was reported that all is all going well.		
06/17/04	AC reported that the current ACE had decided to resign from the post. after discussing the reasons why - that the type of work doesn't suit her personality - AC explained the different approach he was taking in his recruitment strategy, which is to focus on experience rather than humanist values.		
	<p><u>Date of the next Meeting</u></p> <p>BHA Board of Trustees Meeting on 13 May 2017 11.00-15.40 at 39 Moreland Street, London EC1V 8BB.</p>		

Amended Very Important Goals (VIGs) for 1 November 2020

At its meeting in December, the Board requested an amended version of the VIGs to take into account the fact that some 2020 goals had already been exceeded and some were inconsistent with each other. The SMT has now reviewed the VIGs in light of this and the Board is asked to agree the amended VIGs as follows:

Humanism is understood as an ethical and fulfilling non-religious approach to life involving a naturalistic view of the universe.

45% ($\pm 2\%$) GB adults and 50% ($\pm 6\%$) 18-24s knowing what Humanism is in a survey

50,000 pupils hearing a BHA school volunteer in England, Wales, and Northern Ireland in previous year

Understanding Humanism: 52,500 page views and 30,000 downloads in previous year

Facebook avg. organic daily reach of 247,000 and 40m Twitter impressions in previous year

People with humanist beliefs and values are supported in identifying themselves as humanists and in expressing those beliefs and values in their lives.

35% ($\pm 4\%$) nonreligious adults with humanist values in GB identifying themselves as humanist

3% funerals in England and Wales taken by a BHA celebrant

450 accredited celebrants

750,000 unique visits to ceremonies website in previous year

80% awareness in population of humanist ceremonies

218 Healthcare institutions (e.g. hospices, hospitals) with a NRPSN member on team

90% NHS acute trusts in England and Wales with a NRPSN member on team

65% Prisons in England and Wales with a NRPSN member on team

300 accredited NRPSN members

Annual events programme reach of 40,000 (audience+YouTube views)

35,000 ebuletin recipients

75,000 registered supporters (including members)

The UK is a secular state guaranteeing human rights, with no privilege or discrimination on grounds of religion or belief.

[By April 2017, create and publicise a 'secularity index' and set goals based on this new metric.]

Successfully challenged through the courts to achieve a viable alternative to collective worship for those who want it by and subsequently put down a private member's bill to repeal collective worship.

National curriculum equivalent for Religions and Worldviews including Humanism in England and Wales.

If the upper house is reviewed, ensuring removal of Bishops is prominent in debate.

First legal humanist marriages in England and Wales to have taken place.

Public debate and policy are shaped by humanist perspectives.

Legal case launched on assisted dying in line with BHA policy on its way to the Supreme Court.

90 women patrons

20 BME patrons

We are an expanding, financially healthy and sustainable organisation with high standards of governance and management.

£757k in membership subscriptions in previous year

£175k in DD donations in previous year

£490k in cash donations in previous year

20,000 members

2000 non-member donors

No variance from budget

We are respected as an organisation for our expertise and professionalism and recognized as the national voice of Humanism and a leading national voice for the non-religious and for secularism.

45% (±2%) GB adults aware of us and 50% (±3%) of GB non-religious adults

55% (±2%) approval among GB adults knowing us and 75% (±3%) among GB non-religious adults knowing us

**Andrew Copson
7 February 2017**