

BAFA Governance Implementation Guidelines

This version of the BAFA Governance Implementation Guidelines (the Guidelines) was adopted by the BAFA Board of Trustees on [DATE] 2026 and incorporate any bye laws agreed by the Board under clause 27 of the BAFA Constitution as at that date.

1 Introduction

This document describes the governance structure of the British Accounting and Finance Association (BAFA), along with the remits, terms, and selection processes for its key positions, committees, and subgroups. It provides application guidance for the BAFA CIO Constitution (the Constitution) which is the primary governance document of BAFA.

These Guidelines are established by the BAFA Board of Trustees by way of Rules pursuant to clause 27 of the Constitution and may be further amended by the Board from time to time provided any revisions to these Guidelines are not inconsistent with the Constitution.

2 Organisational structure

2.1 Membership, Board, Committees and Subgroups

BAFA is governed overall by the Board of Trustees.

The Board of Trustees (the Board) is elected by the General Assembly (GA) which comprises all BAFA members.

In addition to the Board, BAFA has the following committees and subgroups (as at the date of adoption of this version of the Guidelines):

- Executive Management Board (EMB)
- Executive Advisory Board (EAB)
- Equality, Diversity, Inclusion Monitoring & Advisory Committee (EDIMA)
- Standing committees
 1. Publications Committee (PC)
 2. Conference Committee (CC)
 3. Doctoral & Emerging Scholar Committee (DESC)
- Other Designated Committees
 1. International Engagement Committee
 2. Regulatory/Professional Bodies Committee
 3. BAFA Award Committees
 4. Fundraising Committee
 5. Communication & Public Committee
- Subgroups
 1. Special Interest Groups (SIGs)
 2. Area Groups (AGs)
 3. Committee for Departments of Accounting and Finance (CDAF)

4. Conference of Professors of Accounting and Finance (CPAF)

2.2 Ad-hoc committees

In addition, task forces and other ad-hoc committees may be established either by the Board or the EMB with the aim of focusing temporarily on special issues of interest to BAFA. Ad-hoc committees are normally chaired by an EMB member and at least one member of any sub-committee must be a Trustee.

2.3 Formation process for new committees and amendments to terms of reference

New Committees or Subgroups can be formed by the Board or the EMB (if within delegated authority granted to the EMB by the Board) in line with the Constitution and these Guidelines when a need arises to implement specific activities.

The Board or the EMB (if within delegated authority granted to the EMB by the Board) may also at any time amend the scope of delegated authority granted to any Committee or Subgroup, the proposed composition and/or the wider terms of reference applicable to any Committee or Subgroup, and, subject to the Constitution, disband any Committee or Subgroup.

2.4 Diagrammatic representation of structure

An illustrative diagrammatic representation of the BAFA governance structure is provided in Appendix 1.

3 General Assembly

3.1 Composition

The General Assembly is made up of all BAFA members and meets annually at the Annual General Meeting (AGM) and potentially at other times if additional General Meetings are called in accordance with the Constitution.

3.2 Membership

Membership is open to individuals. The Board has the right to establish different classes of membership and charge differential subscription rates to different classes of members. All members have one vote. BAFA may also recognise honorary members in addition to general membership.

3.3. Role and Responsibilities

- Elects the Board of Trustees.
- Provides a forum for members' voices and collective direction.
- Approves amendments to the Constitution.

Each BAFA member is under a legal duty to exercise their powers as a member of BAFA in the way that they decide in good faith is most likely to further the charitable purposes of BAFA.

Please refer to clause 3 of the Constitution to view BAFA's charitable purposes.

4 The Board (The Board of Trustees)

4.1 Responsibility

The Board has ultimate control over, and legal responsibility for, BAFA's management and administration. The Board is accountable to BAFA's primary regulator, the Charity Commission, and to the [General Assembly](#) (GA). Key responsibilities include:

- Setting and overseeing BAFA's strategic direction and ensuring proper management.
- Ensuring BAFA advances its charitable purposes for the public benefit.
- Monitoring and managing risks, where appropriate delegating risk management to the EMB.
- Ensuring good conduct and behaviour among members, with the authority to remove any member found to have engaged in misconduct.

4.2 Composition of the Board

- The Board comprises 4 Executive Trustees (the President, the Vice President, the General Secretary and the Treasurer) and 4 Non-Executive Trustees.
- The Board can appoint one of the Non-Executive Trustees to chair meetings of the Board. The appointed chair has a second, casting vote in the case of a tie.

4.3 Transitional provisions (from the current status of BAFA as an unincorporated charitable association to CIO status):

- President & Vice President: to continue in the predetermined schedule of rotation.
- Treasurer & General Secretary: to continue in post for the remainder of their current term. Thereafter, eligible for re-election for one further consecutive term (a maximum of two consecutive terms, or six consecutive years in total). After a minimum gap of three years, one may stand again.
- Non-Executive Trustees: to continue in post for the remainder of their term. Thereafter, eligible for re-election for one further consecutive term (a maximum of two consecutive terms, or six consecutive years in total). After a minimum gap of three years, one may stand again.
- Under clause 16(e) of the Constitution the Board may, in circumstances which they consider to be exceptional, permit one or more of the Trustees to serve one additional consecutive term of office beyond the normal maximum so as to be able to serve up to a maximum of 8 consecutive years overall.

4.4 Executive Trustees

The Executive Trustees are responsible for day-to-day leadership and operational management, reporting to the Board, and working under delegated authority from the Board, including as members of the EMB.

4.4.1 Roles and Responsibilities

1. President

- Provides overall leadership.
- Chairs the Executive Management Board (EMB).
- Represents BAFA nationally and internationally
- Leads on specific projects and strategic initiatives as determined in consultation with the Vice-President and the Executive Management Board.
- Elected at the AGM 2 years before taking up post, as elected to serve 2 years as Vice-President and then 2 years as President.

2. Vice-President

- Supports the President and acts as an alternate when required.
- Succession to the Presidency.
- Leads on specific projects and strategic initiatives as determined in consultation with the President and the Executive Management Board.
- Elected at an AGM to serve 2 years as Vice-President and then 2 years as President

3. General Secretary

- Oversees communication, membership records, official documents, and filing of returns.
- Ensures proper administration of meetings and decisions.

4. Treasurer

- Manages BAFA's finances, budgets, control, and reporting.
- Ensures compliance with financial regulations.
- Maintenance of appropriate risk registers and compilation of appropriate risk management reports.

4.4.2 Deputies

The EMB may appoint deputies for the General Secretary and Treasurer for a term of up to three years. Deputies are eligible for reappointment for one further consecutive term (a maximum of two consecutive terms, or six consecutive years in total).

- Deputies are not co-opted Trustees; they hold supporting roles only.
- Deputies may attend Board of Trustees meetings:
 - as observers by invitation from the Board.
 - as non-voting alternates if the respective General Secretary or Treasurer cannot attend.
- Accountability: the General Secretary and Treasurer retain ultimate responsibility for the work of their respective deputies.
- Roles: Deputies provide practical support and continuity, without reducing the accountability of the Executive Trustees.

4.5 Non-Executive Trustees

The role of Non-Executive Trustees is as follows, with a view to safeguarding the integrity and long-term interests of BAFA through impartial oversight:

- Provide independent oversight and constructive challenge.
- Ensure that decisions made by the Executive Trustees align with BAFA's aims and members' interests.
- Offer expertise, advice, and governance scrutiny.

4.6 Election and Appointment of Trustees

4.6.1 President

Elected at the AGM 2 years before taking up post, as elected to serve 2 years as Vice-President and then 2 years as President.

4.6.2 Vice President

Elected at an AGM to serve 2 years as Vice-President and then 2 years as President.

4.6.3 Secretary

Elected at the AGM for a three-year term. Eligible for re-election for one further consecutive term (a maximum of two consecutive terms, or six consecutive years in total). After a minimum gap of three years, one may stand again.

4.6.4 Treasurer

Elected at the AGM for a three-year term. Eligible for re-election for one further consecutive term (a maximum of two consecutive terms, or six consecutive years in total). After a minimum gap of three years, one may stand again.

4.6.5 Non-Executive Trustees

Elected for a three-year term. Eligible for re-election for one further consecutive term (a maximum of two consecutive terms, or six consecutive years in total). After a minimum gap of three years, one may stand again.

4.6.6 Vacancies & Exceptions

The Board can co-opt new Executive Trustees and Non-Executive Trustees to fill vacancies. Such Co-opted Trustees remain in post until the next AGM or General Meeting where their continued appointment must be approved by the members (see clause 13(3) of the Constitution) and under exceptional circumstances Trustees may be allowed an additional term (see clause 16(e) of the Constitution).

4.6.7 Eligibility for appointment/election

Under the Constitution (see clause 12(2)(c)) only members of good standing for at least three years and having made a significant contribution to the management or operation of BAFA are eligible to be a Trustee or to stand in an election to be a Trustee. The Board will be the final judge on whether nominees have made a significant contribution and will from time to time establish and publish the criteria for assessing and managing the eligibility against these criteria.

In assessing 'significant contribution' for the purposes of this clause the Board will consider factors such as previous engagement with BAFA activities and involvement and performance in the management of BAFA, its committees or subgroups. The criteria to be applied will be published when posts become vacant and the Board is seeking nominations for the election.

4.6.8 Process of election

Elections will be held at General Meetings as set out in the Constitution.

5 Executive Management Board

5.1 Role

The role of the EMB is to:

- Provide executive-level management and coordination across BAFA.

- Allocate authority to and oversee the responsibility to undertake activities to individual members or groups of members of the EMB.
- Oversees the work of the main Standing Committees: Publications Committee, Conference Committee, and the Doctoral & Emerging Scholar Committee, all of which report to the EMB, and to which the EMB may delegate authority.
- Oversees the work of the Subgroups, all of which report to the EMB. Subgroups may only be established with the approval of the EMB acting on the advice of the EAB.
- The EMB may establish additional designated committees or roles as needed (e.g., International Engagement, Regulatory/Professional Bodies, Awards, Fundraising, Communications & Public Engagement), which report to the EMB.
- The EMB shall meet at least four times per year.

5.2 Composition

The EMB comprises the 4 Executive Trustees, the Chair (or in their absence the Secretary) of the EAB, and the Chairs of the Standing Committees.

5.3 Relationship of the EMB to the Board

The EMB operates under delegated authority from the Board. The EMB reports regularly to the Board and seeks additional authority or ratification of key decisions from the Board as appropriate. The Board has oversight of the activities of the EMB.

5.4 EMB Relationship with EAB:

- The EMB is executive and decision-focused, directing key activities and ensuring delivery.
- The EAB is advisory and representative, feeding perspectives from Subgroups and committees to the EMB.
- Together, they ensure broad input (EAB) and effective action (EMB).
- The EMB may recommend to the Board the replacement of, or otherwise sanctioning for a period it considers appropriate, the Chair or Secretary of the EAB.

5.5 EMB Relationship with Committees:

- Chairs and members of all Committees will be appointed by the Executive Trustees under the advisement of the Board for a maximum term of three years. Committee Chairs or members may be reappointed for a maximum of two consecutive terms, with a gap of at least 3 years before subsequent reappointment.
- Committees report to and work under delegated authority from the EMB.
- Committees cannot make decisions or commitments of resources or decisions or commitments that affect finances without the specific authority of the EMB and the Board.

5.6 EMB Relationship with Subgroups:

- The primary accountability of Subgroups is to BAFA through the EMB.
- The primary reporting obligation of Subgroups is to BAFA through the EMB.
- Subgroups may only be established with the approval of the EMB, acting on the advice of the EAB. The EMB retains responsibility for the activities of the Subgroups.
- The EMB has the power and responsibility to monitor the activities of Subgroups and to ensure that they operate within the aims and strategies of BAFA. The EMB may delegate this responsibility to one or more of its members.
- The EMB may at any time require reports, accounts of activities, financial records, or other records of governance from any Subgroup.
- The EMB may suspend or disband any Subgroup where activities are not commensurate with the aims and strategies of BAFA, where there is a lack of material activity, or where there has been a material breach of BAFA's governance principles or the directions of the EMB.
- The EMB may recommend to the Board the barring, or otherwise sanctioning, of the elected or co-opted officers and committee members of any Subgroup, Committee or advisory board for a period it considers appropriate.

6 Executive Advisory Board (EAB)

6.1 Role

The EAB acts as an advisory body acting under terms of reference set by the Board. The EAB acts in an advisory capacity, reporting to and having representation on the EMB. The EAB, on its request, has the right of direct representation of its views to the Board.

The EAB has responsibility to:

- (a) act as a representative forum for Subgroups and Standing Committees;
- (b) advise the EMB on academic, professional, and member-related activities; and
- (c) provide a communication channel between Subgroups, Standing Committees and other committees with the EMB and where necessary the Board.

6.2 Composition

The EAB comprises the 4 Executive Trustees, EAB Chair, EAB Secretary, the chairs of all Subgroups, and the chairs of all Standing Committees.

6.3 Election

EAB Chair and EAB Secretary

- The members of the EAB (excluding the Executive Trustees and the chairs of Standing Committees) shall elect the EAB Chair and the EAB Secretary, as officers of the EAB, annually at the first meeting of the EAB after 1 May each year, from among their number.
- The EAB Chair and the EAB Secretary shall not be someone otherwise eligible to be a member of the EMB.

- No member may serve as EAB Chair or EAB Secretary for more than three consecutive years. After a minimum gap of three years from their last term as EAB Chair or EAB Secretary or as an Executive Trustee, they may stand again.
- The EAB Chair, or EAB Secretary as voting-alternate, shall represent the views of the EAB on the EMB and shall have the right of representation to the Board (by request).

6.4 Relationship of Standing Committees to EAB

- Although the chairs of the Standing Committees (sit on the EAB for representation, their committees formally report to the Executive Management Board (EMB).
- This ensures that Standing Committees contribute to EAB discussions but remain accountable to EMB for delivery of key BAFA tasks.

7 EDIMA Committee (Equality, Diversity, Inclusion Monitoring & Advisory)

7.1 Role

The EDIMA Committee operates in accordance with authority delegated to it by the Board and in accordance with terms of reference set by the Board. The EDIMA Committee reports to the Board at least annually, and at any time on the request of the Board.

The EDIMA Committee oversees all aspects of BAFA's commitment to equality, diversity, and inclusion, and acts as the central body ensuring that EDI principles are embedded throughout BAFA's activities and governance.

7.2 Composition

The EDIMA Committee shall comprise an independent chair (who is not a Trustee or a member of the EMB), the Chair of the EAB and such other members as appointed by the Board.

7.3 Responsibilities

The EDIMA Committee shall have responsibility to oversee all aspects of the CIO's commitment to equality, diversity, and inclusion and to act as the central body ensuring that equality, diversity, inclusion (EDI) principles are embedded throughout the CIO's activities and governance, and specifically to:

- Monitor equality, diversity, inclusion (EDI) data across all areas: membership, leadership, awards, and representation.
- Advise the Board and Executive Trustees on EDI compliance and best practices.
- Support and oversee the implementation of BAFA's Equality Policy and adherence to current Equality legislation.
- Provide and present a report to the Annual General meeting.

8 Standing committees

8.1 Types

The Standing Committees are sub-committees established by the Board (but which report directly to the EMB) to oversee core areas of BAFA's academic and professional delivery. As at the date of adoption of this version of the Guidelines, the Standing Committees comprise:

- Publications Committee.
- Conference Committee.
- Doctoral & Emerging Scholar Committee.

Each Standing Committee works in accordance with authority delegated to it by the Board and/or the EMB and shall operate in accordance with terms of reference approved by the Board from time to time.

8.2 Reporting

Standing Committees formally report to the Executive Management Board (EMB) but the chairs of each Standing Committee are also members of the EAB in order to facilitate communication and alignment.

8.3 Roles

8.3.1 Publications Committee

The Publications Committee is responsible (under delegated authority from the EMB) to manage the activities of BAFA's publications, the appointment and removal of editors, associate editors and members of editorial boards in respect of such publications, and the establishment of working procedures and operational rules governing the relationship between BAFA and the journals of BAFA and the publishers of those journals.

8.3.2 Conference Committee

The Conference Committee has responsibility for (under the monitoring of the EMB) organisation of the annual conference and other events and workshops agreed by the EMB, including appropriate digital engagement. This will include:

- Planning and organising bids for the Annual Conference (including the Doctoral Masterclass) and other events, and advising on the selection of host institutions.
- Overseeing and regularly monitoring the event organisation, liaising with host institutions with regards to budget, programme, keynote speaker invitations, sponsorships and arrangements with third parties (e.g. venues, service providers).
- Setting up, organising and monitoring the activities of any other conference or event as may be required.

8.3.3 Doctoral & Emerging Scholar Committee

The Doctoral & Emerging Scholar Committee has responsibility for (under the monitoring of the EMB) the programming of the Doctoral Masterclass as part of the annual conference and other doctoral and emerging scholar activities agreed by the EMB, including appropriate digital engagement.

9 Other Committees (Designated Committees)

9.1 Current Designated Committees

The Board (and the EMB within the delegated authority granted to the EMB by the Board) may establish additional committees from time to time in relation to specific aspects of BAFA's work, known as Designated Committees. The composition, terms of reference and extent of any delegated authority of such Designated Committees shall as determined by the Board (or where relevant, the EMB) from time to time.

BAFA currently intends to establish the following Designated Committees (as at the date of these Guidelines):

1. International Engagement Committee
2. Regulatory/Professional Bodies Committee
3. BAFA Award Committees
4. Fundraising Committee
5. Communication & Public Committee

Each Designated Committee reports to the EMB unless otherwise determined by the Board.

Once established the roles and responsibilities of Designated Committees will be included in this document.

10 General provisions for Standing and Designated Committees

10.1 Profiles

10.1.1 Chairs

The profile of a Standing or Designated Committee chair should be in line with the mission and activities of the respective committee. Typically, a committee chair (a) is an active or former committee member or has comparable relevant experience, (b) has an impeccable academic reputation, and (c) has a proven track record of commitment and service to the academic accounting community.

10.1.2 Members

The profile of a Standing or Designated Committee member should be in line with the mission and activities of the respective committee.

10.2 Selection and appointment

10.2.1 Chairs

BAFA Standing and Designated Committee chairs are selected and appointed according to the following process. A call for nominations is launched by the EMB. BAFA members can self-nominate or nominate other candidates, with members or past members of the respective committee being particularly encouraged to make themselves available. Following the nomination process, the list of committee chair candidates is presented to the EMB for discussion in relation to the requirements and criteria established as appropriate by the Board and the EMB for the role. The committee chair is selected and appointed by the EMB under advisement of the Board.

If a Committee chair wishes to step down before the end of his or her term, a new candidate, once selected, will take over immediately with a full term.

10.2.2 Members

BAFA Standing and Designated Committee members are appointed by the EMB following a process similar to that for the Committee chair, including proposals made by the respective Committee chair. The Board is then informed.

10.2.3 Terms

All BAFA Standing and Designated Committee chairs and members serve a term of up to three years, once renewable (maximum of 6 years).

10.2.4 Composition

Standing and Designated Committees are typically composed of a chair and a number of members that enables the Committee to conduct its activities efficiently.

10.2.5 Budget

Each BAFA Standing or Designated Committee may be allocated a financial budget to implement their activities. These budgets will be approved by the Board under advisement of the EMB. In order to be provided a budget, the Committee Chair should submit a budget for implementing the Committee's activities to the Treasurer in a timely manner. Financial support will not be provided without an approved budget, and the Committee chair is responsible for monitoring expenditure against any budget allocation.

11 Subgroups

11.1 Types

The Subgroups are operational units of BAFA recognised by the Board to carry out BAFA's academic and professional activities within specialist or regional areas. All subgroups are made up of members of BAFA who are eligible and have chosen to join the Subgroup.

As at the date of these Implementation Guidelines, BAFA has the following Subgroups:

- Special Interest Groups (SIGs).
(Accounting and Finance in Emerging Economies Special Interest Group, Accounting History Special Interest Group, Accounting Education Special Interest Group, Accounting Information Systems and Emerging Technologies, Auditing Special Interest Group, Corporate Finance and Asset Pricing Special Interest Group, Corporate Governance Special Interest Group, Diversity Special Interest Group, Financial Accounting and Reporting Special Interest Group, Financial Markets and Institutions Special Interest Group, Interdisciplinary Perspectives Special Interest Group, Public Services and Charities Special Interest Group)
- Area Groups (AGs).
(Northern Area Group, Scottish Area Group, South-East Area Group, South West Area Group)
- the Committee for Departments of Accounting and Finance (CDAF).
- the Conference of Professors of Accounting and Finance (CPAF).

The Board may approve the recognition of collaborative partner organisations, whose Objects are consistent with those of BAFA, and may allow such organisations to be represented on the EAB (or other committees) without voting rights.

11.2 Transition to CIO

On transition of BAFA to a CIO, all of the existing Subgroups will continue to operate, and all will have to adopt new constitutions in-line with the CIO constitution and with the standard Subgroup constitution described in these Guidelines within twelve months.

The revised Subgroup constitutions will need to follow the normal procedures for the alteration of Subgroup constitutions (see section 11.4 of these Guidelines) and should be communicated publicly on the BAFA website within this period.

11.3 Role of Subgroups

The role of each Subgroup is to:

- Deliver BAFA's academic and professional activities within specialist or regional areas as set out in the approved Subgroup Constitution.
- Each Subgroup is represented on the Executive Advisory Board (EAB) by the Chair of each Subgroup. The Subgroups report to the Executive Advisory Board (EAB) on their activities and other matters as required by the EAB Chair, for example for the purposes of EAB discussion. The Chairs of Subgroups also have the right to request representation to the Board.
- Subgroups may raise and hold funds, for example in a subgroup bank account, and make commitments commensurate with the funds under their control, within the rules and limits set from time to time by the EMB or the Board, under advisement of the BAFA Treasurer. Subgroups are not allowed to borrow or to make financial commitments beyond the funds that they hold without the explicit authority of the BAFA Treasurer. At the current time these rules include:
 - A Subgroup without a bank account may hold its funds within the central funds of BAFA in which case the BAFA Treasurer will process the transactions and keep an account for the Subgroup funds, which should be reconciled by the Subgroup's treasurer.
 - Subgroups are expected to be self-financing. In the case of a new subgroup they should normally become self-financing within two years of initial setup.
 - A Subgroup without funds (reserves) must not make any financial commitment without prior approval of the BAFA Treasurer, by for example a pre-approved income and expenditure budget.
 - A Subgroup with funds (reserves) can make financial commitments up to the value of 80% of those funds (reserves) without the prior approval of the BAFA Treasurer. Any commitments beyond that level must be pre-approved by the BAFA Treasurer.
 - A Subgroup should normally maintain its reserves at between 50% and 120% of the average annual expenditure of the Subgroup over the previous three years unless it has the prior approval of the Board, via a justification presented to the BAFA Treasurer. Such approval will only normally be approved in cases where the Subgroup justifies that it needs to build up reserves for a particular purpose.
 - Subgroups will be required to provide a statement on reserves and any exceptions to the above policy as part of its annual financial report to the EMB.
- Subgroups must provide formal reports and accounts to the EMB annually in the format determined by the EMB, and more frequently if required by the EMB or the Board.

11.4 Subgroup Set-up and alteration of Subgroup Constitutions

New Subgroups may only be established with the approval of the Board on the recommendation of the EMB, acting on the advice of the EAB. The normal procedure will include:

- the drafting by proposers of appropriate Subgroup aims together with a proposal justifying the need/value of a new Subgroup for presentation to the EAB;
- discussion within EAB and initial recommendation to EMB;
- approval of EMB to proceed to establishing member interest;
- advertising within the BAFA newsletter;
- polling of members to establish degree of interest;
- after which the new Subgroup proposers would draft the constitution and formal papers for the EMB;
- EMB discussion decision & recommendation;
- decision / ratification by the Board if EMB recommends the new Subgroup.

All new Subgroup constitutions or alterations to existing Subgroup constitutions must closely follow the **Standard Template Subgroup Constitution**, which is available from the General Secretary (*which will be available on-line via link*). All deviations from this template must be explicitly approved by the EMB.

In the period between the approval of the setting up of a new Subgroup and its initial general meeting the proposers of the new Subgroup or others specified by the EMB may act unelected as officers of the Subgroup.

The first general meeting of any new Subgroup must take place within three months of the approval of the Board.

11.5 Governance

Subgroups operate in accordance with such terms and conditions that the Board (via the EMB) determines from time to time.

- All Subgroups shall have a constitution consistent with BAFA's governance structures, including adherence to the BAFA EDI policies and procedures. These constitutions must closely follow the **Standard Template Subgroup Constitution**, which is available from the General Secretary, but may vary to reflect the Subgroup's aims, additional officers, or operational needs. Any such variations must be approved first by the EMB and subsequently at a general meeting of the Subgroup members, with the Board acting as final arbiter if agreement is not reached.
- The Chair, Secretary, Treasurer and other officers of all Subgroups shall be elected by the members of each Subgroup in accordance with its constitution, for a maximum term of three years. These officers of Subgroups are eligible for re-election for one further consecutive term (a maximum of two consecutive terms, or six consecutive years in total). After a minimum gap of three years, a member may stand again for the same role.
- The Subgroup officers will include the Chair, Secretary, Treasurer and other named roles within the constitution of the Subgroup. Elected officers without named roles or co-opted officers will be assigned roles by the executive board.
- Subgroup executive boards may co-opt members to the Subgroup executive board in accordance with the Subgroup constitution. The named officers of a Subgroup executive board are not normally co-opted, but where they are following a vacancy they must stand for election at the next general meeting of the Subgroup.

- The roles of Subgroup officers will be set out in the Subgroup constitution. The roles of the standard officers should normally include:
 - Chair: overall leadership, chairs Subgroup executive board meetings, represents the Subgroup nationally and internationally, represents the Subgroup on and reports to the EAB, reports to the EMB
 - Secretary: organisation and minutes of meetings, communication, official documents, filing of returns (including to EAB & EMB), ensures proper administration of the Subgroup and its executive board meetings.
 - Treasurer: manages the Subgroups' finances and budgets, provides financial and fiduciary control, ensures compliance with financial regulation and reports to the EMB (via BAFA's Treasurer) annually and as requested and maintenance of appropriate risk registers and compilation of appropriate risk management reports as requested by the EMB.

The Subgroups shall report to the EMB and the EAB. The Board may at any time alter those terms and conditions, or revoke the recognition of any Subgroup.

Appendix 1: Diagrammatic representation of structure

