John Hudson Awarded OBE

Annual General Meeting Club Law and Management Special

Broughton Astley Conservative Club Celebrates 40th Anniversary

Rayleigh, Fulford and Sutton Bridge Fundraising Updates
Cllr John Hudson Awarded OBE

ACC Council Member and former Mayor of Oldham Cllr John Hudson has been awarded the OBE in the Queen’s New Year’s Honours List.

Councillor John Hudson, who represents Saddleworth South, has served the local community since first being elected as a Parish Councillor in 1977. He has been honoured for his public, political and charitable services.

John served as Mayor of Oldham in 2013 accompanied by Kathleen as Mayoress, and raised more than £57,000 for charities. In 2017, John received a special honour to mark 40 years’ continuous service on Saddleworth Parish Council. The upstairs balcony of Uppermill’s Civic Hall was renamed ‘The Hudson Suite’ in his honour with an engraved plaque and a framed dedication. A citation to his long service was also hung in the Council Chamber.

Rayleigh Conservative Club Raises Over £1,000 For Charity

Obituaries

Pages From The Past

Questions and Answers

Reference Book

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Camelford Conservative Club Presents Fundraising Cheques

The Sports and Social Committee of the Camelford Conservative Club, Cornwall, held their annual cheque awards ceremony. During the ceremony, two cheques for £1,000 each were presented on behalf of the Club and its Members to the Camelford branch of Cancer Research UK and to the Friends of Lanteglos Church charity.

Churchwarden at Lanteglos Church, Mary Pearce, collected the cheque on behalf of the church while Chairman Pam Boundy picked up the cheque for the Camelford branch of Cancer Research UK. Over the past 30 years the club has donated a total of £18,513 to the Camelford branch of Cancer Research as a result of their annual harvest auctions, with a similar amount donated to various other charities.

Fleetwood Conservative Club’s Marching Band celebrates Birthday

The Old Boys Band, which has its home in the Fleetwood Conservative Club, Lancashire, helped celebrate the 90th Birthday of local resident Derek Scrivener. The Old Boys Band was happy to assist in the celebrations for Derek and Members of the band visited his home and played a selection of marching tunes for Derek and his wife. Dave Southwell, Chairman, said: “It was a special surprise and he was really pleased. Nearly all of the band’s members turned up - we had buglers, drummers and bell lyres performing. It was our pleasure to perform for him, it was thanks to him that the Old Boys was formed in the first place. He is still very respected in Fleetwood.”

The Cheque Presentation Ceremony. Derek Scrivener and wife celebrates his 90th birthday with Fleetwood Old Boys Band. Photo: Fleetwood Weekly News
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Trusteeship

The ACC Trusteeship Service is a free facility offered by the ACC. The transfer of Trusteeship to the ACC has increasingly become popular amongst unincorporated clubs and there are two main benefits for the Club. The first is that the ACC will pay for all legal expenses involved with the transfer of Trusteeship. The second is that the Association’s financial and legal resources are such that the Club’s position will be greatly strengthened when negotiating loans or defending itself against legal action taken by a third party.

The ACC do not become involved with the day to day business of any Club for which we act as Trustee. The Club will continue to be able to call upon the ACC for advice on any matter without needing to make reference to our Trusteeship. We will only act on behalf of the Club in accordance with the lawful instructions of the Committee and Members. The Club Committee will therefore continue to run the Club’s affairs and will only refer matters to the ACC as and when they consider it appropriate to do so.

Documentation Available Free Of Charge

ACC Room Hire Agreement - The room hire agreement is designed to be completed at the time a booking and includes space for a deposit to be taken to secure the room is applicable.

ACC Catering Franchise Pack - The ACC Catering Franchise pack can be used by Clubs which have a franchisee who uses the Club’s facilities to prepare and serve food within the Club. The Franchisee Contract permits the Committee to decide if the franchisee shall pay a set fee per month to the Club for use of the Club’s facilities, shall pay to the Club a percentage of the profits from the sale of food or that a combination of both methods of remuneration shall be utilised.

Health and Safety and Risk Assessment Documentation - The ACC has extensive documentation to assist a Club in creating a Health and Safety policy and conducting regular risk assessments. This documentation is available free of charge. Examples include template health and safety documentation, risk assessment forms and practical advice on completing a Club risk assessment and first aid information.

Candidates for Admission Sheets – The admission sheets can be posted on the Club’s Notice Board to detail prospective new Members and have spaces for: Date, Candidate Name, Address, Occupation, Proposer, Seconder.

To obtain any of the documentation packages please email charles@toryclubs.co.uk or phone 0207 222 0843. To enquire about any of the ACC’s financial assistance packages please email assistance@toryclubs.co.uk or phone 0207 222 0843.
An AGM is held to transact certain business: the report on the ballot for officers and committee (unless they are elected at the AGM itself); the report on the accounts; the adoption of the accounts, as audited; and other reports as required by a club’s own rules.

Firstly it is essential for the AGM to be properly summoned. This usually involves a notice being placed on the club notice board announcing the date and time of the meeting and requesting motions to be submitted to the Secretary by a certain date.

The rules of most clubs provide that a notice of the AGM shall be exhibited at least twenty-one days before the date of the meeting; and the notice of any motion must be submitted within ten days following the posting of the notice. Rules can also say that the agenda must be posted for a specified number of days before the date of the meeting.

Before the meeting it is essential for whoever is taking the Chair-Club President or Chairman depending on the club’s rules—to undertake a careful study of the agenda. This will mean he can conduct the business effectively and also spot any difficult matters that might arise. Preparation is crucial to the success of the meeting.

When the meeting starts, the Chairman should satisfy himself that the requisite quorum is present. Most club rules require a quorum. This is to prevent a small, poorly attended meeting making decisions which affect the whole club.

The meeting must proceed with each item of business taken in the order in which it appears on the agenda. A normal agenda begins with confirmation of the minutes of the previous AGM, any business arising from them, then the Treasurer’s report on the accounts, the election of officers, and so on.

The presiding officer, mindful of the need for a well-ordered, good tempered and constructive meeting, must see that the agenda is followed strictly. Speakers should stand when called by the chairman and, to preserve order, only one person should be on their feet at the same time. When the Chairman rises any other speaker should sit down and this should be insisted upon. Unless this is done, a meeting can degenerate into disarray and chaos.

A proposal for discussion is a ‘motion’ and when it is accepted it becomes a ‘resolution’. Before discussion begins, a motion must be proposed and seconded. A motion that is proposed, but finds no seconder, lapses and the meeting proceeds to next business. When a motion is proposed and seconded it is open for discussion. No speaker should be allowed to address the meeting more than once on each motion, except for the proposer, who may reply to the debate. A motion may be ultra vires—that is, outside the scope of the meeting—and should immediately be ruled out of order by the chairman.

An amendment is a proposal to alter the wording of a motion and may be moved at any time during the discussion of the original motion. Special care must be taken over this if the meeting is not to be allowed to become confused. The proposal requires a proposer and seconder before it can be considered by the meeting. The chairman should present an amendment to the meeting, once it has been properly proposed and seconded, in terms such as: ‘To the motion before the meeting the following amendment has been duly proposed and seconded, that...’

The wording of the amendment then follows and the immediate discussion must be confined to the subject of the amendment. Some bodies permit amendments to be moved to amendments but it is NOT recommended for clubs. If it is allowed it can prolong discussion and make for a complicated passage of business. In practice the proposer of the main amendment may incorporate in it what he considers best in suggestions for further amendments, if he accepts they will improve his proposal. No amendment may be a direct negative to the main motion for this would merely duplicate the need to vote on a particular proposition. An amendment must be disposed of before the meeting can proceed to a further amendment. If an amendment is accepted it becomes part of the original motion; it is then called the substantive motion. Further amendments may be considered in turn until all have been dealt with. Then, discussions may continue on the substantive motion until it is put to the vote. Before the vote on each amendment the chairman should repeat its wording so that there is a clear understanding of the matter on which a vote is being taken.

Similarly the substantive motion should be read out again before the vote. When those ‘for’ and ‘against’ in each vote have been counted, the chairman should announce the result. If a large number of people are voting, the President should appoint two ‘tellers’ to count the votes. The tellers should both count the ‘yes’ and ‘no’ votes. If there is any disagreement the vote MUST be taken again. When an issue is controversial a close vote may be disputed so it is useful to be prepared for a written vote.

‘That this meeting do now adjourn.’ This takes precedence over all other business and may be moved at any time during a meeting. The Chairman should not accept such a motion if he thinks it is being moved with the intention of disrupting the meeting. The decision is made on the vote of the meeting, on a motion proposed and seconded, and without lengthy discussion. Amendments are possible but only to set, limit or extend the period of the adjournment.

The correct conduct of a meeting is not an easy skill to master, but many difficulties can be avoided if the presiding officer follows the procedures set out here. However, even this will not guarantee that meetings are without problems. Some issues will so divide the membership that heated, and sometimes irreversible, exchanges are inevitable. Nevertheless, a basic knowledge of tried, and accepted, procedures will help ensure that most meetings are managed efficiently.

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AGM Questions and Answers

At the recent AGM the members elected to amend the Rules to increase the subscription fee. The Treasurer thinks it will come into force on the 1st January 2018, but the Chairman thinks it needs to go to the next AGM in March 2018 to confirm the Amendment. Who is correct?

I confirm that your Treasurer is correct. It is not a requirement for a Minute of a meeting to be confirmed at a subsequent meeting in order for an agreed resolution or motion to come into effect. We are asked this question fairly frequently and I think it must be one of those myths which have been established over the years.

Once a decision has been made at a meeting it may be brought into effect immediately, unless, of course, the meeting has agreed for action to be taken from a specified date. In the case of your query it has been agreed that subscriptions for next year increase and therefore on 1st January 2018 the subscriptions shall increase.

Our Rules state that the Club’s Annual General Meeting should be held in the month of April although our Audit will not be ready until May. Should we delay the AGM?

If the Audit is not going to be ready until May then in these circumstances it would be logical to delay the AGM. A notice to this effect should be posted on the Club’s Notice Board. In future I suggest that significant time is given to the Audit to allow the Annual General Meeting to proceed as usual in April.

Under the terms of the old 1964 Licensing Act, it was a specific requirement that 15 months must not elapse between the dates of each AGM. The Licensing Act 2003 does not include this provision but specifically requires a General Meeting of Members to be held each year.

If you wanted to hold the AGM in April, for instance if you felt that Members may complain if the Meeting was not held in April, then the Meeting could be held in April and all other agenda items dealt with apart from the Accounts. The Meeting could then be adjourned until a specific date in May and then resumed to solely deal with the approval of the Club’s Accounts.

This year we have been unable to attract any members into standing as Arbitrators. Our Rules state that in the event of a member appealing their suspension or expulsion that they can ask the Club’s Arbitrators to review the decision. We invited nominations for Arbitrators when we invited nominations for the Committee prior to the Annual General Meeting but nobody has come forward. We are concerned that should a member appeal, we will be unable to deal with it and will have to let them back in.

Clubs often have a difficulty in finding arbitrators. In the event of Arbitration being requested there is nothing to prevent the Club from holding a Special General Meeting in order to elect Arbitrators, although, it is preferable to already have them in place. May I suggest you contact your nearest Club and ask the Secretary whether officers of their club would be prepared to act as arbitrators and in return officers of your Club could provide a similar service? This has been successfully achieved by a number of clubs.

Our existing Rules, which may be out of date, state that we can have either one or two Vice Presidents. Is it the Committee who decides if we will hold elections for one or two positions?

If the Club’s Rules state that the Club will have either one or two Vice Presidents then it is the Committee who will decide if the Club will have one or two Vice Presidents for the forthcoming year. This decision should be made not only prior to the voting taking place but also prior to the nominations sheet being placed on the Notice Board. This will ensure that the Members are fully aware of how many positions are being elected in the forthcoming election.

At our Club’s recent Annual General Meeting, some members asked why the item ‘Any Other Business’ was not on the agenda. Unfortunately, whilst I have never included this item, I was unable to give a reason which they found acceptable. What is your view?

The item ‘Any Other Business’ is totally out of place on the agenda of a General Meeting for the simple reason that it gives no information or notification to members of matters which may be brought up and dealt with. The sole purpose of an agenda is to inform members of what is to be discussed, thereby giving an opportunity to decide on whether to attend the meeting. ‘Any Other Business’ would permit any matter to be raised and voted on without proper notification.

I often advise Clubs to conduct an ‘open forum’ after the meeting has closed since this provides an opportunity for members to raise matters with the committee, without the outcome of such discussion being binding upon the Club. Should any member have any particular matter of concern then he or she should raise it with the Secretary for inclusion on the agenda as a specific item in accordance with the procedure set out in the Club’s Rules.

Our Annual General Meeting is due to be held soon and we have not had any nominations for the position of Chairman. The nominations period has now passed and we are not sure what we should do regarding this vacant position.

I suggest that at the AGM, nominations are taken from the floor for the position of Chairman. This will give the Members present at the AGM the opportunity to propose candidates for the position. As no one has currently proposed anyone for the position it will be completely in order to take nominations from the floor. If only one person is nominated then they will be elected unopposed, if two or more persons are nominated at the AGM then a ballot will need to be held.

Should no nominations be forthcoming at the AGM then it would be in order for the meeting to agree that the Committee co-opt suitable Members to fill the vacant positions as and when such candidates become available.

The Committee cannot agree on how long the nomination sheet for Officers and Committee Members should be posted for. Some Committee Member considers it can only be up for ten days before being removed whilst others think we should leave it up until the Annual General Meeting in order to encourage nominations and let Members know the current nominations. What is your advice on this situation?

The Club’s Rule regarding this point reads as follows: At least three weeks prior to the day appointed for the commencement of the ballot a notice shall be posted on the Club Notice Board by the Secretary, inviting the nomination of candidates for the office of Committee Member or Officer of the Club. The notice shall remain so posted for ten days.

Therefore, according to the Club’s Rules, the notice requesting
nominations shall be posted for ten days and then removed. The names of all candidates for office in the Club, together with the names of their proposers and seconders, shall then be entered on a nomination sheet which shall be posted on the Club’s Notice Board seven clear days before the day appointed for the commencement of the ballot and shall remain so posted until the result of the ballot has been declared.

Therefore, there should ultimately be two Notices placed on the Club’s Notice Board. The first Notice invites nominations and stays posted for ten days and the second notice then lists the persons who have been nominated and this notice remains posted until the ballot has been declared. These notices first provide an opportunity to nominate Members for election and then allow all Members to be aware of who has been nominated for election so they can consider how to cast their votes.

Q We have received a letter of complaint from a Member who would like it read out at our AGM. We do not consider that this constitutes a valid agenda item. Do you agree?

A You are correct that this request is not a legitimate motion and therefore cannot be included on the agenda of the AGM. I suggest that you treat this complaint as a letter to the Committee and put the letter before the Committee at the Committee Meeting. The Committee can then decide how they wish to reply. The Committee could decide to reference the points raised in one of the reports given by the Committee at the AGM.

For the election of Committee and Officers, are we legally obliged to send ballot papers out to the Members through the post? We have always operated in this way but with the increase in postage costs it is becoming a considerable expense.

Q It is not a requirement under the terms of the Club’s Rules for ballot papers to be sent out to Club Members but since this has been the practice for some time it would be sensible for an Annual General Meeting to agree for this practice to cease if this is what the Committee wish to propose.

A It is not a requirement under the terms of the Club’s Rules for ballot papers to be sent out to Club Members but since this has been the practice for some time it would be sensible for an Annual General Meeting to agree for this practice to cease if this is what the Committee wish to propose.

Kensal Rise Constitutional Club seeks an experienced Bar Steward for Club located in NW10

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Free-to-air 6 Nations

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Free-to-air 6 Nations

SAT 10 FEB - SUN 11 FEB

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All Contract Packs now include a high quality and durable employee disciplinary and grievance policy handbook which should assist both Clubs and employees when these issues arise. Contracts for use with employees who live on the Club’s premises now come with a specifically drafted Service Occupancy Agreement for the employees, and their partners if applicable, to sign in relation to their accommodation.

Our newest introduction to our contracts range is a contract of employment for use by Clubs which employ Bar Managers. We know that many Clubs employ Bar Managers as opposed to Club Stewards and we are pleased to now supply a specific contract pack for Bar Managers.

The contracts which are offered by the ACC are as follows:

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<tr>
<th>Contract of Employment</th>
<th>Standard Terms and Conditions of Employment</th>
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<tr>
<td>CLUB SECRETARY / ADMINISTRATOR</td>
<td>STEWARD (PARTNER NOT EMPLOYED)</td>
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| 2 x Club Secretary Contract  
2 x Club Employee Disciplinary and Grievance Policy Handbook | 2 x Steward Contract  
2 x Service Occupancy Agreement  
2 x Club Employee Disciplinary and Grievance Policy Handbook |

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<tr>
<td>BAR MANAGER</td>
<td>STEWARD AND STEWARDESS</td>
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</table>
| 2 x Club Manager Contract  
2 x Club Employee Disciplinary and Grievance Policy Handbook | 2 x Steward and Stewardess Joint Contract  
2 x Service Occupancy Agreement  
2 x Club Employee Disciplinary and Grievance Policy Handbook |

Please contact the ACC with any questions regarding the new contracts of employment.
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John Jenkins, Secretary – Aintree Conservative Club
The Sutton Bridge Constitutional Club has raised a total of £600 for Macmillan Cancer Support group.

The disco was held at the request of Donna Phillips after she had lost a family member to cancer in 2017. Donna said: “I am so grateful to Paul for all his hard work as this particular charity is very important to me.”

Weston-Super-Mare Conservative Club Celebrates Member’s 100th Birthday

Members of the Weston-Super-Mare Conservative Club along with friends and family held Olwen Thatcher’s 100th Birthday by throwing a party the Club. Olwen is a frequent visitor to the Club and enjoyed the party which was laid on for her.

Described as “lovely” and “energetic”, Olwen was born on November 13th 1917 in Talywain, near Pontypool in Wales. She served in World War Two by driving trucks, ambulances and jeeps and finally at the end of the war served by driving soldiers home.

Olwen’s family said: “She is still beautiful, lovely and energetic and well-dressed.”

Olwen’s 100th Birthday Celebration at the Club.

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RECOMMENDED SUPPLIER TO THE ASSOCIATION OF CONSERVATIVE CLUBS
The Committee of the Broughton Astley Conservative Club, Leicestershire, decided to celebrate in style the Club’s 40th Anniversary by holding a themed 70s Party, going back to the decade that the Club’s first pint was pulled in 1977.

The celebration was well attended by the Club’s Members with everyone having a good time. Members were treated to half price drinks all night as a thank you for supporting the Club.

The ACC congratulates the Club on its anniversary.

Right: Left to right, Caroline Edge (Club Treasurer), Claire Swinfen (Committee Member), Lorna Wright (Committee Member), Michelle Eckersley (Chairperson) and Gerald Leavis (Bar Employee).

Below: A montage of photos from the evening.
Rayleigh Conservative Club Raises Over £1,000

The Members of the Rayleigh Conservative Club have presented a cheque for £1,060 to the Harbour Club located at Battlesbridge. The Harbour Club is a charity which supports adults living with dementia. The Harbour Club promotes social inclusion for older adults with dementia and aims to improve the quality of life for those living with dementia and provide valuable respite for their family.

The money was raised by various activities during the summer season, including a sponsored head shave for Club bowler Colin Young, and direct donations from members of Club.

Rayleigh President Pat Bickford presented the cheque to Jane Bussell, occupational therapist and founder of the Harbour Club. Ms Bussell said: “This money will provide us with extra resources so that we can plan activities and trips, hire entertainers and do many things which will put something back into people’s lives. Your generosity makes me feel warm inside.”

Margaret Wilcox (President 2011 – present)

Margaret was been a long serving member of the Club and who has served on the Committee for many years and as Club President since 2011. Margaret was a hard working President who put her heart and soul into the Club and was much loved by the Club’s Members.

Robert Denton BEM

It is with deep regret that the Rothwell and District Conservative Club announces the death of Club Secretary Robert Denton. Robert Denton was also a Member of the ACC Council. Robert first became a Member of the Club in 1965 and was first elected to the Club’s Committee in 1961. He then held the positions of Membership Secretary, Club Chairman, Committee Chairman, Vice President, President before assuming the role of Club Secretary in 2000. Robert spent 22 years as Bailiff of the Rowell Fair Society after 12 years as Deputy, was a District Councillor for 16 years and a Special Constable between 1960 and 1994. He spent 42 years teaching, including 23 years as headmaster of Walgrave Primary School. Robert was awarded the BEM for services to the Rothwell Community in 2015. He will be sorely missed by all who knew him.

Obituaries

Ray Humphreys (President 1997 – 2007)

Ray was a long serving member of the Club who carried out the role of President from 1997 – 2007. Ray was a very active President who was very well respected and much loved amongst the Club’s membership.

The thoughts of the Club’s Members are with Margaret and Ray’s families at this time.

Pages From The Past

In this month’s Pages From The Past we go back 82 years to March 1936 which has an article on the now longstanding ACC award the Badge of Honour. At the time this was a newly created award designed to sit alongside the existing Distinguished Service Award. When the Badge of Honour was introduced it had a different appearance and it was designed to be awarded to Club Members to recognise and appreciate individual acts of assistance which that Member provided to the Club, in relation to either its social or political aims.

The current ACC Badge of Honour, pictured left, can be purchased by contacting the ACC on 0207 222 0868 or visit and pay online at www.toryclubs.co.uk.
INSTITUTION OF A.C.C. "BADGE OF HONOUR."

To be Conferred by Committees on Officials and Members of Clubs for Conspicuous Service Rendered to the Club and Cause.

The Governing Body of the A.C.C., at its meeting in London last month, sanctioned the issue by Headquarters of a special "Badge of Honour." The object of this new, and unique, decoration is to enable Committees of Clubs to recognise, in a standard and suitable way, conspicuous services rendered by officials and members to their Club and the Party.

The Badge of Honour will, in no way, conflict with the A.C.C. Distinguished Service Medal, which will remain, as at present, the premier award in Clubland. It has, however, long been felt that Committees should be provided with some means whereby they could show their appreciation of good work performed by any official or member, of the Club either in connection with the social, or political side, or both. As the Badge of Honour is designed to meet this requirement, its institution will, we are sure, be cordially welcomed.

Solving a Problem.

It was only after several meetings, and mature consideration, that the Governing Body consented to allow such a Badge to be issued from Headquarters. They were influenced in their decision by representations at Area Conferences, resolutions from Clubs and correspondence which stressed the difficulties with which Committees were frequently faced in having to decide between the claims of two, or more, officials to be recommended for the A.C.C. Distinguished Service Medal. As the number of such awards is rigidly limited to one per Club per annum, it was appreciated that some years must necessarily elapse before the Medal was conferred in cases where several officials had equal qualifications. The bestowal of the Badge of Honour should go far towards meeting such situations without in any way affecting the subsequent grant of the A.C.C. Distinguished Service Medal.

Committee to Select Recipients.

As will be seen from the conditions under which Badges of Honour can be obtained from Headquarters, the selection of recipients is vested solely in the hands of the Committee of the Club whose decision, in all cases, is final. With their choice, or choices, the A.C.C. has nothing whatsoever to do.

Unlike the A.C.C. Distinguished Service Medal (which is conferred only on officials of Clubs of not fewer than five years' continuous office-holding) the Badge can be bestowed on members as well as officials, the criterion being service on behalf of the Club or Party, or both, in some useful direction.

Particulars of the services rendered by each recipient must be recorded in the Club Minutes, and, save in exceptional cases, all selected for the honour must have belonged to the Club for four years.

About the Badge of Honour.

The Badge of Honour is a superb example of British craftsmanship. In the centre is a figure of Britannia with shield and trident and the initials "A.C.C."—indicative of the issuing authority. Round the border appear the words "For Service to Club and Cause." The whole production, in gilt and coloured enamel, constitutes an ornamental of which any recipient can justly be proud.

On making application for a Badge of Honour the Secretary must forward to Headquarters a copy of the Committee's resolution authorising its bestowal, together with a brief recital of the services rendered by the person recommended for the honour. By order of the Governing Body, no Badge of Honour can be issued unless this condition is strictly complied with.

Each request for a Badge of Honour must be accompanied with 5/. This sum includes the cost of presentation case and engraving the recipient's name and date of award, which will be borne by the A.C.C. Not more than three Badges can be supplied to a Club in a year.

Summary of Conditions.

Here is a summary of the conditions governing applications for, and the bestowal of, Badges of Honour:

1. The selection of every proposed recipient of the Badge to be made by resolution of the Committee of the Club. This...
A follow up to the popular Club Law and Management hardback comes a book dedicated to frequently asked Questions and Answers

From our day to day experience of assisting Clubs we have compiled the essential reference guide to the many questions that Clubs find themselves asking. With sections of Membership issues, Committees and Committee Meetings, Licensing issues, Finance and Taxation, Employment, Gambling and General Meetings we hope this will prove an invaluable reference guide to Club Committees throughout the UK. Each question is one that has been genuinely raised by a Club and we hope that the answers which are set out within this book, grouped together in specific subject areas, prove to be a valuable addition to any Club Committee and as an aide to hard working Officers and Committee Members.

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