

Minutes of BHA Board of Trustees Meeting
14 May 2016 11.00-16.00 at 39 Moreland Street, London EC1V 8BB

Present: Robert Ashby (RA, Chair), John Adams (JA, Treasurer), Blaise Egan (BE), Tamar Ghosh (TG), Guy Otten (GO), Naomi Phillips (NP), David Pollock (DP), Jeremy Rodell (JR), Patricia Rogers (PR, Vice-Chair), Alom Shaha (AS), and Amy Walden (AW).

In attendance: Andrew Copson (AC, Chief Executive and Company Secretary), Ian Khouv (IK, minutes), Pavan Dhaliwal (PD, for item 12/16).

Item		Action
07/16/1	Apologies for absence were received from Tom Copley (TC), Michelle Beckett (MB), and Adam Rutherford (AR).	AC/IK
07/16/2	Amy Walden declared her receipt of payments in relation to matters relating to pastoral care support by the BHA.	
07/16/3	The Board approved the minutes of the February 2016 meeting.	
07/16/4	There was a matter arising from the minutes of the February 2016 meeting (item 02/16/5) where the Board suggested that full unedited management reports be available on the intranet for Trustees to access. This is to be addressed once AC and IK have looked further into the possibility.	
07/16/5	Another matter arising from the minutes of the February 2016 meeting was that the Board noted unfamiliarity with some of the acronyms used. The Board suggested that the full name be used henceforth.	
08/16	<u>Management (AC)</u>	AC
08/16/1	The Board received the 2016 Q1 management report and congratulated the management on a successful quarter.	
08/16/2	The Board noted that the management report was of a considerable length. There were a range of views from different Board members on the desirable length of the report. AC noted that the staff structure has changed considerably and that the reporting structure will also be changing in consequence and would be discussed at the May SMT meeting. As a result, future reports may be slimmer. TG suggested that AC note any red flags perhaps through a paragraph to outline his feelings on the report as a more useful supplement.	
08/16/3	The Board noted the successful launch of the <i>Understanding Humanism</i> website. AC provided positive feedback from RE teachers especially on social media. It was also noted that the <i>Humanism for Schools</i> website is	

08/16/15	<p>The Board noted that there was not much reported on our other public affairs and policy areas outside of education and worried about the balance between the different areas. The question of whether this was due to under-reporting or under-performance was discussed and AC undertook to follow this up with staff.</p>	AC/IK
08/16/16	<p>The Board noted that the Celebrant Network Restructure project is going well following the selection of pilot areas. However, there is discussion around extending the project into 2017 because we have not seen the rapid results from the pilot areas required in order to roll out the plan properly.</p>	
08/16/17	<p>The Board was informed that the offices have a further four desks available before capacity reaches its maximum. We will almost certainly have to leave the current offices at the 2018 lease break point.</p>	
08/16/18	<p>The Board discussed the history and present state of the BHA's work in Northern Ireland, including recent discussions with Humani. Humani will now be voting in June on potential integration with the BHA in Northern Ireland but it seems unlikely that the required 75% in favour will be achieved.</p>	
08/16/19	<p>The Board noted the BHA's good relationship with the Humanist Association of Ireland and the excellent progress made by Northern Ireland Humanists since the beginning of the year and agreed that Humani could be disaffiliated from the BHA in light of its behaviour if necessary.</p>	
	<p>The Board received the 2016Q1 accounts, together with the quarterly balance sheet summary and concluded that it was a good set of figures.</p>	
08/16/20	<p>The Board noted JA's observations that income and (actual) expenditure for the quarter appear virtually the same but, had we received rental income from tenants, income would have exceeded expenditure. JA also noted that had expected appointments occurred (primarily of the Director of Communications and Development), expenditure would have increased significantly. JA also reported that the cash appeal total looks like it will be 73,000 by the end of Q2 with no signs of donor fatigue. We have liquid assets of 1,158,000.</p>	
08/16/21	<p>The Board discussed concerns around bookings for the Annual Conference. AC reported that a prompt and comprehensive recovery plan implemented by our Events Manager and Communications and Development Manager had halved the deficit and that there were no concerns about turnout which should be higher than 2015.</p>	
08/16/22	<p>The Board were provided with a brief update on staff structure and personnel. Recruitment of an IT Officer has not come to fruition with</p>	

	<p>concerns that the salary may be the reason. The staffing of this function will be reviewed, including an examination of the market rate for such posts.</p> <p>The Board approved a proposal from AC to remove the Amazon link on the BHA website following further concerns from members. The Board noted its responsibilities to secure income for the BHA and that the responsibility was on parliament to create taxation laws which would be seen as fair but that the reputation of the BHA was suffering as a result of the current arrangement. It was discussed that there is a strong reputational risk and that the financial benefit is decreasing.</p> <p>The Board agreed that TG should draft a wider policy on private sector engagement which would approach the larger question in a coherent way.</p>	AC/TG
09/16	<u>Annual Report and AGM</u>	
09/16/1	The Board approved the Annual Report and Accounts for 2015 and authorised the Chair and Treasurer to sign it.	RA, JA
09/16/2	The Board agreed that the Annual Report would have less detail in the future.	AC
09/16/3	The Board agreed the Letter of Representation to the auditors and authorised the Chair to sign it.	RA
09/16/4	The Board sought clarification about whether the auditors were made aware of the data protection agreement breach and whether this needed to be included.	AC
09/16/5	The Board received and noted the auditor's management letter.	
09/16/6	The Board approved the AGM notice and agenda to be sent to members.	
09/16/7	The Board noted that there are five candidates for five Board vacancies and that an election will therefore be held by a show of hands at the AGM.	
09/16/8	The Board noted that Board nominee Ewan Main would have to step down as Vice Chair of the Ceremonies Board upon election and that post would remain vacant for the time until a new Chair is appointed in October.	
09/16/9	The Board requested that the explanation of differences between the statutory and the management accounts for the year should be expressed in table form from 2017 onwards.	AC
09/16/10	The Board discussed reviewing Knox Cropper as our auditors. The last review was in 2012 and so another is due in 2017. It was noted that the	

	partner we have dealt with traditionally has retired and JA and AC were unhappy with the timeliness of this year's report being prepared. Our experience next year will inform whether we re-appoint or re-tender.	
10/16	<u>Governance</u>	
10/16/1	<p>The Board reviewed the current Trustee's Handbook with the following suggestions noted for approval:</p> <ul style="list-style-type: none"> • The expenses policy is to be included • All instances referring to 'distinguished supporters' should be changed to 'patrons' • Section 7: 'Company and Charity Law' should be separated into 'Company Law' and 'Charity Law' across two lines in the skills audit and on the relevant Survey Monkey template. 	IK
10/16/2	<p>The Board noted the requirement for a Trustee to be appointed to the role of ultimate arbiter as detailed in the complaints procedure (Section Five). This will be done in the July Board Meeting and added to the <i>pro forma</i> agenda for future July meetings.</p>	IK
10/16/3	<p>The Board adopted an amended Risk Register as attached.</p>	AC,PR
10/16/4	<p>The Board agreed a new procedure for the annual review of the Risk Register to minimise the time taken in Board meetings and maximise the contribution of trustees to the Register's formulation. Henceforth, trustees will be invited to suggest revisions ahead of the Risk Subcommittee's meeting, as SMT are. The whole Board meeting will then consider anything out-of-line or of high risk rather than have to discuss all the risks.</p>	
11/16	<u>Strategy</u>	
11/16/1	<p>In order to recognise changes in the policy landscape, the Board replaced the current BHA policy:</p> <ul style="list-style-type: none"> • equality in employment for some posts such as 'chaplains' in prisons, the armed forces and elsewhere, or non-teaching jobs in religious schools, which are unfairly reserved only for religious people or people of particular religions. <p>with:</p> <ul style="list-style-type: none"> • an end to irrelevant religious discrimination in publicly funded posts such as non-teaching jobs in religious schools or general pastoral support jobs in hospitals and prisons, which are often unfairly reserved only for religious people or people of particular religions. 	

11/16/2	<ul style="list-style-type: none"> • equal treatment of the non-religious according to need in the limited number of roles that are legitimately reserved to meet a specific and specialist need such as belief-specific pastoral support for patients and staff in healthcare, prisons, or other institutional settings. In these settings, specific non-religious support is often lacking. <p>The Board discussed and agreed on three potential strategic initiatives which:</p> <ul style="list-style-type: none"> • would significantly enhance our credibility, infrastructure, reputation, or status and presence in British public life; • be suitable for attracting major gifts, which is a priority for development in the coming years; • promote a constructive and positive image of the BHA • contribute to the financial growth of the BHA . <p>The projects agreed were:</p> <ul style="list-style-type: none"> • purchase of central London offices; • purchase of a humanist retreat and training centre; • establishment of an academic entity, think tank, or institute <p>Each proposal will be scoped out more fully, including researching funding, for the bringing back of fuller proposals on each at the July Board meeting.</p>	
11/16/3	<p>The Board approved AC's suggestion for Trustees to be involved in the scoping exercises should they wish and that JA should be involved in each.</p>	
12/16	<u>Presentation from Director of Public Affairs and Policy</u>	
12/16/1	The Board received a presentation from Director of Public Affairs and Policy, PD, on work in Northern Ireland and Wales.	
12/16/2	The Board noted that having a presence in the devolved nations has the potential for us to make inroads. PD states that Boyd Sleator (our NI Development Coordinator) is a grassroots campaigner and the work he will be doing in his first year will be very labour intensive.	
12/16/3	The Board acknowledged and supported PD's approach of partnering rather than going in and creating standalone campaigns. PD exerted the need for being careful in terms of messaging in this regard.	
13/16	<u>Any Other Business</u>	
13/16/1	<p>The Board approved the proposed revision to the Byelaws 9.5:</p> <p>9.5 THE COMMITTEE</p>	

13/16/2	<p>9.5.1 The Committee shall consist of:</p> <ol style="list-style-type: none"> i. three ordinary members elected annually at the Annual General Meeting, ii. the following officers also elected annually at the Annual General Meeting: <ol style="list-style-type: none"> a) President b) Chair c) Secretary d) Communications Manager e) Membership Rep. iii. one member appointed by the Trustees of the British Humanist Association iv. the Defence Humanists Administrator <p>Subcommittees may be created and disbanded as required by the Committee.</p> <p>The Committee will endeavour to have a diverse membership from across the following areas: Royal Navy, Army, Royal Air Force, MOD Civil Service, Service Families and Veterans.</p> <p>The Board received an update on the sub-group set up to examine the fundraising activities of the BHA from NP. The following points were discussed:</p> <ul style="list-style-type: none"> • The new Fundraising Regulator replacing the existing Fundraising Standard Board – this is to be brought back in the November meeting to see what regulations will affect us and whether we believe the need to register with it. • Fundraising Preference Service – will allow people to opt out of fundraising communications from some or all charities. The FPS was proposed to protect particularly vulnerable donors but could impact the BHA’s fundraising. NP recommends that good processes in place and can provide Mind’s policy for reference. • NP provided the updated Charity Commission Guidance CC20 ‘Charities and Fundraising’ here: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/455737/cc20.pdf • The government’s ‘anti-advocacy’ clause – worth keeping an eye on even though are not currently applying for any grants. The government has been inserting these clauses into contracts to state that charities must not use funds to lobby the Government. The proposal is currently on ‘pause’ by the government after they conceded that it has no evidence that charities do so. • The NCVO has published a discussion paper for Trustees on the 	
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13/16/3	<p>upcoming EU referendum here: https://www.ncvo.org.uk/images/documents/about_us/media-centre/ncvo-eu-referendum-discussion-paper.pdf (Should we vote to leave the EU, this must be discussed as a Board).</p> <p>The Board noted that this would be RA's last Board Meeting and expressed its unanimous gratitude and appreciation for his long service, including so many years as Chair. A reception for staff and trustees will be held on the evening of the AGM to say goodbye and thanks to RA.</p>	
	<p><u>Date of the next Meeting</u></p> <p>BHA AGM, 9 July 2016 at Bishopsgate Institute, 230 Bishopsgate, London EC2M 4QH</p> <p>BHA Board of Trustees Meeting on 30 July 2016, 11:00-15:40 at 39 Moreland Street, London EC1V 8BB</p>	

BHA RISK REGISTER 2016

Prepared on 22 January 2016 by Robert Ashby, Tamar Ghosh, Patricia Rogers, John Adams, Catriona McLellan, Andrew Copson, and Jessica Layfield, and agreed by the BHA Board of Trustees at their meeting on 14 May 2016.

Building on Charity Commission guidance, we have considered potential risks in the following categories:

- **Governance and Management Risks:** inappropriate governance and management structure, for example problems in recruiting suitable trustees or conflicts of interest
- **Operational Risks:** difficulties with service quality and contracts, employment disputes, health and safety issues or fraud
- **Financial risks:** threats to accuracy and timeliness of information, inadequate reserves, diversity of income sources/over-reliance on particular sources of income, demographic changes
- **Legal Risks:** breach of trust law, problems with employment law, regulatory lapses
- **External Risks:** features of the external environment

The Charity Commission also expects charities to include in their Annual Reports a statement on their risk management process.

As a small charity with limited resources, the BHA seeks to ensure that it devotes appropriate time and other resources to risk management, without that having an excessive impact on its other activities. To achieve this, the BHA is embedding risk management within its governance and management structures and processes in such a way that risk management is a part of, rather than separate from, routine management processes. The Board will therefore consider the risks associated with all its decisions on policy and strategy as decisions are made, and decide on the actions required to manage identified risks at the same time. Similarly, the Chief Executive and the staff team will identify potential risks in relation to operational plans and individual activities (e.g. an event) as plans are agreed. In addition, a small Board Risk Subcommittee, chaired by the Vice Chair, with the BHA Officers, Chief Executive, Head of Operations, and Assistant to the Chief Executive, will review all major risks annually before first Board meeting of the calendar year and revise the Risk Register, as needed. Their proposal will then be presented to the Board at the first Board meeting of the year. This will both help to ensure risks are adequately managed and also ensure that the Board is in a position to make the necessary statement in the annual report.

The Register will define each risk, and estimate its probability (1-5), and impact (1-5), the Risk Level then being the product of these two (so ranging from 1, low risk level to 25, high risk level). Definitions of probability indicators and impact indicators can be found on the next page. The Register will also, for each risk, identify who has the Lead Responsibility for managing that risk, what Controls are in place, who has the responsibility to Monitor this, and the Agreed Processes to be introduced by the agreed Deadline.

The Board's attention is drawn particularly to those items whose risk scores 10 or higher and it is in relation to those risks in particular that processes in mitigation will be adopted.

IMPACT DESCRIPTORS

IMPACT LEVEL	DESCRIPTION	POSSIBLE CONSEQUENCES
5	Catastrophic	Impact of risk materialising or opportunity lost will have a serious effect on performance.
4	Major	Impact of risk materialising or opportunity lost will have a serious effect on performance.
3	Moderate	Impact of risk materialising or opportunity lost will have a significant effect on performance.
2	Minor	Impact of risk materialising or opportunity lost is unlikely to have any permanent effect on reputation.
1	Negligible	Minimal impact or no discernible impact at all.

PROBABILITY DESCRIPTORS

PROBABILITY LEVEL	LIKELIHOOD
5	Very high
4	High
3	Medium
2	Low
1	Very low

<u>Risks</u>	<u>Proba- -bility</u>	<u>Im- pact</u>	<u>Risk level</u>	<u>Lead Responsibility</u>	<u>Controls</u>	<u>Monitoring</u>	<u>Agreed processes</u>
ce & ent							
s direction, d forward	2	4	8	Chair	Strategic Planning Process	Board Chief Executive	
ck relevant nmitment	2	4	8	Chair	Skills audit, co-opting, and appointing Training offered where possible Staff member or Chair monitors assigned trustee activities	Board Chief Executive	
interest stees	2	3	6	Chair	Interests statements Declarations of interest in meetings	Board Chief Executive	
ate nal structure	1	4	4	Chief Executive	Annual management review of structure, reported to Board (November)	Board	
managers	3	3	9	Relevant managers Chief Executive	Reports to Board Procedural Manuals kept up to date Regular Staff/SMT Meetings Departmental Workplans Share documentation of info and processes in manuals (SMT) Opportunities for personal development of SMT members (AC/JL)	Chief Executive Chair	Implement reviewed structure of the Share Drive and document t process with approval the IT Manager (CM)
ef Executive	1	4	4	Chair	Reports to Board	Board	

					<p>Procedural Manuals kept up to date</p> <p>Regular Staff/SMT Meetings</p> <p>Well informed Assistant to Chief Executive and capable SMT</p> <p>Workplan</p> <p>Clear systems</p> <p>Development of SMT to take a whole-organisational perspective (AC)</p> <p>Opportunities provided for all SMT to develop broader skills, including media work (AC)</p>		
reporting to	1	4	4	Chief Executive	<p>Reports to Board via meetings and emails</p> <p>SMT receive Board papers</p> <p>Whistle-blowing policy</p>	Chair Board	
economic or financial risk to the Board	1	5	5	Chair Hon Treasurer	Chief Executive Board paper template includes report of financial implications	Board	
Overall risk							
Low risk	1	3	3	Head of Operations	Approval procedure	Chief Executive	
Not too much	2	4	8	Chief Executive	Regular supervisions and quarterly management reports	Board	

					Action plans Annual Review of Staff Structure (November) Careful prioritisation		
ets	2	3	6	Head of Operations	Insurance/Building security register and tagging of equipment	Chief Executive	
procedural tion	3	3	9	ICT, Database, and Web Manager	Procedural Manuals Register, Tagging , Electronic back-up off site Keeping comprehensive documentation and instruction manuals for essential systems up to date	Head of Operations	
ailure	2	2	4	ICT, Database, and Web Manager	Back-up and anti-virus policies and procedures; ensuring key processes transferable to other staff; develop and maintain high quality systems; upgrading ongoing.	Head of Operations	
with external g provider	2	3	6	ICT, Database, and Web Manager	Staff meetings User feedback Maintain contract with highly reputable company with excellent service levels Careful Liaison with provider Maintain Back-ups	Head of Operations	Investigate possibility Key Performance Indicators for host providers and other website monitoring systems, and impleme
etting or association of s	2	2	4	ICT, Database, and Web Manger	Staff Meetings User Feedback	Head of Operations	

					Own all urls with similar names		
alism (terrorism)	2	4	8	Head of Operations	Insurance Back-up systems off premises Careful maintenance Staff training and practices (eg fire drills, correct data storage) Security procedures in place	Chief Executive	Disaster Recovery Plan be finalised and shared with staff and Officers Plan for 'worst case scenario' to be developed and shared with Trust
ure (aka god)	1	5	5	Head of Operations	H&S Handbook Insurance	Chief Executive	See O8
loss of data	2	4	8	ICT, Database, and Web Manager	Daily backups both on site and in the cloud Scheduled testing of backups Annual comprehensive testing of backup/restore system (staggered throughout the year)	Head of Operations	Schedule of testing backups to be agreed
Websites:	2	4	8	ICT, Database, and Web Manager	Ensure up-to-date software at all times	Head of Operations	Implement regular password change system (Civi)
ite including Civi	2	5	10		Maintain current awareness of IT security issues		
	2	4	8		Use software with good reputation and security Use of open source software		

					Server security managed by external experts		
					Annual security review by external company (Rackspace)		
al area	2	5	10	ICT, Database, and Web Manager	Monitoring of all user names and passwords in use Maintaining proper segregation of data Monitoring of wifi access	Head of Operations	
der problems	1	5	5	ICT, Database, and Web Manager	Only use reputable cloud providers and have fall-back systems	Head of Operations	
ect ately:					Training and guidelines		Comprehensive documentation and ongoing review and refinement of Compliance and Disciplinary Procedures
ive	1	4	4	Chief Executive	Removal of staff, volunteers, consultants, trustees and celebrants for bad behaviour	Board	
	1	5	5	Chair		Board	
	5	1	5	Chief Executive		Chair	Look carefully at mitigation of any pastoral support volunteer problems.
ltants, and	2	4	8	Chief Executive	Complaints and disciplinary procedure	Board	
	3	2	6	Chair		Board, Chief Executive	
				Ceremonies QAC	Whistle-blowing policy	Ceremonies Board	
and s Training and nt Team	5	2	10	Head of Pastoral Support	Careful recruitment processes	Chief Executive	
upport	5	3	10	Head of Education		Chief Executive	
kers	5	2	10				

risks							
etary control	1	3	3	Head of Operations	<p>Management a/ts Reports to Board</p> <p>Monthly nominal breakdown to Chief Executive</p> <p>Follow agreed budget policy</p> <p>Regular meetings between Hon Treasurer and Chief Exec, and Hon Treasurer and Head of Operations</p>	Chief Executive Hon Treasurer	
te Reserves	1	4	4	Hon Treasurer	<p>Audit</p> <p>Monthly nominal breakdown to Chief Executive</p> <p>Annual review of policy, triennial revision (next in 2018)</p>	Board	
Cash-flow	1	4	4	Head of Operations	<p>Monthly financial reporting</p> <p>Monitor cash-flow and transfer funds in good time</p>	Chief Executive Hon Treasurer	
eration	1	4	4	Chief Executive	<p>Development workplan</p> <p>Reports to Board Adapt activities as required</p>	Hon Treasurer Board	
funds' limit	1	3	3	Chief Executive	Flexible wording in fundraising	Head of Operations Hon Treasurer	
ud	1	5	5	Head of Operations	Financial processes including frequent reconciliations	Hon Treasurer Auditors	

Financial making by staff	1	4	4	Head of Operations and Chief Executive	Financial processes including frequent reconciliations	Hon Treasurer Auditors	
Management results Financial	2	4	8	Hon Treasurer	Quarterly report from Fund Manager Annual review of performance by Hon Treasurer (May)	Board	
Compliance with Data Protection laws	3	3	9	Head of Operations	Data Protection Policy, staff training Briefing those who have access to any of our data	Chief Executive	
Compliance with Reporting Requirements by head	1	4	4	Head of Operations	Financial records and procedures Audit and accounts	Chief Exec	
Compliance with Reporting Requirements by Sections	4	2	8	Head of Section	Financial records and procedures Audit and accounts	Head of Operations	Training of section treasurers (CM)
Compliance with Governance Requirements	1	3	3	Chief Executive	Board reports Audit	Board	Recommendation of subgroup established check for compliance
Internal Taxation	2	2	4	Head of Operations	Audit	Hon Treasurer	
Professional advice	2	3	6	Chief Executive	Board reports	Chair Hon Treasurer	
Internal disputes	1	4	4	Chief Executive	Board reports Handbook of HR processes Employment law awareness training Regular staff supervision and appraisal HR advice service and insurance	Chair	
Engage in activities:	1	4	4	Chief Executive	Legal expenses insurance Well-defined procedures, handbooks	Board	Check processes for the dealing with vulnerable people
Executive	1	4	4	Chair		Board	

ltants, and upport kers	1	2	2	Chief Executive	Careful recruitment processes	Chair	
	2	4	8	Chief Executive		Board	
				Chair	High standard training and monitoring	Board	
	2	4	8	Ceremonies QAC	Discipline or removal of staff, volunteers, consultants, trustees and celebrants for bad behaviour	Ceremonies Board	
	2	4	8	Head of Pastoral Support		Chief Executive	
	2	4	8	Head of Education	Complaints and disciplinary procedure shared with relevant personnel Whistle-blowing policy	Chief Executive	
iance with n laws	2	4	8	Chief Executive	Celebrant Handbook	Board Ceremonies Board	
iance with any (including libel)	1	3	3	Chief Executive	Appropriate and adequate insurance	Board	
isks							
dia	2	4	8	Chief Executive	Head of Public Affairs; agreed spokespeople. Planned positive media campaigns	Board Staff meetings	
lic opinion	2	4	8	Director of Public Affairs and Policy	Positive promotion of our work centrally and through local groups, members and networks, get positive media coverage, adapt our messages and policies	Chief Executive	
ssure groups	4	2	8	Director of Public Affairs and Policy	Mitigating monitoring likely sources of hostility	Chief Executive	

and supporters ur campaigns	1	5	5	Director of Public Affairs and Policy	Chief Executive, members' consultation Chair Board	Chief Executive	
Party status in Parliamentary Group (APPHG)	2	3	6	Director of Public Affairs and Policy	Chair of APPHG Recruiting for the group throughout the year, positive work and promotion of the group within and across parliament	Chief Executive	
n from similar ns	2	3	6	Chief Executive	Membership and local group figures; government consultation Work with them, incorporate them into BHA, do the work better, be more visionary with our campaigns and more proactive Monitoring of other organisations' activities	Board	
nt moves rities which	2	4	8	Director of Public Affairs and Campaigns	Charity Commission advice Participate in moves to defend rights of charities to be advocates	Chief Executive	
ivity by former staff, volunteers or other dividuals or	2	3	6	Chief Executive	Management reports to Board Ceremonies Board	Board	
other groups or bringing into disrepute	2	2	4	Chief Executive	Close monitoring of the actions of other humanist groups and key individuals. Cultivate close links with organisations sharing aims. Sharing expertise.	Board	

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