

CONSERVATIVE CLUBS MAGAZINE



February 2024 75p

AGM

AGMs: Your Complete Guide



Message From The Chief Executive

A concerning trend has emerged in the past twelve months regarding clubs and the complaints raised regarding Energy Supply Consultants. There is nothing new with using such companies to source deals, although the ACC has not recommended a company in this field due to the difficulty of finding a company which we would trust to recommend. Recently the level of complaints over these companies has been much higher than usual, indicating something is going wrong.

There are no easy answers regarding energy supply and costs but there is some common-sense advice we can offer. Typically energy supply consultants receive their payment by the energy companies in return for signing up customers – be aware of this when they are recommending an agreement. Do not give them wholesale power to unilaterally enter the club into contracts – state that you will review what

they find but that the club will always make the final decision. Compare what they find with what you can find directly from companies such as, for example, Octopus Energy. Make sure to read and understand the standing daily charges as well as the unit costs, there is no point agreeing to low unit costs if high daily charges cancel this out. And make sure you look at the length of the contract, a one-year deal that turns out to be uncompetitive is much better than a five-year deal which turns out to be uncompetitive.

Above all, make sure the Committee give themselves enough time to thoroughly discuss a new agreement before it is signed. Energy supply costs are a huge part of the Club's expenditure and should accordingly take up a large portion of the Committee's time. If in any doubt, do not agree to a deal, it is much easier to escape a bad deal before it is signed than after it is signed.

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CLUB LAW AND MANAGEMENT

Preparing for an Annual General Meeting

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.

One further possible motion is '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 irresolvable, exchanges are inevitable. Nevertheless, a basic knowledge of tried, and accepted, procedures will help ensure that most meetings are managed efficiently.

Election of Club Officials

The rules of a club should provide the method whereby its officers and committee are elected. Such rules must be strictly adhered to, otherwise the election may be rendered invalid and a fresh ballot has to be taken. What follows should be read and applied subject to anything appearing to the contrary in the club rules—

Nominations

It is the duty of Secretary to post a nomination sheet on the notice board, which records the names of candidates for the committee or other offices. The nomination sheet must remain displayed for whole period stipulated in club's rules. Day and time when nominations close should be stated on the sheet, even if not definitely fixed by club rules. The proposer and the seconder of any candidate should personally sign their names against the candidate they put forward, having previously ascertained that their nominee is willing to stand and serve if elected. A member may be nominated for any number of offices in the club unless the rules provide otherwise; if elected to more than one office, he can select the one he desires to hold. If the rules say that no candidate shall be nominated for more than one office, it is in order for an officer or committee member who is not due to retire to be nominated for another office without first resigning. If unsuccessful, he would retain his present office.

Qualifications

Candidates for office, nominators and seconders must be either honorary members, life members, or subscribing members who are not in arrears with payment of their subscription before nomination sheet is due to be taken down. Otherwise nominations may be objected. Where a rule provides that a certain period of membership is an essential qualification for office, this must be calculated from the date when the candidate was elected to membership to the last day of nominations. For example, should six months be specified, a person elected to membership on 6 July would first become eligible on 6 January the following year.

List of Voters

Unless the rules provide otherwise, every member of the club is entitled to vote. It is the duty of the Secretary to prepare a special list of members for this purpose. The list should be handed to scrutineers, together with the precise number of requisite ballot papers if all such members voted.

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Ballot Paper

The ballot paper is compiled from the nomination sheet. In preparing the ballot paper, names of candidates for presidency and other offices are usually typed or printed in separate sections on the same sheet as names of candidates for committee. The different sections are nevertheless distinct, and if one section is spoiled by the voter, it does not invalidate other sections.

Names of all candidates should be set out alphabetically on the ballot paper and in uniform type. The 'starring' of ballot papers i.e. putting an asterisk (*) against the names of retiring members seeking re-election or distinguishing them by printing their names in larger or thicker type is irregular.

Marking the Ballot Paper

If a voter makes some mark other than the customary 'X' against the name of the candidate for whom he wishes to vote, it does not necessarily spoil his paper. The vote is good, if the intention of the voter is clear. Practically the only grounds for the rejection of the paper are—

- Because too many votes have been recorded
- Uncertainty of the voter's intention
- Writing sufficient to identify the voter

If a member spoils a paper he should, on request, be supplied with another, having previously handed back the one spoiled. A member may vote for a fewer number of candidates than there are vacancies—he cannot be compelled to use all his votes—but if he votes for more candidates than there are vacancies, the paper, so far as the particular section is concerned, must be regarded as spoiled.

Taking the Ballot

Unless the rules contain specific instructions on the matter, committees decide how ballot papers are to be distributed – whether sent to members by post or handed to them on request. Where the former method is adopted and the member returns the paper by post or hand, the envelope containing it should be sealed and marked 'ballot.' It should be addressed to the scrutineers, who must deposit it unopened in the ballot box. Where ballot papers are handed to members, the scrutineers should first make sure from the list received from the Secretary that the member is entitled to vote. When this is done, the member's name should be scored off, thus preventing anyone voting twice.

Close of Ballot

The ballot must remain open the full time stated in the rules. When it is closed, the scrutineers count the votes recorded. The results, signed by them, together with the marked list of members to whom they have handed ballot papers, and also all unused ballot papers, must be handed by them to the Chairman at the Annual General Meeting.

Demand for a Scrutiny

If a majority of the meeting demands a scrutiny, the box containing all the ballot papers should be sealed by the Chairman and arrangements made for a recount in the presence of the scrutineers. Once it has been declared and accepted, a ballot stands no matter what discrepancies a subsequent examination of the papers may reveal. Prior to the signed statement being handed to the Chairman by the scrutineers, a system of checking and double checking should be carried out to ensure absolute accuracy in the matter of the votes recorded.

Duties of Club Officials

After the AGM there may well be Members who are holding new positions or have been elected to the Committee for the first time. We hope the following guide will help new and existing Committee Members and Officers with their role.

Only those prepared to carry out the duties of any club, faithfully and fully, should accept nominations. Elected officers, who include members of the committee, are individually and collectively responsible for seeing that the law of the land and rules of the club are observed. Their position is one of trust and authority and should be regarded as such. The rules of a club should specify the duties attached to each office.

The President

He should identify himself actively with the club and its affairs and be more than a figure-head. He should also preside ex officio over all meetings (other than committee meetings).

The Chairman

Clubs can be very successful when they have a body of enthusiastic and dedicated members, for the membership is the heart of a club and at the head of a club, the Chairman often holds the key to success.

The importance of a hard working Chairman, together with the Secretary, is paramount. If such a duo also has the support of a hard-working and harmonious committee, then the club will be doubly blessed.

The records of clubs show that many have enjoyed the benefits of devoted Chairmen and Secretaries, without whom the facilities enjoyed by their members would not exist. Therefore, it may be recognised that an important duty of the members is to choose an able and reliable man or woman to represent the club as Chairman.

The Chairman presides ex officio over all committee meetings and, in the absence of the President, those of the club. He should be thoroughly familiar with the rules of the club and the procedures which govern club meetings. He must, at all times, endeavour to maintain the dignity of his office and, by precept and example, the reputation of the club. The Chairman should not be afraid to exercise his authority,

quietly and tactfully, when occasion arises. He should work in the closest co-operation with the Secretary in assuring that all legal and other club obligations are carried out.

Chairmen may be elected directly i.e. by the members in a general meeting or, if the rules provide, indirectly by the committee from among their own number. In the latter case, as the members will have elected all the members of the committee, they will have already signified their confidence in the person who becomes Chairman.

On assuming the responsibilities of the post, the first obligation of a new Chairman is to become familiar with the duties it entails. It would be impossible to describe every situation and problem that might confront a Chairman, which is why the Chairman needs to maintain a cheerful and dignified presence, and to act with tact and fairness at all times.

The Chairman presides over committee meetings and, consequently, will be instrumental in securing the smooth running of the club and the competent conduct of business. Committee meetings have to be held at least once a month in order to settle club policy, and to make decisions affecting the operations of the club and its development. The Chairman's handling of these meetings will determine, above all, how committee members retain their commitment and interest in serving their club.

The Chairman is the vital link in creating an atmosphere that is indispensable to a successful club. If the Chairman fails, it is possible that one of two trends, or both, will become apparent. There may be a lack of interest among members generally, or difficulties may be experienced in obtaining nominations to fill vacancies occurring on the committee.

Most members learn the art of conducting meetings and running the club, and also develop the confidence to address a wide audience at general meetings, by working within the committee. An efficient Chairman, who holds the trust of colleagues, will do much to secure the continued success and development of the club. It is up to the Chairman to weld the diverse characters that form a committee into a working unit.

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The Chairman will be assisted in his duties if there is a code of standing orders which the committee members themselves have accepted and agreed upon for the proper conduct of their affairs. In conjunction with the Secretary, the Chairman is responsible for arranging the agenda and the priorities of the committee. A carefully prepared agenda will help to ensure that business may be dealt with quickly. As long as all essential business is catered for and all correspondence considered, their choice of priorities is unlikely to cause dissension within the committee.

If an agenda cannot be completed in time, it is better that the committee should agree to adjourn to a later date to conclude the outstanding business. The Chairman and Secretary should not take it upon themselves to omit items from the agenda in order to shorten the meeting. It is for the committee to decide what they will consider for the business is theirs and needs to be dealt with. The authority of the committee should never be usurped. However, a good Chairman will be able to influence them towards wise decisions.

Patience and the avoidance of argument are the best instruments for the smooth conduct of meetings. It should go without saying that the Chairman must conduct meetings in accordance with club rules, standing orders and recognised rules of procedure. This may not guarantee totally trouble-free meetings in all circumstances, but it will prevent most problems from occurring. If the occasion does occur when disorderliness develops, and the Chairman believes business cannot be satisfactorily concluded, the meeting may be adjourned to another date.

In addition, a Chairman should remember that a committee never performs the tasks which are specifically allotted to individual officers or the steward. Not only is this likely to be both confusing and a waste of the committee's time, it can be irritating and frustrating for an intelligent body of people who have given their time to committee work to find they are also engaged in trying to perform duties specifically allocated elsewhere. Similarly, neither the officers nor employees should be allowed to take decisions that are the prerogative

of the committee collectively.

The Chairman will fulfil the duties of chairmanship by adopting a conciliatory attitude and try to avoid riding roughshod over even the most awkward participant from the floor. A cheerful, firm, tactful and judicious person will avoid most of the possible pitfalls of chairmanship and earn grateful thanks from the membership.

Trustees

The dictionary definition of the word 'trustee' sums up what is expected of such an office holder. The definition says, simply, 'one who is trusted or to whom something is entrusted.' It adds that the definition in law is 'one to whom property is entrusted for the benefit of another; one of a number of persons appointed to manage the affairs of an institution.' Even on that basis it is clearly not a task that should be undertaken lightly. It is not an office held just for the honour itself, although many justifiably regard it as an honour bestowed by the club.

Trustees must be eighteen years of age or over and elected by members of the club at a General Meeting. They are usually ex officio members of the club committee by virtue of their office. Trustees attend meetings and are subject to the decisions of the committee. Neither the Secretary nor Treasurer of a club should hold the office of trustee.

Generally speaking, trustees are appointed 'at the pleasure of the club' which, in ordinary language, means until resignation, removal or death. It is possible for the club rules to provide for a fixed term of years. Rules should state the method of election or appointment of trustees and how the tenure of office is terminable subject to any separate deeds. On the election of a new trustee, a Deed of Appointment must always be made and conveyances up-dated. The committee must see to it that the club's lawyers are involved in the appointment of the elected trustee to his office so that the essential legal formalities are carried out. The lawyers, too, must be involved when a trustee is 'discharged' at the end of his or her term, or when death, in office, occurs.

It is very important that club trustees gain an understanding of their position. It is essential for trustees to appreciate fully, what they are called upon to do, what

they do and why they are doing it so that they do not, through inadvertence, become personally liable. They must remember at all times that they are acting on behalf of the club.

Legal proceedings are taken in the name of the trustees on behalf of or against the club, unless its rules specify some other person. Orders obtained against trustees do not lie against the property and possessions owned personally by the trustees but against the assets of the club. This is the case providing they are suitably indemnified, which should be in the club's rules, and they have been appointed properly by Deed of Appointment. In other words, trustees' personal effects are not at risk if they are involved in legal proceedings on behalf of the club so long as they have acted strictly within the club rules. If they have knowingly allowed the club funds to be used for objects not authorised by the rules, they become personally liable.

All leases and agreements of the club should be in the names of the trustees and no documents should be signed by them until they are satisfied they are acting on behalf of the club. Clubs must seek advice when any documents are to be signed that involve the future of the club, its property, or its finances no matter who is the other party involved. It is vital that such documents and anything similar should be examined and approved by the club's legal advisers before signature. The club might well have to pay a fee for expert advice, but the peace of mind which it can bring will be well worth the expenditure.

Trustees must pay particular attention to the use of club funds, and must always ensure that no moneys of the club are spent contrary to law or the club rules, or for purposes not connected with the club or its objects. Proceedings against any person or persons, for fraud or misappropriation, are instituted in the names of the trustees. Two of the duties of trustees which are generally well known are that they are the people, when things have gone badly wrong, who sue on behalf of the club and those who are sued as representatives of the club.

For generations in the club movement, the appointment to the position of trustee has been seen as the very peak of achievement. Trustees are chosen from members

who have served their club well and faithfully and sometimes the appointment is seen as a 'reward' for their fidelity and long service. That however must not be the sole consideration.

It goes without saying that anyone being considered for the position of trustee must be a person of integrity, held in high regard and be ready to play a full part in the life of the club. Older members will bring the benefit of a lifetime of experience in the club and the outside world to the office. However, the case for the appointment of a younger person who can build up the knowledge required while working alongside an older trustee should not be dismissed. Whatever the age of the trustee, clubs should bear in mind, and have faith in, his or her judgement, integrity, and continuing devotion to the interests of club members. At all times trustees have to ensure that whatever they do is in strict accordance with the rules of the club and, in accordance with the law of the land.

Another very important point is to ensure that a club is never left with only one trustee. The number of trustees set out in the club's rules should be maintained at all times. This is necessary because if the one remaining trustee dies, then the 'statutory vesting' of the club's property passes to his executors or administrators. It is important to remember this procedure, as failure to follow it could lead to difficulties which, in turn, could lead to a costly legal process to resolve.

If the need arises to remove a trustee from office, a Special General Meeting should be summoned in the manner laid down in the club rules. The rules should also state by what majority such action can be taken. Remember, a vacancy created in this way must be filled—and the appointment made in the correct manner—without delay.

The Treasurer

The Treasurer is responsible for seeing that all moneys, whether received by himself, the Secretary, the steward or any other official or employee are duly banked. He is to ensure that all debts of the club are paid as directed by the committee and that cheques are signed by himself and one, or more, members of the Finance Committee, then countersigned

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by the Secretary. It is his duty to produce the Paying-in Book, Bank Statement, Daily Takings Book etc. at every meeting of the committee, or whenever required.

The Secretary

It is the duty of the Secretary to keep the books, documents and papers of the club in proper order and carefully filed. He must summon and attend all meetings and take Minutes of the proceedings. Other responsibilities may be summarised—

- Keep the register of members up to date, with record of last payment of subscriptions
- See that the names, addresses and occupations of candidates for membership are duly displayed on the club notice board for the period stipulated in the rules
- Issue notices of default to members in arrears and see that names are removed from the register if subscriptions are not paid within the period stated in the rules
- Post all notices in connection with General or Special General Meetings

- Check nominations of candidates for office and allow none to go forward which are not in order
- Comply with the requirements of the Licensing Act 2003
- Comply with the requirements of the National Insurance Acts, Statutory Sick Pay and see that all paid employees are insured
- See that the club is insured against liability at Common Law, for accidents occurring to club employees, and also against fire and burglary

The duties imposed on a club's Secretary make the person undertaking this office the linchpin in the conduct of club affairs. Unless the Secretary is truly competent, a club will find that it is unable to operate effectively and in accordance with the increasingly complex legislation affecting clubs. The Secretary acts under the superintendence, control and direction of the committee of management and is responsible for seeing that the decisions of the committee are conveyed to the proper quarter.

The position of Secretary

requires not only considerable administrative skills, but must also fulfil the vital role of providing liaison between the membership and the committee. The Secretary's basic functions are to ensure that the club's clerical and organising activities are carried out, to see that all subscriptions are collected and that correspondence is dealt with.

A competent Secretary should be thoroughly familiar with the rules of his club, so that he can advise authoritatively when necessary. He should possess an intimate knowledge of the Licensing Act in so far as it applies to clubs. He is the official primarily held responsible in law for seeing that its provisions are complied with. The Secretary might be made a party to any proceedings instigated against the club for any breach of the requirements of the Licensing Act. Therefore, the Secretary must be conversant with the demands of licensing and gaming laws and of registration and other statutory duties under the Licensing, Friendly Societies, and Industrial and Provident Societies Acts. Failure to meet some of these requirements will cause the Secretary to be held personally liable. A plea that it was committed without his knowledge and connivance would be a good defence to any proceedings taken against him personally, if it could be established.

Before considering the possibilities surrounding the choice of Secretary, it must be reiterated that the Secretary, like the Chairman, requires qualities of integrity and impartiality and must be capable of commanding the respect of members. He should be a good mixer who does not yield to the influences of pressure groups or factions within the club, and is not suspected of favouritism. Again, he must always be aware that he is responsible to the committee and the members for his actions, and that his decisions must reflect the policies of the committee.

The choice of Secretary is governed by the rules and the period of tenure is determined by them. They should be sufficiently flexible to enable members either to elect or to appoint a Secretary, depending on their view of the post's requirements. Rules should include a provision for clubs to choose between electing a member from their own ranks, or to appoint some other person. Among the many reasons for

members preferring an elected Secretary is that they may feel it possible for him to cope with the work entailed on a part-time basis. Certainly, the volume of work falling to the Secretary will be a fundamental pointer in deciding whether the post should be filled by election or appointment.

If the club chooses to elect a secretary, then the election takes place in exactly the same way as for any other officer. If elected, the Secretary remains a member of the club. He will be entitled to propose or second motions, and to speak and vote both in committee and in General Meetings just like any other officer or club member.

Larger clubs may consider that the demands placed on their Secretary are beyond the capacity of a voluntary officer. The appointment of a Secretary is not normally made by members in general. The committee makes such appointments just as they appoint other employees of the club. Applicants may come from within the membership or from outside. Therefore, the rules customarily provide that where an appointed Secretary is to be preferred, the committee will carry out the appointment. In this position he is an officer without power, except as delegated by the committee.

Committee

It is the duty of the committee to attend their meetings regularly. The committee conduct the general business of the club; are responsible for its management and control, and for seeing that the rules are duly observed. Acting in a quasi judicial capacity they are empowered—subject to what the rules say—to suspend or expel offending members, having first given them an opportunity of being heard in self-defence. The appointment, control and dismissal of all club employees rest solely in the hands of the committee.

The committee is responsible for checking books kept by the Treasurer or Secretary and seeing that all takings have been duly paid into the bank. They should examine the Order Book and be satisfied that only goods authorised by them have been purchased and that accounts submitted for payment have been duly checked and verified with the Goods Received Book kept by the Steward. The committee, realising their position of trust and authority, should rigidly observe the rules of the club, thus setting an example to the members.

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KEEPING IT REAL

ACC Chief Executive Lord Smith of Hindhead on the Hospitality Industry and Government Assistance

It is one of the maxims of democracy that no one gets everything they want. This truth is exemplified whenever a government announces its budget or its autumn financial statement. In the run-up to these fiscal events, it is only natural that a huge variety of people, organisations and interests articulate their “asks” of government. Ours is a clamorous democracy and long may it remain so.

However, it is impossible for any chancellor or any government to meet every demand. So, trade-offs have to be made and inevitably that means some demands will remain unmet, to the disappointment of those making them. What lobbyists on behalf of the hospitality industry can do is keep their asks in perspective. This means arguing your case for (and this is the key point) deliverable outcomes and making valid political points when doing so. By contrast, what ineffective lobbyists do is first seek to score political points, rather than focusing on deliverable outcomes using sensible persuasive lobbying methods. Shouting loudly and making demands that simply cannot be delivered may please the permanently offended, but it is student union politics and it does not deliver.

I welcomed the mostly balanced responses of our trade bodies to the autumn statement, and the measures within it that help hospitality and licensed retail. However, I was more than a little disappointed to read Ed Beddington’s editorial piece in the Morning Advertiser on the 22 November. Titled “What is the opposite of exceeding expectations?” this article spun the measures announced by the government in the most negative and biased way possible. For example, he dismissed the freeze in alcohol duty by suggesting that it does little to mitigate previous rises on “a sector that rarely sees the benefit anyway.” He also dismissed the rates relief as a “further kick in the teeth in a budget that really hasn’t delivered much other than an



increase in costs.”

This seems at odds with comments quoted in another article in the Morning Advertiser on the same date by Stonegate’s CEO David McDowall who wrote, “We welcome the Chancellor’s decision to place a freeze on the rate of alcohol duty and his continuing commitment to business rate relief.” He went on to write, “The business rate extension is particularly critical for our publican partners because, for many, it may be the difference between remaining open or having to close.” Admiral Taverns, Carlsberg Marston’s Brewing Company also welcomed these measures – although, of course, they would have wanted more. It is always natural to want more than the Government can offer at any given point in time but whereas our concerns are always about the hospitality industry, we must concede that the Government has a much more varied collection

of concerns and requirements to juggle.

Politicians in government might well ask who speaks for the Industry. Is it people running pub companies, the mainstream trade bodies, or commentators like Mr. Beddington for whom it seems the government cannot do right for doing wrong? Every sector wants taxes to fall, and the Conservative Government wants that to happen too. But it must be accomplished in a financially prudent and sustainable way. What will enormously help our sector in its lobbying efforts is everyone singing from the same hymn sheet and recognising that government, any government, has to balance conflicting demands from other sectors.

Rates relief and the duty freeze alone are worth £350 million to the sector. The fall in National Insurance and the boost to the National Living Wage will deliver £450 a year to those on average or below average

incomes. Self-employed people whose average earnings are around £28,200 will benefit by £350 a year. Yes, the wage rise will increase costs to the sector, but it will also raise the incomes and spending power of those on average and low incomes – as will the benefit increases of 6.7% and the increase of 8.4% in the state pension.

Another point that seemed to escape some commentators is that one of the constraints on growth in our sector has been labour shortages. Well, the sector cannot have it both ways. If we want to attract more staff, then to suggest that the government should have delivered an increase that is less than that recommended by the Low Pay Commission seems strange, to say the least.

The ACC seeks to advance the interests of some 700 social private members’ clubs, all of which face the same economic headwinds as pubs, bars, and restaurants. So, I do not speak as an outsider who is remote from the problems faced by our sector or the wider economy. I am a passionate supporter of the licensed retail sector and hospitality more generally, and I have spoken in the House of Lords in support of it on numerous occasions.

That said, I also understand there is a bigger picture. Tax cuts need to be funded by cost savings, otherwise they are inflationary. The cost savings needed to reduce public spending that will pay for the tax cuts announced in the autumn statement will be politically difficult to deliver. This is what makes a cut to big tax revenue generators like VAT so difficult – public services still have to be funded from tax revenues. Those lobbying for change need to recognise the economic and political complexities faced by the government. Ill-informed commentary that lacks balance or awareness of the wider context in which government has to operate helps no one.

**Lord Smith of Hindhead CBE
ACC Chief Executive**

Industry Insights

Industry Insights aims to provide a whirlwind tour of who's doing what in the club sector, from latest launches and new products to business acquisitions and market research into the hospitality sector at large.

Diageo launches inaugural global consumer trends report, 'Distilled'

Diageo has launched 'Distilled: A Diageo Foresight Report', offering insight into consumer trends around the world, through in-depth quantitative analysis from the past two years and with expert foresights into 2024's consumer behaviours. This includes a shift towards more mindful approaches to adventure, the increased popularity of fully customisable products, and the rise of more immersive learning experiences.

The report has uncovered five global trends that are shaping consumer behaviour.

1. Neo-hedonism

Consumers are re-evaluating how they spend their money, searching for innovative ways to experience pleasure in their everyday lives. This is one of the newer trends but on the rise (+39%), with consumers searching for meaningful and unique experiences.

2. Betterment brands

Consumers' conversations show them to be increasingly eco-conscious, becoming more aware of the environmental and social impact of their choices. Although not a new phenomenon, its importance cannot be downplayed, with consumers increasingly (+44%) seeking ways to align their purchasing decisions with their values.

3. Conscious wellbeing

There has been a transformation in how consumers define health and happiness, with consumers having a more holistic view of wellbeing. The report found over 2.7m discussions globally of self-love (+40%).

4. Expanding reality

Technologies such as AI, VR and AR are revolutionising how consumers perceive and interact with reality. Conversations around the technologies has risen 94%, including a 134% rise in discussions of AI-enabled relationships – the fastest growing micro-trend identified in the report.¹

5. Collective belonging

Consumers are increasingly seeking real and virtual spaces that embrace unity, acceptance, and



that allow them to engage with like-minded individuals. The report uncovered 28.7m mentions of the topic globally (+41%) making it our most discussed trend – including a 42% increase in conversations around championing inclusive cultures.

'Distilled' has been created by Diageo's 'Foresight System', a digital tool developed to monitor and track global conversations from web sources and social media platforms. This includes conversations in English, Chinese Mandarin and Spanish across social media, YouTube, television, online forums and digital media.

Mark Sandys, Chief Innovation Officer at Diageo, said: "To be entrepreneurial in mindset and action, brands mustn't be afraid to look beyond their own walls. The trends showcased in 'Distilled'

underline the need for brands to embrace change, reimagine strategies, and stay agile in responding to evolving consumer needs, presenting itself as an essential tool for brands planning future innovation."

Giles Hedger, Global Consumer Planning Director at Diageo, said: "Socialising is the wider behavioural 'category' that drives Total Beverage Alcohol consumption – it's the fuel that powers the engine. At Diageo, our ambition is to understand socialising better than any company on Earth, and to do so we need to understand the forces that are shaping it. Our Foresight System allows us to detect and track long-term consumer shifts and approach our marketing and innovation with that mindset, and we're thrilled to be sharing some of these insights."

• digitalforesightreport.diageo.com

¹ The data presented in the report tracks conversations between July 2021 and June 2023. Any percentage growth rates referenced reflect an increase in conversations between the periods of July 2021 to June 2022 and July 2022 to June 2023.



Sussex beer served as Strangers' Bar guest ale at Palace of Westminster

Members of Parliament and their guests were able to enjoy Session Pale, a craft brew from Sussex's Three Acre Brewery, in the Strangers' Bar at the Palace of Westminster recently. The beer was available on draught in the run-up to Christmas for peers, MPs and visitors to Parliament to enjoy.

Three Acre Brewery Director Chester Broad said: "It was an honour to have our beer on tap in the mother of all parliaments. Widely available across the South East, our brews have already reached as far afield as Sheffield and Edinburgh and were also enjoyed by MPs and peers from around the UK."

The award-winning brewery, in the village of Blackboys, near Uckfield, was started four years ago by a trio of friends who met at school.

Wealden Conservative MP Nusrat Ghani nominated the brewery for cask beer supply to the Strangers' Bar and was there to welcome the company's three directors to celebrate the first serving of the ale.

Ms Ghani said: "I was delighted to support Chester Broad, Jamie Newton and Peter Mayhew in getting their Session Pale served in Westminster and exposing their craft to new customers."

"I look forward to seeing them continue to thrive and seeing their exciting plans for a new Brew Cafe come to life next year."

Created in 2019, Three Acre Brewery has released a total of 23 beers, including a chocolate oat stout, a blood orange pale and a classic bitter.

The brewery is looking to open its own venue next year in Uckfield to serve pints of their award-winning cask and keg beers, as well as host live music events and stock a range of local produce.

Nusrat Ghani is Minister of State at the Department for Business and Trade and Minister of State responsible for the Investment Security Unit at the Cabinet Office.

• threeacrebrewery.com

Gang crime, security threats and terrorism

Tackling gang-related crime, security threats and terrorism are to be the focus of the 20th annual National Pubwatch Conference.

The event takes place on 5 March at the Crowne Plaza, Sheffield with speakers from both the licensed sector and the police.

Daniel Davies from Rockpoint Leisure and New Brighton Pubwatch will talk about tackling gang crime in the licensed trade and a legal update will examine the latest impacts as well as the up-and-coming 'Martyn's Law', the Terrorism (Protection of Premises) Bill.

Matt Lambert, Chief Executive of The Portman Group, will give the trade view with an insight into the organisation. Other speakers include Matt Sessions, Problem Solving Tactical Advisor from Warwickshire Police and Chief Superintendent Ian Proffitt, Prevention Strategic Lead, South Yorkshire Police.

National Pubwatch of the Year, Nottingham Pubwatch, will be at the event and its chair Michele Somers will give her view on sharing best practice.

The National Pubwatch Awards will also be handed out on the day, including the Malcolm Eidmans Award, which recognises the outstanding contribution made by a police officer or member of police staff in supporting the work of their local pubwatch scheme.



Two Bravery and Meritorious Conduct Awards will also be presented, recognising the contribution of individuals whose actions have saved life or minimised physical harm.

National Pubwatch Chairman Steve Baker OBE said: "This is set to be another challenging year for the late-night economy. The conference will focus on some of the major issues related to preventing violence and reduction of harm and our speakers will be providing practical advice and guidance."

"It is also important that we recognise best practice and it will be a privilege to recognise those who have contributed so much to making our town centres a safer environment."

• nationalpubwatch.org.uk

Innovative scheme helps businesses attract new talent

A year on from the launch of a scheme designed to tackle the hospitality and leisure industry's staffing crisis in the wake of Covid-19, 'Westminster Works' has revealed that over 220 businesses across the borough of Westminster have been supported with recruitment and retention of new talent.

The initiative, funded by Westminster City Council and created in partnership with Step Ahead, New West End Company, Knightsbridge Partnership and AttisTowns, attracted interest from over 7,000 potential employees in the first six weeks.

The year milestone for the initiative comes as the latest ONS figures reveal that there are over 121,000 unfilled job vacancies in the accommodation and food services industry across the UK, one of the highest rates of any sector and still significantly higher than before the Covid-19 pandemic.

Attracting a new, diverse range of high calibre applicants is seen as key. A bespoke training service enrolls candidates in a Level 2 Certificate in Understanding Excellence in Customer Service for Hospitality. This is followed by guaranteed interviews with employers in the scheme.

Candidates can then go on to take either a Level 1 course in employability skills or a Level 1 in personal and social development, with each fully remote course lasting seven days, helping to fast track the employment process whilst providing motivated and trained talent.

There are currently over 120 live vacancies as part of the Westminster Works programme for a diverse range of hospitality roles.

• westminster.works



Swansea takes top spot as UK's turkey capital

Swansea has been crowned the UK's turkey capital after it emerged that its residents eat more of the favourite festive meat than people in any other city.

A nationwide survey of 2,000 employed UK adults identifies Wales as Britain's biggest festive meat-loving nation, with Wrexham and Cardiff joining Swansea in the top five turkey-gobbling cities. Wolverhampton and Coventry round off the top five list.

• getpark.co.uk



The year of the margarita is underway

This year will be the year of the margarita according to Love Drinks, an independent import, distribution and marketing company for premium quality spirits, liqueurs and craft beers.

This follows its announcement that award-winning flavoured tequila brand Neurita has joined its spirit stable. The brand was voted 'Best Flavoured Tequila' at the World Tequila Awards in 2023.

Samantha Burke, Managing Director of Love Drinks, said: "Flavoured spirits have been one of the standout sectors in recent years with interest and innovation through the roof. With serious momentum around tequila and mezcal, Neurita taps into a real sweet spot in the category so it's great to be working with such a vibrant brand that we expect to be one to watch in 2024."

Neurita was launched in October 2022 by entrepreneur Lucy Smith to inspire a new wave of margarita and tequila drinking through simplicity and flavour.

Made using agave Tequila Blanco, the liquid is then infused in the UK with real fruit extracts and botanicals. It provides a base for classic margarita and tequila cocktails without the need to add sugary liqueurs.

Neurita Tequila Blanco – Citrus – 35% abv

Winner of the 'Best Flavoured Tequila' at the World Tequila Awards 2023, Neurita Tequila Blanco Citrus sees the finest agave tequila infused with fresh Sicilian orange and tangerine fruit extracts.

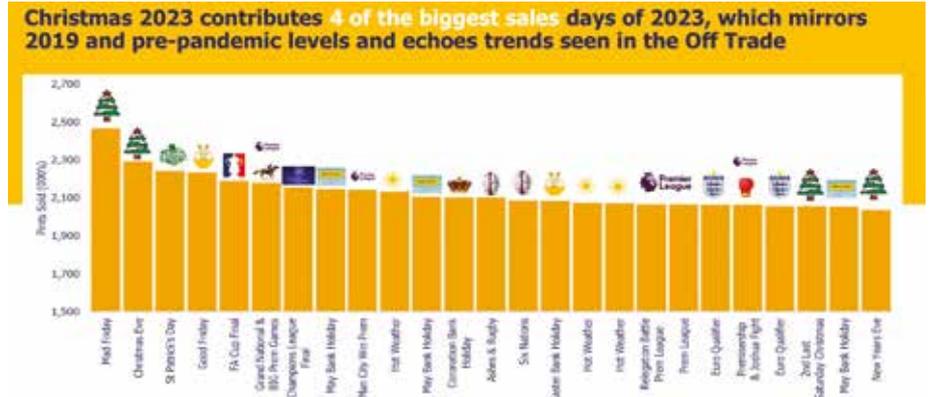
Neurita Tequila Blanco – Rosa – 35% abv

A naturally plush pink tequila made with the agave tequila infused with real raspberry, strawberry and pomegranate fruit extracts.

Neurita Tequila Blanco – Picante – 35% abv

The newest arrival, the Neurita Tequila Blanco Picante uses agave tequila infused with Scotch Bonnet Chilli, green chilli and tangerine extracts.

• lovedrinks.com



A strong Christmas for the UK on-trade

A report from the Oxford Partnership shows that Christmas delivered a much-needed boost to the UK on-trade, with the traditional 'Mad Friday' (the last Friday before Christmas Day) producing a sales boost that demonstrated a resurgence to pre-pandemic drinking habits, with Draught Beer and Cider sales up +8.8% for December, with the last two weeks of the month +7.6%.

This equates to 290m pints sold in December, and an average per outlet of 7,658 pints of Draught Beer and Cider served over December, representing a £36k income generator.

In terms of location, City Centres were up +8.2% versus 2022, driven by a +4.7% uplift in consumer visit time and a +2.6% increase in visitor numbers. Average consumer dwell time grew to 128 mins versus 123 mins in the same week last year.

Footfall also increased, up +2.6% on 2023 across all locations, with the biggest increases in Rural and City

Centre venues. Suburbia also performed well versus 2022, with all days performing ahead of last year.

Overall, Christmas 2023 contributed four of the biggest sales days of 2023, with 'Mad Friday' at Number 1 and Christmas Eve at Number 2 slot, the second biggest 2023 sales day for Draught Beer and Cider.

Stout was the big winner over the festive period at +24%, with Non and Low Alcohol Craft, World Lager and Apple Cider also doing well. Ale driven by Cask was identified as the biggest category.

The biggest loser was Premium Lager, with Core Lager and Flavoured Cider also trailing 2022's sales.

"We had all been hoping to see these kinds of results for the on-trade in the run up to Christmas and thankfully, our data demonstrates a really strong festive season for draught sales," said Alison Jordan, Chief Executive Officer of the Oxford Partnership.

• oxford-partnership.com

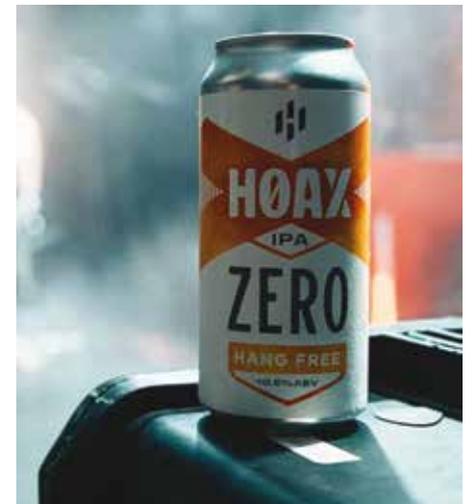
Heavy metal musicians launch alcohol-free HOAX IPA

HOAX, a new non-alcoholic IPA is 'amping' up fridges in the UK's independent music venues.

The brew was founded by musicians who have toured with Metallica, Lamb of God and Enter Shikari, but the rock and heavy metal lifestyles came at a cost. So after battling addictions and enablers, they embarked on the long road to sobriety. But while their love for music and gigs remained fully intact, they struggled to find an AF beer to drink at shows that hit the spot – so they made their own.

HOAX is a sessionable IPA, brewed with Renegade Brewery and comes in 440ml cans. At less than 0.5% alcohol, it's made with water, malted barley, hops, and yeast with notes of citrus, passion fruit and pine.

• drinkhoax.co



Greene King launches new cask calendar

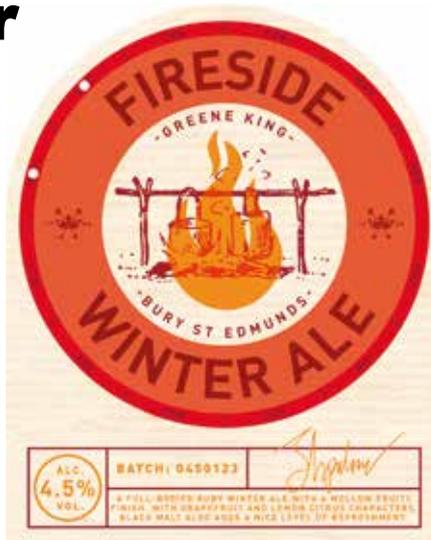
Greene King has announced the launch of its 2024 calendar of cask beers following the success of last year's first Fresh Cask Releases calendar which saw an increase of 42% in volume of Greene King's seasonal ales vs 2022*.

This year's seasonal calendar includes 13 limited-edition beers available at key times of the year and kicked off in January with Fireside, the 4.5% ruby winter ale.

Making a return for February (and into March) is the sport-inspired, Scrumdown, a 4.1% ABV easy-drinking golden ale designed as the perfect accompaniment to the 2024 Guinness Six Nations and live rugby screenings.

Insights show that the annual rugby tournament drives significant sales growth in the on-trade for beer and, in particular, cask ale saw a 56% increase in value rate of sale vs the national average last year for the opening weekend games**. Having a bespoke cask beer that celebrates the competition can offer even further excitement and engagement for the catery, says the company.

Each of the seasonal cask beers in the calendar, excluding Rocking Rudolph, will also be available in pins (36-pint units) following the launch of this format by Greene King last summer.



The Fresh Cask Releases calendar also includes returning seasonal favorites, such as Spring Break and Hopping Special, as well as new collaborations and new creations to celebrate the special moments of 2024.

To order from the Fresh Cask Releases calendar contact your Greene King sales representative or call 0345 600 1799.

• greeneking.co.uk

Atmosphere is key for sports screenings

In a new survey, music licensing company PPL PRS found that almost three in five (57%) people are regular sports fans, with one in five (21%) Britons saying they will only tune into the big sports games, like the World Cup.

When asked which sports fans regularly followed, almost two-thirds (63%) of all respondents shared that football is the favourite, with rugby (18%), tennis (16%) and formula one (15%) following. However, 61% of respondents revealed home is the most favoured venue for watching sports games, with 80% ranking comfort as the overriding reason for staying at home. So what will bring sports-mad members into the club?

The survey quizzed 500 sports bar fans, stadium fans and pub-goers as their sample, and found it revolves around atmosphere.

- Sports bar fans love the atmosphere (75%), ranking the ability to order food and drinks second (45%)
- Stadium fans look for atmosphere (81%) ranked second by those wanting to be present at the game (42%)
- Customers rank atmosphere as a high priority (66%), with the ability to order food and drinks whilst they watch important (52%)



Talking about the role of music in helping to create the all-important atmosphere, **music therapist for PPL PRS, Marianne Rizkallah** said: "If a business knows a big event is coming up, choose music that heightens excitement – look for a 'beats per minute' – or BPM – that's slightly faster than average heart rate, moderate to loud volume, with rises and falls in the music to build anticipation (like when you're waiting for the drop in an EDM track). As well as this, familiar music that promotes a sense of community will help cohere a crowd around a moment – one obvious example is 'Sweet Caroline' before a big football match, adopted as the fan's song that everyone can sing along to and feel a part of an experience.

"When emotions are riding high, I think it's important to acknowledge how patrons are feeling, meeting them where they are before attempting to influence mood to something different. If you have a venue full of supporters of a team who have just lost a match, something like "Why Does it Always Rain on Me" by Travis acknowledges disappointment but perhaps in a more light hearted way, enabling a communal recognising of a feeling. After that, choosing music known to slow our heart rate – with BPM slightly lower than standard heart rate, quieter volume and less ebbs and flows in the music - can help bring the mood towards something more relaxed."

• pplprs.co.uk

Low/no alcohol alternatives proving popular



The Portman Group's sixth annual survey in partnership with YouGov shows that young people are the biggest consumers of low and no alcohol alternatives, with nearly half (44%) of 18-24 year olds surveyed considering themselves either an occasional or regular drinker of alcohol alternatives, compared to 31% in 2022.

Trends also show that the younger generation are now the most sober age group overall, with 39% of 18-24 year olds drinking no alcohol at all.

The results show how these products have contributed to increasing moderation among UK drinkers, with a rise in respondents who have seen

their alcohol consumption decrease as a result of low and no alcohol products (23% compared to 21% in 2022) and over a third (35%) of those surveyed now consider themselves an occasional or regular drinker of alcohol alternatives, a 29% increase on 2022.

Matt Lambert, CEO of the Portman Group said: "The availability of alcohol alternatives has never been more abundant and we eagerly await the outcome of the recent UK Government consultation on low alcohol descriptors, which we hope will further facilitate the growth of the UK low and no alcohol market."

• portmangroup.org.uk

New Payments Suite to enhance dining experience

Payments services company Worldline has launched its Worldline Food Services Payments Suite. The Suite includes latest digital solutions such as wallets, QR codes, and in-app payments.

The end-to-end solution is designed to offer a seamless and secure payment experience for the food and beverage industry, says the company. It aims to

enhance the dining experience and operational efficiency as well as adapting to changing consumer preferences. According to a report from Deloitte, 60% of consumers now believe that technology improves their dining experience by streamlining operations and reducing wait times.

• worldline.com

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Benfleet Conservative Club Holds Children's Christmas Party

During December the Benfleet Conservative Club held a Christmas party for children of Members. This included creating a Santa's Grotto, an appearance from Santa himself along with

Club employees assisting by being Elfs during the day.

All the children who attended really enjoyed the event and the Club are hopeful of holding it again next Christmas.



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Beaconsfield Conservative Club Holds Jazz Party



Beaconsfield Conservative Club, Ashton-under-Lyne entertained members on the run up to Christmas by holding a Jazz Party.

The party saw two surprise vocalists, including John from the Denton Big Band and the Tame

Valley Stompers attending. Father Christmas (AKA Roy Chapell) also visited the club, and members were treated to a Christmas buffet.

The Committee would like to thank Eric for looking after the members on the bar.



Pages From The Past

In this month's Pages From The Past we go back exactly 100 years to February 1924 which featured an article on the ACC Distinguished Service Medals.

In the last century, the process of obtaining these awards has been simplified with Clubs just ordering as and when required from the ACC but originally a Club would have had to fill in an application form to be submitted to the ACC which would then determine if an award was to be dispatched.

The award has changed little in shape over the past century although recently the wording was updated from

'For Queen and Country' to 'For Club and Cause'. Extra bars in the time span of five years can still be obtained both for existing medals and newly granted medals. The awards in general remain a popular way to thank long serving Committee Members, particularly during the typical early spring season of Annual General Meetings.

Elsewhere on the page was an advert for Mappin & Webb offering Presentation Silver. For any Club in the market for a dessert service or a canteen of spoons and forks, they knew which stockist they should purchase from.

Quarry Bank Raises Funds For Defibrillator

After a nearby death of motorist Linda Conn who crashed after suffering an emergency at the wheel of her car, Sarah Nicklin took charge of fundraising to install a defibrillator at the Quarry Bank Conservative Club.

Sarah raised £1,000 from a fundraiser at Quarry Bank Conservative Club and this was added to with funds from the funeral collection for Linda.

Sarah said: "The reason I started the fundraising is that

I realised the closest 24-hour defibrillator was over a mile away. The work to install the vital kit was carried out free of charge by a local electrician and it is now available for use in emergencies" with the device having been installed outside Quarry Bank Conservative Club.

With funds left over £300 was used to buy Christmas gifts for the children's ward at Russells Hall Hospital.



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A.C.C. DISTINGUISHED SERVICE MEDALS, 1924.

Conditions Governing this year's Awards: All Applications to reach Headquarters by Saturday, March 1st.

Application Forms were dispatched last month to the Secretary of every affiliated Club in connection with this year's awards of the A.C.C. Distinguished Service Medals, Extra Bars and Steward's Pendant.

The forms must be completed and returned to Headquarters by **Saturday, March 1st**, at the latest. No application received after that date can be considered by the Governing Body.

It is particularly requested that the fullest particulars possible be furnished of the services rendered by those on whose behalf application is made, so that the Governing Body can properly adjudicate on each claim. In past years, absence of the necessary data has led to the rejection of many applications, and the official whose services would otherwise have been recognised has been deprived of the Medal through no fault of his own, but through non-compliance with the conditions on the part of fellow-officers.



The A.C.C. Distinguished Service Medal.

Conditions of Award.

The conditions governing the award of the Distinguished Service Medal will be found fully set forth on the Application Form. In brief, they are as follows:—

- (1) Applicants must have held office continuously in an affiliated Club for at least five years (that is, since February 1st, 1919), and be still in office. Secretaries are the only paid officials recognised as eligible.
- (2) One medal only is awarded to a Club in any one year.
- (3) Every application for the medal must be made by the Committee.

Extra Bars for the A.C.C. Medal.

An Extra Bar is conferred on Medal-holders for each five years additional office-holding since the grant of the award, provided they are still in office, though not necessarily the same office as when the medal was granted. Thus, recipients of Medals conferred in 1904, 1909, 1914, and 1919 are eligible to receive an Extra Bar this year, if their period of office-holding has been uninterrupted, and, as above stated, they are still in office. Due intimation has been sent to all Clubs entitled to make applications this year for Extra Bars.

A.C.C. Stewards' Pendant.

The conditions governing the award of the A.C.C. Stewards' Pendant are three years' continuous employment in any Club which has been affiliated that period. Stewardesses are also eligible for the Pendant, and it is immaterial whether the Club supplies alcoholic or only non-alcoholic refreshments. With each application a record of the Steward's (or Stewardess's) work must be forwarded and also evidence that the bar stock has been properly taken during their term of office. The Stock Sheets or Stock Book for the past 12 months must also

be submitted. If, however, the A.C.C. has taken stock this is unnecessary, as duplicate Stock Sheets are filed at Headquarters. The date of the Steward's or Stewardess's appointment should be given and such details furnished as to the manner the duties have been performed so that the Governing Body can come to a decision concerning the granting of the honour.

Extra Clasps for Stewards' Pendant.

Where a Steward or Stewardess who holds an A.C.C. Pendant has completed an additional three years' service at a Club which has been affiliated that period, application can be made on his or her behalf for an Extra Clasp. Evidence must be furnished concerning stocktaking, general performance of duties, etc., as in the case of the initial award of the Pendant.

Such, in brief, are the conditions attached to the award of A.C.C. Distinguished Service Medals, Stewards' Pendants, etc. Each recipient will, in addition, obtain a Certificate signed by the Chairman and Secretary of the Association and bearing the A.C.C. official seal. Once again it is desired to remind Secretaries that all applications must reach the A.C.C., Palace Chambers, Bridge Street, Westminster, S.W. 1, not later than Saturday, March 1st, and, further, that no application received after that date can be considered.

Ask your Secretary for an I.A. Ticket (1s.), which admits, free, to 1,500 Clubs, and also for new List of A.C.C. Clubs (2d.).

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Minute Book	£20.00		
Secretary's Daily Takings Book	£15.00		
Steward's Daily Takings Book	£15.00		
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