

BGA CLUB MANAGEMENT GUIDES

Key Club Roles

Key Club Roles

Clubs need to have suitably qualified people in the key roles.

They do not all need to be Committee members, if:

1. there is a mechanism for them to report to the Committee on their area of work;
2. they have the necessary level of authority and delegation to fulfil their responsibilities, without constantly having to ask for guidance, approval or funding.

An organisation chart or information about the roles, the current people holding them, together with their contact details should be clearly communicated and easily accessible, both at the club and on the club's website. Ideally club email addresses should be used e.g. chair@midshiresgc.co.uk

In a large club, it should be possible for each role to be held by a separate individual.

In smaller clubs, it may be necessary for one person to hold several positions concurrently.

Of greater importance is to avoid overloading any one individual, with the risk that they are unable to do a good job or that they become stressed and overwhelmed by the workload.

The major club roles are (*the CFI is rarely a committee role with voting rights, but is included here for completeness. At many clubs the CFI attends committee meetings as an observer to facilitate a good mutual understanding of objectives and decisions):

- Chair
- Secretary
- Treasurer
- CFI*
- Safety Officer ^
- Technical Officer ^
- Child Protection Officer ^

(^ may not be a 'Committee' role, but will report to the Chair)

Other roles could include:

- Tugmaster and/or winchmaster
- JGC Liaison Officer
- Volunteer coordinator
- New member liaison
- Site and buildings officer
- Mechanical Transport (MT) Officer
- Membership secretary
- Social secretary
- PR, marketing and publicity officer
- Newsletter editor

The principal club officers are normally elected either by the membership or by the committee members. Other roles are generally appointed by the committee. The CFI must be approved by the BGA.

If the club is a CASC, [The Fit and Proper Person Test](#) should be applied before appointing people to roles with general control and administration of the club, especially the direct financial management responsibilities.

Role Descriptions

The following descriptions should be seen as a model that club officers should aspire to achieve. The entire range is unlikely to be found in a single individual.

Chair

A Chair should:

- be respected by the committee and the wider club membership;
- be well informed about the club, its activities and finances;
- be knowledgeable about the sport, including broader aspects outside the club;
- be able to represent the club externally, at local, regional and national level;

- attend and vote at BGA Annual General Meetings;
- be actively involved in developing a clear strategic plan for the club;
- be able to show leadership and contribute ideas on achieving the club's aims;
- encourage committee members and others to contribute ideas and be able to draw consensus from all the suggestions made;
- have a close working relationship with the Secretary in arranging committee meetings and planning the agenda;
- chair committee and general meetings effectively: manage the discussion so that items on the Agenda are discussed constructively and amicably, give members an opportunity to make their points, ensure that conclusions are drawn and minuted with points for action, encourage action to be taken between meetings;
- be unbiased and impartial;
- be a good listener and communicator;
- be able to maintain harmony and to motivate and get the best from the members;
- understand the legal aspects of running a club and know when to seek advice from the BGA or specialist advisors.

Secretary

A Secretary should:

- be tactful and persuasive and a good team player, able to help the committee to run smoothly;
- be well informed about the club and its activities and be aware of current developments among the members;
- work closely with the Chair to plan and run committee meetings effectively;
- circulate notices of meetings and agendas in good time and circulate minutes within a few days of meetings;
- prepare the paperwork for general meetings and make sure that time limits and other rules are complied with;
- assist the Chair at meetings, ensuring that all business is properly dealt with and actions agreed;
- take accurate minutes of meetings;
- keep an oversight of the actions agreed at each meeting and remind committee members and others of actions to be completed;
- file annual reports and accounts and other statutory documents at Companies House and/or with other authorities;
- liaise with and act as conduit for information to and from the BGA and other external organisations;
- promulgate information promptly and effectively, using appropriate methods of communication;
- Ensure compliance with legislation and regulations (other than specialist aviation matters, which are normally the CFI's or Technical Officer's responsibility);
- deal with routine administration and correspondence promptly and efficiently;
- work in liaison with other volunteers, such as the Membership Secretary, Social Secretary and Marketing Officer;
- understand the legal aspects of running a club and know when to seek advice from the BGA or specialist advisors.

Treasurer

A Treasurer should:

- be well informed about the club, its activities and finances;
- understand the principles of accountancy and bookkeeping;
- prepare clear and realistic budgets and cash forecasts;
- maintain the account books;
- prepare regular (e.g. quarterly) accruals based management accounts, for comparison with the budget;
- monitor and manage the cash flow and the amount of cash at the bank, to maximise interest earned and to ensure that funds are available to pay bills;
- supervise credit control, ensuring prompt payment by members and others;
- pay bills when due;
- bank all payments promptly;
- advise the committee on the financial situation and financial planning;
- prepare and monitor capital expenditure plans;
- take responsibility for the preparation and audit of annual accounts;
- attend to VAT returns, other tax matters and PAYE;
- lead on seeking appropriate professional financial advice when needed.

Chief Flying Instructor (CFI)

The person nominated for the CFI post shall have extensive experience as a BGA instructor, as set out in BGA Laws and Rules.

Reporting to the club chair, the role includes responsibility for establishing:

- standardised instruction
- effective supervision
- maintenance of student pilot training records
- liaison with the Senior Regional Examiner

A BGA CFI Endorsement is mandatory. See <https://members.glidering.co.uk/laws-rules/instructor-requirements/> para 10.

The CFI relationship with the club's governing body (which may be known as the Board or Committee) and the scope of the CFI's role and authority within the club are critical. There needs to be effective communication and alignment between the CFI and the governing body.

Should the CFI have voting rights, these will be set out in the club's governing document.

Club Safety Officer (CSO)

Reporting to the club chair, the role includes responsibility for promoting an effective safety culture within the club. [Full CSO role information](#).

Examples of tasks & suitable volunteers who could take responsibility for them

There are few rules about who must carry out the essential tasks needed by the club. This is a suggestion of roles which could take responsibility for each one.

Task required	Potential responsible role
Leading the club's strategy and long-term plans	Chair
Chairing club and committee meetings	Chair
External relations with neighbours, authorities and other significant organisations	Chair or Secretary
Managing and coordinating the work of key volunteers and staff	Chair
Planning and arranging club and committee meetings; taking and circulating minutes	Secretary
Managing liaison and correspondence with external organisations	Secretary
Passing on information to members from external organisations (e.g. the BGA)	Secretary
Administration of membership lists Processing of membership applications	Secretary or Membership Secretary
Collection of subscriptions (ideally this will be automated)	Membership Secretary or Treasurer
Compliance with legislation e.g. health and safety, food standards, planning, equality, diversity & inclusion, child protection	Secretary Buildings Officer Safety Officer Child Protection Officer
Processing of documents to Companies House or FSA	Treasurer or Secretary
PR and publicity for the club	PR or Marketing officer or Secretary
Marketing and selling the club's activities	PR or Marketing officer or Secretary
Maintaining insurance as required	Treasurer or Secretary
Preparation of budgets and managing cash flow	Treasurer
Preparation and presentation of financial reports to the committee and the AGM	Treasurer
Managing capital expenditure plans	Treasurer
Banking flying fees and other income (ideally this will be automated)	Treasurer
Credit control	Treasurer
Suitable investment of surplus cash	Treasurer
Monitoring, checking and paying invoices	Treasurer
Managing VAT, PAYE and other tax matters	Treasurer
Overseeing flying, training and coaching for all club members	CFI
Club safety management: monitoring and making recommendations on safety in flying and ground based activities	Safety Officer, CFI, Chair, Technical Officer, Winchmaster, Tugmaster
Managing the technical maintenance and airworthiness of the club fleet	Technical Officer
Maintenance of the winches and ground equipment	Winchmaster / MT Officer
Training of winch-drivers	Winchmaster
Training, maintaining standards & management of tug pilots	Tugmaster
Maintenance of buildings	Buildings Officer
Maintenance of airfield and other land	Site Officer
Preparation of duty rotas	Secretary or CFI