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HANDBOOK

FOR

TOWNSWOMEN'S  
GUILDS

AND

FEDERATIONS

INCLUDING THE

CONSTITUTIONS

PAMPHLET

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NATIONAL UNION OF TOWNSWOMEN'S GUILDS

ERRATA

CONSTITUTIONS  
AMENDMENTS MADE BY COUNCIL, 1939

*Note.—The amendments passed by Council have been woven into the existing constitutions. The pages refer to the Handbook, and also to the constitutions as published after the 1938 meeting of council.*

*The alterations given below should be made by hand on the pages indicated.*

**Page 5. T.G. XIII C, 3.**

Following present clause (to be called (a)), add:  
“(b) It shall also be debarred from nominating for and taking any part in the regional election of members of the Executive Committee if its current affiliation fee has not been paid.”

**Page 14. Fed. XIII C, 8.**

Amend clause to read: “The fare of the delegate to the Joint Conference shall be paid by the National Union.”

**Page 14. Fed. XIII C, 9.**

Delete.

**Page 17. N.U.T.G. V, 4.**

For “shall” put “may.”

**Page 18. N.U.T.G. VII, A, 6.**

After (b) insert new clause: “(c) To decide whether the Joint Conference shall meet before the next annual meeting of Council and, if so, the number of times and place or places.” Change original (c), (d), (e) to (d), (e), (f) and delete original clause (f).

**Page 19. N.U.T.G. VIII 3.**

After the word “fares” insert “and maintenance allowance”; after the word “paid” add “by the National Union”; and delete (a) and (b).

**Page 19. N.U.T.G. VIII 4.**

For “shall” put “may”; delete all words after “meet” and insert “in London or any

other city or town in Great Britain, as decided by Council, the expenditure being included in the budget.”

**Pages 19, 20. N.U.T.G. IX B—F.**

Delete and see new pages 20 a, b, c.

**Page 21. N.U.T.G. IX G, 6.**

For “the postal ballot” read “The ballots.”

**Page 21. N.U.T.G. X, 1.**

Delete “the postal ballot” and insert “as specified in IX D, 5 above.”

**All asterisks to be deleted.**

The regions decided by council are as follows:

No. 1 Glamorgan South Wales and Gwent	Wearside No. 5 *Lincolnshire Tees-side East Yorkshire *West Yorkshire	Devon Hampshire No. 9 Berks and Oxon South Bucks South Essex West Essex Hendon Central London North London Watford and District
No. 2 North-East of Scotland North of Scot- land	No. 6 Chester Liverpool Manchester	No. 10 East Kent New Malden and District West Middlesex Surrey Sussex
No. 3 Borders East of Scotland Mid Scotland West of Scotland	No. 7 Birmingham Derby West Midland *Northants *Shropshire and Herefordshire	
No. 4 Cumberland Mid-Tyne North - East Coast	No. 8 Bristol	

\* These Federations are not yet formed.

NATIONAL UNION OF TOWNSWOMEN'S GUILDS

2, CROMWELL PLACE, SOUTH KENSINGTON, LONDON, S.W.7.

CONSTITUTION, RULES

AND

HANDBOOK

FOR

TOWNSWOMEN'S GUILDS AND FEDERATIONS

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NOVEMBER, 1938

PRICE 6d.

## PREFACE

The purpose of the handbook, in addition to giving a picture of the Guild, the Federation, and the National Union, and a conception of the way in which they and the members should endeavour to carry out the objects, is to amplify certain sections of the rules.

It is assumed that members have learnt the normal procedure for meetings; the points of procedure or practice that are explained are those which appear to have puzzled members in the past, and it is hoped that all will find them useful.

### Scottish Office Bearers

Throughout this book the words president and vice-president have been used in the English sense of the words.

Scottish Guild members should, therefore, read chairman as president, vice-chairman as vice-president, president as honorary president and vice-president as honorary vice-president.

### Must or May

In studying the constitutions members should notice carefully the words used; when it is "shall," then it means it must be done; when it is "may," then it is optional.

If the handbook still leaves certain points obscure, the National Union should be consulted, because in all probability it will know how others have solved the problems.

### How to use the Handbook

There are two indices to this handbook. The main one (page 73) includes a glossary. The meaning given to words and phrases in the glossary is that in which it is generally used in the text of the Constitutions, Handbook and Appendices. In most cases there are many other meanings which, owing to lack of space, cannot be given in the glossary.

The other index, on page 72, is a cross reference index, so that anyone may look up quickly in it to see if the clause in the constitution they are reading is elaborated in some paragraph in the handbook. But it might be said that the whole handbook is an explanation of some of the major clauses.

There are many appendices which will be useful, but to obtain their full value they must be read in conjunction with both the constitutions and the text of the handbook.

For the sake of brevity and economy repetition has been avoided as far as possible, and those studying Federations will find most of what they need in the Guild sections.

# CONSTITUTION AND RULES of TOWNSWOMEN'S GUILDS

## I—TITLE

THE name of the Townswomen's Guild is the . . . Townswomen's Guild (hereinafter referred to as the Guild).

## II—OBJECTS

- (1) To encourage the education of women to enable them as citizens to make their best contribution towards the common good.
- (2) To serve as a common meeting ground for women irrespective of creed and party, for their wider education including social intercourse.

## III—FUNCTIONS

A Townswomen's Guild shall attain these objects by:

- (1) serving as a centre for arousing interest in any subject concerning the life and well-being:
  - (a) of the individual and the family in the home;
  - (b) of the community, local, national and international;
- (2) encouraging members to equip themselves, as individuals, for service to the community, by the study of any subject; and so to develop their powers of discrimination and their ability to make decisions on questions affecting the common good;
- (3) encouraging members to develop their creative faculties and to cultivate an informed and critical sense of appreciation.

## IV—CONSTITUTION

A Townswomen's Guild is a non-party and non-sectarian association of women formed in accordance with the form of constitution and rules laid down for Townswomen's Guilds by the National Union of Townswomen's Guilds (hereinafter referred to as the National Union).

## V—METHODS

For the purpose of carrying out the objects the Townswomen's Guild:

- (1) shall hold regular monthly meetings to enable all the members to take their share in the conduct of the business of the Guild, the Federation and the National Union;
- (2) may hold lectures and demonstrations, form groups and classes, and make use of any educational facilities that may be available;
- (3) shall afford opportunities for social and recreational enjoyment;
- (4) may arrange visits of investigation;
- (5) may develop any suitable methods for the carrying out of the objects;
- (6) shall be represented on a Federation;
- (7) shall be represented at the Council of the National Union;
- (8) shall apply its funds solely for the above objects and not otherwise;
- (9) shall deal with all subjects, in such a way that the principle of the common meeting ground in the Guild and throughout the movement shall be upheld.

## VI—MEMBERSHIP

1. The membership of a Townswomen's Guild shall be open to women and girls who undertake: **Conditions**

- (a) to pay the annual subscription ;  
 (b) to uphold the objects of the Townswomen's Guild and abide by its constitution and rules as laid down by the Council of the National Union of Townswomen's Guilds ;  
 (c) to sign in the membership book a declaration to the above effect.
- Subscription** 2. The annual subscription shall be 2s., payable on joining and subsequently on December 1st each year.
- Arrears** 3. New members joining after May 31st shall pay only 1s. for that year.  
 4. A member failing to pay her current subscription by March 31st shall cease to be a member of the Guild, and cannot rejoin until she has paid the subscription owing for that year.
- Introduction of Members**  
**Termination of Membership** 5. All new members shall be formally introduced to the Guild.
6. The Townswomen's Guild Committee shall have the power to terminate the membership of any member of the Townswomen's Guild, and no person whose membership has been so terminated shall be *entitled* to any explanation as to why the Committee has so acted.
7. A member whose membership is terminated by resignation or resolution of the Townswomen's Guild Committee shall cease to have any of the rights or privileges attaching to membership.

### VII—ADMINISTRATION

The administration of the work of the Townswomen's Guild shall be vested in :

- (1) a Guild meeting ;
- (2) a Committee.

### VIII—GUILD MEETINGS

#### A—Regular Meetings

- Date and Place** 1. A monthly meeting shall be held on a regular day and at an hour and place to be decided by the members.
- Business** 2. This meeting shall be the business meeting of the Guild.
- REPORTS** 3. The business at a Guild meeting shall include :
- (a) report from the committee and sub-committees ;  
 (b) report of the financial position, presented by the Treasurer ;  
 (c) reports from delegates to Federation, National Union or other meetings at which the Guild has been represented ;
- RESOLUTIONS** (d) resolutions, which shall be in accordance with the objects, proposed by the Committee or by members.
- Programme and its Planning** 4. The main items of the programme of Guild meetings shall have been agreed by the members who, at regular intervals, shall co-operate in the planning of the Guild programme for periods of six months or a year.
- Budget** 5. The programme of work and budget shall be approved by the Guild each year, as soon as possible after the annual meeting.

#### B—Annual Meeting

- Date** 1. The annual meeting of the Townswomen's Guild (including a Townswomen's Guild formed during the previous twelve months) shall be held in November.
- Functions** 2. The functions of the annual meeting shall be :
- ELECTIONS** (a) to appoint the President and Vice-Presidents (if any) or, in Scotland, Honorary President and Honorary Vice-Presidents ;  
 (b) to elect the officers (unless they are to be elected by the Committee) ;  
 (c) to elect the Committee ;
- REPORTS** (d) to receive the annual report and audited statement of accounts and balance sheet ;
- AUDITOR** (e) to appoint the auditor ;
- RESOLUTIONS** (f) to deal with resolutions ;
- LOCAL RULES** (g) to consider local rules.

3. The quorum shall be one-third of the members.
4. Voting by proxy shall not be permitted.

**Quorum**  
**Proxy Voting**

#### C—Special Meetings

1. Special meetings may be called :  
 (a) by the Committee ;  
 (b) by the Chairman ;  
 (c) at the request of half of the members.
2. Seven days' notice of the meeting shall be given to all members in writing.
3. The quorum shall be half of the members.

**Power to call**

**Notice**  
**Quorum**

### IX—NATIONAL UNION COUNCIL

1. The Townswomen's Guild shall appoint one delegate to the annual Council meeting of the National Union each year, who shall :  
 (a) be a member of the Guild Committee or agree to co-opt to it for the remainder of the year ;  
 (b) be nominated by the Committee ;  
 (c) have given her consent to nomination.
2. A Guild may submit resolutions for the agenda of the annual Council meeting [see National Union Constitution, VII—A (6)–(10)].
3. The same procedure shall be followed in the event of a special meeting of Council being held.

### X—FEDERATION COUNCIL

1. At its December meeting the Guild shall appoint two delegates to the Federation Council who shall take office at the annual meeting of the Federation the following February [see Federation Constitution, VIII—B (3)] ;
2. All nominees for appointment as Federation delegate shall :  
 (a) be members of the Committee, or agree to co-opt to it for the remainder of the year ;  
 (b) be nominated by the Committee ;  
 (c) have given their consent to nomination.
3. In the event of neither of the delegates being able to attend a meeting of the Federation Council, the Chairman of the Guild only shall appoint an observer who shall have power to vote as instructed by her Guild and shall report to the Committee.
4. In the event of a delegate being elected an officer of the Federation, or resigning, the Guild shall appoint another member in her place.
5. A Townswomen's Guild may submit resolutions for the agenda of the Federation Council.
6. A Guild shall be bound by the majority vote at the Federation Council [see Federation Constitution, VIII—A (4)].

**Qualifications**

**Emergency**  
**Filling vacancies**

**Resolutions**  
**PROCEDURE**

### XI—COMMITTEE AND OFFICERS

#### A—Functions of Committee

The Committee shall be responsible to the Townswomen's Guild for :

- (1) arrangements for Guild meetings ;
- (2) outlining schemes of work and presenting these to the Guild for approval ;
- (3) carrying out the wishes of the Guild in connection with any scheme of work ;
- (4) administering the funds of the Guild, as approved by the Guild.

#### B—Membership

1. The Committee shall consist of not less than ten, and not more than fifteen elected members, including the officers.
2. All officers and members of the Committee shall hold office for one year, but shall be eligible for re-election.

- Limitations** 3. No member shall hold office or be a Committee member in more than one Townswomen's Guild without the sanction of the National Union.
- Co-options** 4. The Committee may co-opt four members.

**C—Officers**

1. The officers of the Guild shall be Chairman, Vice-Chairman (or, in Scotland, President and Vice-President), Honorary Treasurer and Honorary Secretary.
2. These officers shall be the officers of the Committee.
- Sub-committees** 3. The officers shall be ex-officio members of all sub-committees.
- Successors** 4. Officers (if elected by the Committee) shall hold office until their successors have been elected; this shall be as soon as practicable after the annual meeting, and in no case more than a month after it.

**D—Election**

- Officers** 1. (a) The officers shall be elected by the Committee from among its members, or by the Guild at the annual meeting.
- STANDING ORDERS** (b) (i) The Guild shall decide by standing order whether the officers shall be elected by the Committee or by the Guild.
- (ii) Such standing order shall be altered only at an annual meeting or at an ordinary meeting for which special notice of any proposed alteration has been given.
- Qualifications** 2. All candidates for election to the Committee or as officers (if elected by the Guild) shall:
- (a) be members of the Townswomen's Guild;
- (b) be nominated by a member of the Townswomen's Guild;
- (c) have given their consent to nomination.
- Nominations** 3. Nominations shall be made in writing at least a fortnight before the date of the election and must be signed by the member nominating.
- Electorate** 4. Those Guild members only that have paid their subscriptions to date shall be entitled to:
- (a) nominate and vote for officers (if elected by the Guild) and Committee;
- (b) accept nomination as officers or for Committee;
- (c) place resolutions on the agenda of the Guild meetings;
- (d) vote at a Guild meeting.

**E—Rules and Procedure**

- Non-attendance** 1. Members of the Committee being absent from three consecutive meetings of the Committee without adequate reason shall be deemed to have resigned.
- Vacancies** 2. (a) Resignations from the Committee, due to personal reasons or non-attendance, shall be filled by co-option, members thus co-opted to act for the remainder of the year.
- (b) Any vacancy arising owing to the resignation of a member on a question of policy, procedure or any other difference of opinion connected with the Guild, shall be filled at a Guild meeting as soon as possible [see D above].
- Quorum** 3. The Committee shall fix the quorum for meetings by standing order.
- Number of meetings** 4. The Committee shall meet at least nine times in the year.
- Standing orders** 5. The Guild and its Committee shall make their own standing orders and those of the sub-committees; but if these are not in accordance with the specimen standing orders recommended in the Townswomen's Guild Handbook they shall be submitted to the National Union for approval.
- Special Meetings** 6. At the request of the Chairman or two-thirds of the members of the Committee a special meeting of the Committee may be called.

**F—Sub-committees**

1. The Committee may appoint sub-committees and shall draw up their terms of reference and standing orders.
- Co-option** 2. The sub-committees shall have powers of co-option.
- Chairmen** 3. The chairman of each sub-committee shall be a member of the Guild Committee.
- Retirement** 4. The members of the sub-committees shall retire at the annual meeting.

**XII—ELECTIONS**

All elections shall be by ballot.

**XIII—FINANCE****A—Funds**

1. All money raised by the Guild shall belong to Guild funds and can be spent only in **General** accordance with the objects of Townswomen's Guilds.
2. But the Guild can raise special money for philanthropic and other purposes **Special** provided that:
- (a) the object for which it is raised is in accordance with the Guild objects; **QUALIFICATION**
- (b) a resolution is passed at the Guild meeting prior to the raising of the money, specifically stating the purpose for which the money is to be used; **RESOLUTION**
- (c) the formalities for handling Guild funds by the Guild Treasurer are carried out. **SAFEGUARDS**
3. Townswomen's Guild funds can be spent on sectional activities of a Guild provided **Sectional** that: **activities**
- (a) the work of the sectional activity is in accordance with the objects of Townswomen's Guilds; **QUALIFICA-**
- (b) a resolution is passed at the Guild meeting giving the necessary authority prior to the expenditure; **TIONS**
- (c) the formalities for handling Guild funds by the Guild Treasurer are carried out. **RESOLUTION**
- SAFEGUARDS**
4. All money raised by a sub-committee, or by a section of the members, shall belong to Guild funds, but may be earmarked for the purpose for which it is raised by resolution of the Guild, provided that the resolution is passed prior to the raising of the money. **Earmarked**
5. A sub-committee or a section of the Guild shall not hold funds. All money collected shall be banked without deduction by the Guild Treasurer; and all payments shall be made by the Guild Treasurer on the authority of the Committee. **funds**
6. The Committee may make arrangements for a sub-committee or a section of a Guild to have petty cash. **Procedure**
7. A savings group affiliated to the National Savings Movement shall operate under the rules of the scheme adopted, and sections XIII—A (1)–(6) and F shall not apply. **Petty Cash**
- Sole exception**

**B—Legal Powers**

1. The Townswomen's Guild shall have power to raise funds, solicit and obtain grants, donations and subscriptions.
2. No trade or business shall be carried on by or on behalf of the Townswomen's Guild except in accordance with Section 24 of the Finance Act, 1927.†

**C—National Union payments**

1. The affiliation fee to the National Union shall be payable on January 1st. **Affiliation fees**
2. It shall be a capitation fee of 6d. per member and shall be calculated as one-quarter of the total membership subscriptions received by the Townswomen's Guild during the previous Guild financial year, as shown in the audited accounts. **DATE**
3. Any Townswomen's Guild failing to pay the affiliation fee by March 31st shall be debarred from sending a delegate to the annual Council meeting, but shall nevertheless be responsible for its share in the pooling of fares to that meeting. **AMOUNT**
4. The fare of the delegate from the Townswomen's Guild to the annual Council meeting of the National Union shall be paid. **PENALTIES**
- Delegate's fares**

† Section 24 of the Finance Act provides in effect that exemption shall be granted from Income Tax under Schedule D in respect of the profits of a trade carried on by any organisation with objects similar to those of the Townswomen's Guild movement, if the work in connection with the trade is mainly carried on by the members, and the profits are applied solely for the purposes of the movement.

- POOL** 5. The Townswomen's Guild, even if not represented at the annual Council meeting, shall pay an equal share with all the Townswomen's Guilds and Federations in the National Union of the sum total of the fares of all the delegates attending Council; except that no payment shall be made by those Guilds formed within three months prior to the annual Council meeting.
- BASIS OF CALCULATION** 6. The fare for the purpose of this section shall be the third-class return railway fare from the home town of the delegate to the city or town in which Council is held; or the return fare by any public conveyance, provided the cost is not more than the third-class railway fare.
- SPECIAL MEETING** 7. The above scheme shall apply in the event of a special meeting of Council being held.

**D—Federation payments**

- Affiliation fee**
- DATE** 1. The affiliation fee to the Federation shall be payable on March 1st.
- AMOUNT** 2. It shall be reckoned on a capitation fee to be decided by the Federation Council, but in no case shall it be more than 2d. per member.
- BASIS OF CALCULATION** 3. For the purposes of arriving at the capitation fee, the Guild membership shall be reckoned as that shown by the audited accounts of the previous year.
- Delegate's fares** 4. The fares of the Federation delegates shall be paid for attendance at the meetings of the Federation Council.
- POOL** 5. There shall be a pooling scheme on the lines laid down under section XIII—C (5) and (6), above.

**E—Expenses of Representatives**

- Fares and allowances** 1. The Guild may pay the fares and allowances towards maintenance of its members when appointed to travel on Guild business; but such payments shall not be in excess of that sanctioned by the annual Council meeting for members of the Executive Committee of the National Union [see National Union Constitution, XI—D (1)].
- Payments to officers and committee members** 2. (a) No fees, nor payments for services rendered, shall be given to officers, members of the Committee or sub-committees, nor any other remuneration except repayment of out-of-pocket expenses.  
(b) No member shall make or obtain any profit or advantage directly or indirectly by virtue of her office.

**F—Procedure**

- Bank account** 1. The Committee shall open a banking account.  
2. All money received on behalf of any Guild activity shall be banked without deductions at the first possible moment.
- CHEQUE SIGNATURES** 3. Each cheque or form for withdrawal shall be signed by two of the other honorary officers, one of whom shall be either the Honorary Treasurer or the Chairman.
- Payments AUTHORITY** 4. All accounts shall be paid only on the authority of the Committee which shall be minuted.
- Petty Cash LIMITATION** 5. All payments over one pound must be made by cheque or *crossed* warrant.
- LIMITATIONS AND AUTHORITY** 6. Petty cash shall:  
(a) be on an imprest system;  
(b) not exceed ten shillings.  
The Committee shall decide:  
(c) the purpose for which petty cash shall be issued;  
(d) which sub-committee and persons shall hold it;  
(e) the amount to be issued in each case.
- Records for Committee** 7. At each meeting of the Committee the Treasurer shall produce a statement of receipts and payments since the last meeting.  
8. She shall also produce the account book, pass book, or Post Office Savings Bank book, receipts, bills and petty cash statements for inspection by the Committee, and these shall be initialled by the Chairman.

**G—Annual Statement of Accounts**

1. The financial year shall end at the close of the October meeting of the Guild, and shall include the expenses of that meeting. **Financial year**
2. The accounts shall be audited annually by a qualified accountant. **Audit**
3. A copy shall be circulated to members at the annual meeting. **Circulation of accounts**
4. The income and expenditure account and balance sheet shall be drawn up on a form to be provided by the National Union. **Form of annual statements**
5. They shall be presented to the auditor and to the Guild in this form, and a copy sent to the National Union. **COPY TO THE N.U.T.G.**

**XIV—CONSTITUTION AND RULES****A—Formation**

1. A Townswomen's Guild shall be established only:  
(a) if formed by a representative appointed by the National Union;  
(b) when it signs a declaration that it will carry out the objects of a Townswomen's Guild and its constitution. **Declaration**
2. The name of the Townswomen's Guild:  
(a) shall be approved by, **Name**  
(b) and shall be altered only with the approval of, **APPROVAL**  
the Executive Committee of the National Union. **ALTERATION**
3. A Townswomen's Guild shall be affiliated to:  
(a) the National Union;  
(b) a Federation; **Affiliation**
- and shall be bound by their constitutions.
4. Special exemption from joining a Federation may be given for a specified time by the National Union on the grounds of distance from the meeting of the Federation Council or for any other special reason. **EXEMPTIONS**
5. A Townswomen's Guild shall consist of not less than twenty-five members. **Minimum membership**

**B—Dissolution**

1. A Townswomen's Guild can be dissolved only at a special meeting called for the purpose, provided a resolution to that effect shall have been previously circulated, and is passed. **By the Guild**
2. A Townswomen's Guild shall be closed or suspended by the National Union if in the opinion of the National Union the conduct of the Townswomen's Guild is detrimental to the best interests of the movement. **Closed or suspended by National Union**
3. A Townswomen's Guild shall be dissolved, closed or suspended only if a representative of the National Union is present. **National Union representative**
4. In the event of a Townswomen's Guild dissolving, or being closed or suspended:  
(a) all outstanding liabilities shall be paid from Guild funds, the accounts audited, and the balance sent to the National Union; **Financial procedure**  
(b) all minute books, account books, records and property shall be handed to the National Union. **AUDIT AND BALANCE PROPERTY AND RECORDS**
5. If at any time during the subsequent three years, the Townswomen's Guild is revived in that town or area, the property and funds referred to above shall be handed over to the new Townswomen's Guild; otherwise, at the end of that period, they shall become the property of the National Union. **Ownership of property and funds**
6. A Townswomen's Guild that is dissolved, closed or suspended, shall be re-established or revived only by the National Union. **Re-establishment**

**C—Affiliation to other organisations**

A Townswomen's Guild may become affiliated only with any body having objects that are consistent with the object of the National Union, and provided consent has first been obtained from the National Union.

D—Procedure for Rules

- Ratification** 1. Once a year the Townswomen's Guild shall read the objects and constitution and the declaration to carry out the objects of a Townswomen's Guild and its constitution shall be signed and forwarded to the Federation.
- Policy** 2. The Guild shall not carry out any policy that is in any way contrary to the policy of the National Union.
- Local Rules** 3. A Townswomen's Guild may make local rules *provided that* :
  - PROCEDURE** (a) they are made only at the annual meeting or at a special meeting of the Guild called for that purpose ;
  - (b) the proposed rules are circulated to the members before the meeting at which they are to be considered ;
  - (c) they are passed at the meeting by three-quarters of the members present and voting ;
  - QUALIFICA-TION** (d) they do not conflict with the objects or constitutions of the National Union, Federations or Townswomen's Guilds ;
  - SANCTION** (e) they shall not come into force until they have been sanctioned by the Executive Committee of the National Union.
- Modification** 4. The Executive Committee of the National Union shall have the power to modify the rules for Townswomen's Guilds, should it be considered desirable, in the case of new Guilds or for any special reason.
- Alterations** 5. Alterations to these rules shall be made only by the Council of the National Union [see National Union Constitution, XIII].

XV—NATIONAL UNION

- Returns** 1. A copy of the annual report and audited accounts shall be sent to the National Union by December 31st.
  - ANNUAL RE-PORT & ACCTS.**
  - OTHER INFORMATION**
- 2. Information and returns shall be sent to the National Union when required.
- Representative** 3. A representative of the National Union appointed by its Executive Committee may attend any meeting of the Guild, or of its Committee or sub-committees.
- 4. A Townswomen's Guild or its Committee may ask the National Union to send a representative to the meetings of the Guild, Committee or sub-committee.
- Appeals** 5. A Guild, a Committee, or a member of a Guild, shall have the right of appeal to the Executive Committee of the National Union whose decision shall be final.

CONSTITUTION AND RULES

of

FEDERATIONS OF TOWNSWOMEN'S GUILDS

I—TITLE

THE name of the Federation is the . . . . . Federation of Townswomen's Guilds (herein-after referred to as the Federation).

II—OBJECTS

- (1) To encourage the education of women to enable them as citizens to make their best contribution towards the common good.
- (2) To serve as a common meeting ground for Townswomen's Guilds in a specified area and as a link between them and the National Union of Townswomen's Guilds.

III—FUNCTIONS

A Federation shall attain these objects by helping and encouraging Townswomen's Guilds to fulfil their function of :

- (a) serving as centres for arousing interest in any subject affecting the life and well-being :
  - (i) of the individual and the family in the home ;
  - (ii) of the community, local, national and international ;
- (b) encouraging members to equip themselves, as individuals, for service to the community, by the study of any subject ; and so to develop their powers of discrimination and their ability to make decisions on questions affecting the common good ;
- (c) encouraging members to develop their creative faculties and to cultivate an informed and critical sense of appreciation.

IV—CONSTITUTION

The Federation is a non-party and non-sectarian association consisting of Townswomen's Guilds, in a defined area, which are associations of women formed in accordance with the form of constitution and rules laid down for Townswomen's Guilds (hereinafter referred to as Guilds) by the Council of the National Union of Townswomen's Guilds (hereinafter referred to as the National Union).

V—METHODS

For the purpose of carrying out the above objects the Federation shall :

- (1) form a council representative of the Townswomen's Guilds affiliated to it ;
- (2) co-ordinate the activities of the Townswomen's Guilds in it ;
- (3) receive regular reports of the Townswomen's Guilds in the area ;
- (4) receive each year, from each Guild in the area, the signed declaration to carry out the objects and constitution ;
- (5) inaugurate and carry out joint activities among the Townswomen's Guilds ;
- (6) arrange conferences, meetings, exhibitions and festivals ;
- (7) present the needs of the Townswomen's Guilds in the area to local education and other public and voluntary bodies ;
- (8) collect and distribute information of use to the Townswomen's Guilds in the area ;
- (9) assist the National Union in forming new Townswomen's Guilds in the area ;
- \* (10) be represented at the Joint Conferences of the Executive Committee of the National Union and representatives of the Federations ;
- (11) be represented at the Council of the National Union ;

\* Sections to be reconsidered by or altered after Council in 1939.



- (12) apply the funds of the Federation solely for the above objects and not otherwise ;
- (13) deal with all subjects in such a way that the principle of the common meeting ground in Townswomen's Guilds and throughout the movement shall be upheld.

**VI-- MEMBERSHIP**

- 1. A Federation shall consist of all the Guilds in an area to be defined by the National Union in consultation with the Townswomen's Guilds in that area.
- 2. The affiliation fee from each Townswomen's Guild shall be due on March 1st.
- 3. It shall be a capitation fee to be decided by the Federation Council, but in no case shall it be more than 2d. per member.
- 4. For the purpose of arriving at the total sum to be paid by the Townswomen's Guild its membership shall be reckoned as that shown by its audited accounts of the previous year.
- 5. Should a Townswomen's Guild fail to pay its affiliation fee by June 30th it shall be reported to the National Union.

**VII--ADMINISTRATION**

- 1. The administration of the work of the Federation shall be vested in
  - (a) a Council
  - (b) an Executive Committee.
- 2. The Council of a small Federation can itself carry out the duties and obligations of an Executive Committee *provided that* :
  - (i) a resolution to that effect is passed at the annual meeting of the Council ;
  - (ii) or at a special meeting called for that purpose ;
  - (iii) the decision not to appoint an Executive Committee is reconsidered each year.

**VIII - COUNCIL**

- 1. The Federation Council shall consist of two delegates appointed by each Townswomen's Guild affiliated to the Federation.
- 2. Only one delegate from each Guild shall have the power to vote at any meeting.
- 3. A delegate who has been elected an officer of the Federation, shall be replaced on the Council by another delegate to be appointed by her Guild.

**A--Regular Meetings**

- 1. The Federation Council shall meet at least five times a year, including its annual meeting.
- 2. The business at a Council meeting shall include :
  - (a) report from the Executive Committee and sub-committees ;
  - (b) report of the financial position presented by the Treasurer ;
  - (c) reports from delegates to the Joint Conference, National Union or other meetings at which the Federation has been represented ;
  - (d) resolutions, which shall be in accordance with the objects, proposed by the Executive Committee, or by members of Council, or by Guilds in the Federation.
- 3. The programme and budget shall be approved each year by the Council, as soon as possible after the annual meeting.
- 4. Resolutions passed by the Council shall be binding on the Guilds forming the Federation ; *provided that* the Guilds have had notice of resolutions concerning :
  - (a) policy ;
  - (b) financial obligations or action to be undertaken by the Guilds ;
 in time for them to be considered at a Guild meeting.

Subscription  
AMOUNT

Basis of  
Calculation  
Arrears

Exemption for  
small  
Federations

Voting  
Filling vacancies  
caused by  
election of  
officers

Business

REPORTS

RESOLUTIONS

PROGRAMME  
AND BUDGET

Procedure

**B--Annual Meeting**

- 1. The annual meeting of the Federation Council shall be held in February. **Date**
- 2. The functions of the annual meeting shall be : **Functions**
  - (a) To appoint the President and Vice-Presidents (if any), or, in Scotland, Honorary Presidents and Honorary Vice-Presidents ; **ELECTIONS**
  - (b) to elect the officers and the Executive Committee.
  - (c) to receive the annual report and audited statement of accounts and balance sheet ; **REPORTS**
  - (d) to appoint the auditor ; **AUDITOR**
  - (e) to deal with resolutions concerning the functions and methods of Federations ; **RESOLUTIONS**
  - (f) to consider local rules. **LOCAL RULES**
- 3. (a) Both the retiring delegates and the newly elected delegates shall attend. **Membership**  
 (b) The newly elected delegates only shall vote in the ballot for the officers and Executive Committee ; all other business shall be conducted by the retiring delegates. **Procedure**
- 4. The quorum shall be two-thirds of the retiring delegates. **Quorum**
- 5. Voting by proxy shall not be permitted. **Proxy voting**
- 6. Members of the Townswomen's Guilds forming the Federation shall be admitted to the annual meeting as visitors at the discretion of the Council. **Visitors**

**C--Special Meeting**

- 1. Special meetings may be called : **Power to call**
  - (a) by the Executive Committee ;
  - (b) by the Chairman ;
  - (c) at the request of two-thirds of the members of the Council.
- 2. One month's notice of the meeting shall be given. **Notice**
- 3. The quorum shall be half the members of the Council. **Quorum**

**IX--N.U.T.G. COUNCIL MEETING**

- 1. The Federation Council shall appoint one delegate to the annual Council meeting of the National Union each year who shall : **Delegate**
  - (a) be a member of the Executive Committee, or agree to co-opt to it for the remainder of the year ; **Qualifications**
  - (b) be nominated by the Executive Committee ;
  - (c) have given her consent to nomination.
- 2. The Federation Council may submit resolutions for the agenda of the annual Council meeting [see National Union Constitution VII--A, 6-10]. **Resolutions**
- 3. The same procedure shall be followed in the event of a special meeting of Council of the National Union being held. **Special meeting**

**\*X--JOINT CONFERENCE**

- 1. The Federation shall appoint a delegate for each meeting of the Joint Conference. **Delegates**
- 2. The procedure for appointment shall be that laid down in IX, 1 above.

**XI--EXECUTIVE COMMITTEE AND OFFICERS**

**A--Functions**

- The Executive Committee shall be responsible to the Federation Council for :
- (1) arrangements for Council meetings ;
  - (2) outlining schemes of work and presenting the same to the Council for approval ;
  - (3) carrying out the wishes of the Council in connection with any scheme of work ;
  - (4) administering the funds of the Council as approved by it.

**B—Membership**

- Number** 1. The Executive Committee shall consist of not less than six and not more than twelve elected members including the officers.
- Tenure** 2. All officers and members of the Executive Committee shall hold office for one year.
- Co-options** 3. The Executive Committee may co-opt two members who shall be ex-officio members of Council.

**C—Officers**

1. The officers of the Federation shall be Chairman, Vice-Chairman (or in Scotland, President and Vice-President), Honorary Treasurer and Honorary Secretary.
2. These officers shall be the officers of the Executive Committee.
- Sub-committees** 3. The officers shall be ex-officio members of all sub-committees.

**D—Election**

- Qualifications for Executive Committee** 1. All candidates for election to the Executive Committee of the Federation shall :
- (a) have been appointed delegates to the Council at the previous December meeting of their Guild ;
- (b) be nominated by Federation delegates appointed by their Guilds at the previous December meeting of the Guilds ;
- (c) have given their consent to nomination.
- Nominations** 2. Nominations shall be made in writing at least three weeks before the annual meeting and must be signed by the delegate nominating.
- Electorate** 3. Those Guild delegates only whose Guilds have paid their affiliation fees to date shall be entitled to :
- (a) nominate and vote for the Executive Committee ;
- (b) accept nomination for the Executive Committee ;
- (c) place resolutions on the agenda for Council meetings ;
- (d) vote at meetings of the Council.

- Salaried officials** 4. No salaried official of the Federation or National Union shall be eligible for election.
- Honorary officers** 5. The officers shall be elected by the Council at the annual meeting.
- Qualifications for officers** 6. All candidates for election as officers of the Federation :
- (a) shall have been appointed delegates of the Council at the previous December meeting of their Guilds ;
- (b) or shall be a member of a Guild who has had at least one year's experience on that Federation within the preceding three years.

**E—Rules and Procedure**

- Non-attendance** 1. Members of the Executive Committee being absent from three consecutive meetings of the Committee without adequate reason shall be deemed to have resigned.
- Vacancies** 2. All vacancies on the Executive Committee shall be filled by co-option from Council, members thus co-opted to act for the remainder of the current year.
- Quorum** 3. The Executive Committee shall fix the quorum for meetings by standing order.
- Number of meetings** 4. The Executive Committee shall meet at least five times in the year.
- Standing orders** 5. The Council and its Executive Committee shall make their own standing orders and those of their sub-committees ; but if these are not in accordance with the specimen standing orders recommended in the Townswomen's Guild Handbook they shall be submitted to the National Union for approval.
- Special meetings** 6. At the request of the Chairman or two-thirds of the members of the Executive Committee a special meeting of that committee may be called.

**F—Sub-committees**

1. The Council and Executive Committee may appoint sub-committees and shall draw up their terms of reference and standing orders.
- Co-option** 2. The sub-committees shall have power of co-option.
- Chairmen** 3. The chairmen of sub-committees shall be members of the Executive Committee.
- Retirement** 4. The members of the sub-committees shall retire at the annual meeting.

**XII—ELECTIONS**

All elections shall be by ballot.

**XIII—FINANCE****A—Funds**

1. All money raised by the Federation shall belong to Federation funds, and can be **General** spent only in accordance with the objects of Federations.
2. Federation funds can be spent on sectional activities by a Federation *provided* **Sectional activities** that :
- (a) the work of the sectional activity is in accordance with the objects of **QUALIFICATION** Federations ;
- (b) a resolution is passed at the Council giving the necessary authority prior to **RESOLUTION** the expenditure ;
- (c) the formalities for handling Federation funds by the Federation Treasurer are **SAFEGUARD** carried out.
3. All money raised by a sub-committee or a section of the members shall belong to **EARMARKED** Federation funds, but may be earmarked for the purpose for which it is raised by resolution **FUNDS** of Council.
4. A sub-committee or section of a Council shall not hold funds. All money collected **PROCEDURE** must be banked without deduction by the Federation Treasurer, and all payments made by the Federation Treasurer on the authority of the Executive Committee.
5. The Executive Committee may make arrangements for a sub-committee or a **PETTY CASH** section of the members to have petty cash.

**B—Legal Powers**

1. The Executive Committee shall have power, on behalf of the Federation, to raise funds, solicit and obtain grants, donations, subscriptions and loans from state, municipal, local and other authorities, corporations, councils and other bodies, and from any companies, associations, firms and persons whatsoever, and to receive legacies and other benefits.
2. The Executive Committee shall have power to invest any surplus income not immediately required.
3. The Federation shall nominate such persons as trustees not exceeding three in number, or any Bank or other corporation legally authorised to act in such capacity, to hold real and personal property, stocks, shares, securities and moneys on behalf of the Federation, and to sell and convert the same into money and to invest, re-invest and change the investment of all and any of the property, stocks, shares and other securities and moneys so held by them and at the direction of the Executive Committee to apply the capital and income thereof for the purposes of the Federation. A copy of a resolution of the Executive Committee purporting to be signed by the Chairman or like official presiding over the meeting at which such resolution is stated to have been passed or confirmed, and countersigned by the Honorary Secretary, shall be sufficient authority and discharge of the trustees as to any such application as may be mentioned in the said resolution, provided always that the funds of the Federation may be applied only in investment for the purposes of the Federation of Townswomen's Guilds as hereinbefore set forth and towards such purposes and not otherwise.
4. No trade or business shall be carried on by or on behalf of the Federation or by or on behalf of any Townswomen's Guild or group of Townswomen's Guilds except in accordance with Section 24 of the Finance Act, 1927.†

† Section 24 of the Finance Act provides in effect that exemption shall be granted from Income Tax under Schedule D in respect of the profits of a trade carried on by any organisation with objects similar to those of the Townswomen's Guild movement, if the work in connection with the trade is mainly carried on by the members, and the profits are applied solely for the purposes of the movement.

**C—National Union and Joint Conference****Affiliation Fees**DATE  
AMOUNT  
PENALTIES

1. The affiliation fee to the National Union shall be payable on January 1st.
2. The fee shall be 6d. per Guild in the Federation.
3. Any Federation failing to pay the affiliation fee by March 31st shall be debarred from sending a delegate to the annual Council meeting, but shall nevertheless be responsible for its share in the pooling of fares to that meeting.

**Delegate's Fares**

POOL

4. The fare of the delegate from the Federation to the annual Council meeting of the National Union shall be paid.

BASIS OF  
CALCULATION

5. The Federation, even if not represented at the annual Council meeting of the National Union, shall pay an equal share with all the Federations and Townswomen's Guilds in the National Union of the sum total of the fares of all the delegates attending Council, except that no payment shall be made by those Federations formed within three months prior to the Council meeting.

SPECIAL  
MEETING

6. The fare for the purpose of this section shall be the third-class return railway fare from the home town of the delegate to the city or town in which Council is held, or the return fare by any public conveyance provided the cost is not more than the third-class railway fare.

**Joint Conference  
Delegates' Fares**

POOL

7. The above scheme shall apply in the event of a special meeting of Council of the National Union being held.

\*8. The fares of the delegate to the Joint Conference shall be paid.

\*9. There shall be a scheme for the pooling of fares, on the lines of XIII—C, 5, 6, above, except that no Townswomen's Guild will be represented at the Joint Conference and will therefore take no share in the pool.

**D—Fares of members of the Federation Council and Committees****Council**

POOL

1. The fares of all delegates shall be paid for attendance at the meetings of the Federation Council.

2. There shall be a pooling scheme on the lines laid down under section XIII—C, 5 and 6 above, for delegates attending Council [see Townswomen's Guild Constitution, section XIII—D, 4-6].

**Officers and  
Committee  
members**

3. The Federation Council shall pay :

(a) fares for officers and co-opted members when attending meetings of Council, Executive Committee and sub-committees ;

(b) fares of members of Executive Committee and sub-committees when attending meetings of committees not held on the same day as Council.

**Budget**

4. Expenditure for (3) above shall be included in the Federation budget each year.

**E—Expenses of Representatives****Fares and  
allowances**

1. The Federation Council may pay the fares and allowances towards maintenance of its members when appointed to travel on Federation business ; but such payments shall not be in excess of that sanctioned by the annual Council meeting for members of the Executive Committee of the National Union [see National Union Constitution, XI—D, 1].

**Payments to  
officers and  
committee  
members**

2. (a) No fees nor payments for services rendered shall be given to officers, members of the Executive Committee or of sub-committees, nor any other remuneration except for repayment of out-of-pocket expenses.

(b) No member shall make or obtain any profit or advantage directly or indirectly by virtue of her office.

**F—Procedure****Bank account**

1. The Executive Committee shall open a banking account.
2. All money received on behalf of any Federation activity shall be banked without deduction at the first possible moment.

CHEQUE  
SIGNATURES

3. Each cheque or form for withdrawal shall be signed by two of the honorary officers, one of whom shall be either the Honorary Treasurer or the Chairman.

**Payments**

AUTHORITY

4. All accounts shall be paid only on the authority of the Executive Committee which shall be minuted.

5. All payments over one pound must be made by cheque or *crossed* warrant.

6. Petty cash shall :

- (a) be on an imprest system ;
- (b) not exceed one pound.

The Executive Committee shall decide :

- (c) the purpose for which petty cash shall be issued ;
- (d) which sub-committees and persons shall hold it ;
- (e) the amount to be issued in each case.

7. At each meeting of the Executive Committee the Treasurer shall produce a statement of receipts and payments since the last meeting.

8. She shall also produce the account book, pass book or Post Office Savings Bank book, receipts, bills and petty cash statements, which shall be inspected by the Executive Committee and initialled by the Chairman.

**G—Annual Statement of Accounts**

1. The financial year shall end on November 30th.
2. The accounts shall be audited annually by a qualified accountant.
3. The accounts shall be circulated to the Townswomen's Guilds with the agenda for the annual meeting.
4. The income and expenditure account and balance sheet shall be drawn up on a form to be provided by the National Union.
5. They shall be presented to the auditor and to the Townswomen's Guilds in this form, and a copy sent to the National Union.

**XIV—CONSTITUTION AND RULES****A—Formation**

1. A Federation shall be established only :

- (a) if formed by a representative appointed by the National Union ;
- (b) when it signs a declaration that it will carry out the objects of a Federation and its constitution.

2. The name of the Federation :

- (a) shall be approved by,
- (b) and shall be altered only with the approval of,

the Executive Committee of the National Union.

3. A Federation shall be affiliated to the National Union and shall be bound by its constitution.

**B—Dissolution**

1. A Federation can be dissolved at a special meeting of the Council called for the purpose *provided that* :

- (a) a resolution to that effect shall have been previously circulated to the Townswomen's Guilds forming the Federation in time for it to be considered at their Guild meetings ;
- (b) the resolution is passed at a special meeting of the Federation Council by three-quarters of the delegates, voting on the instructions of their Guilds.

2. The National Union shall dissolve a Federation :

- (a) if after consultation with the Townswomen's Guilds in the Federation area it considers regrouping of the Townswomen's Guilds in another Federation or Federations desirable ;
- (b) or if, in the opinion of the National Union, the conduct of the Federation is detrimental to the best interests of the movement.

3. A Federation can be dissolved only if a representative of the National Union is present.

LIMITATION  
Petty Cash  
LIMITATIONS  
AND  
AUTHORITYRecords for  
committeesFinancial year  
Audit  
Circulation of  
accounts  
Form of annual  
accountsCOPY TO THE  
NATIONAL  
UNION

Declaration

Name

APPROVAL  
ALTERATION

Affiliation

By Federation

PROCEDURE

By National  
Union

REASONS

National Union  
representative

**Financial procedure**AUDIT AND  
BALANCE  
PROPERTY  
AND RECORDS**Regrouping****Allocation of property and funds**

4. On dissolution :
- (a) all outstanding liabilities shall be paid from Federation funds, the accounts audited and the balance sent to the National Union ;
  - (b) all minute books, account books, records and property shall be handed to the National Union ;
  - (c) the National Union shall, after consultation with the Townswomen's Guilds in the area concerned, form one or more Federations or arrange for the affiliation of the Townswomen's Guilds with existing nearby Federations ;
  - (d) the property and funds of the Federation that is dissolved shall be divided by the National Union in equitable proportions among the Federations to which those Townswomen's Guilds are to be affiliated.

**C—Affiliation to other organisations**

A Federation may become affiliated only with any body having objects that are consistent with the object of the National Union and provided consent has first been obtained from the National Union.

**D—Procedure for Rules****Ratification**

1. At the first meeting of the Council after its annual meeting, the objects and constitution shall be read and the declaration to carry out the objects of Federations and their constitution re-signed and forwarded to the National Union.

**Policy**

2. The Federation shall not carry out any policy that is in any way contrary to the policy of the National Union.

**Local Rules**

PROCEDURE

3. A Council may make local rules *provided that* :
- (a) they shall be made only at the annual meeting or at a special meeting of the Council called for that purpose ;
  - (b) the proposed rules are circulated to the Guilds before the meeting at which they are to be considered ;
  - (c) they are passed at that meeting by two-thirds of the members present and voting ;
  - (d) they do not conflict with the objects or constitutions of the National Union, Federations or Townswomen's Guilds ;
  - (e) they shall not come into force until they have been sanctioned by the Executive Committee of the National Union.

QUALIFICATION

SANCTION

**Modification**

4. The Executive Committee of the National Union shall have the power to modify the rules for Federations, should it be considered desirable in the case of new Federations or for any special reasons.

**Alteration**

5. Alterations to these rules shall be made only by the Council of the National Union [see National Union Constitution, XIII].

**XV—NATIONAL UNION****Returns**REPORTS  
ANNUAL  
REPORT AND  
ACCOUNTS

1. A full report of each meeting of the Federation Council shall be sent to the National Union.
2. Copies of the annual report and audited accounts shall be sent :
- (a) to the Guilds in the Federations in time for them to be considered at their meetings prior to the Federation annual meeting ;
  - (b) to the National Union at the same time.
3. Information and returns shall be sent to the National Union when required.

OTHER INFOR-  
MATION**Representative**

4. A representative of the National Union appointed by its Executive Committee may attend any meetings of the Council, Executive Committee or sub-committee of a Federation.
5. A Federation Council or Executive Committee may ask the National Union to send a representative to the meetings of the Federation Council, Executive Committee or sub-committee.

**Appeals**

6. The Council, a committee or a Townswomen's Guild in the Federation shall have the right of appeal to the Executive Committee of the National Union, whose decision shall be final.

**CONSTITUTION AND RULES**

of the

**NATIONAL UNION OF TOWNSWOMEN'S GUILDS****I—TITLE**

THE National Union of Townswomen's Guilds (hereinafter referred to as the National Union).

**II—OBJECT**

To encourage the education of women to enable them as citizens to make their best contribution towards the common good.

**III—FUNCTIONS**

The National Union shall attain this object by :

- (1) forming Townswomen's Guilds and Federations of Townswomen's Guilds ;
- (2) helping and encouraging Townswomen's Guilds to fulfil their functions of :
  - (a) serving as centres for arousing interest in any subject concerning the life and well-being :
    - (i) of the individual and the family in the home ;
    - (ii) of the community, local, national and international ;
  - (b) encouraging members to equip themselves, as individuals, for service to the community, by the study of any subject ; and so to develop their powers of discrimination and their ability to make decisions on questions affecting the common good ;
  - (c) encouraging members to develop their creative faculties and to cultivate an informed and critical sense of appreciation.

**IV—CONSTITUTION**

The National Union is a non-party, non-sectarian association consisting of :

- (a) Townswomen's Guilds, which are associations of women formed in accordance with the form of constitution and rules laid down for the Townswomen's Guilds by the Council of the National Union ;
- (b) Federations, which are associations of Townswomen's Guilds in an area approved by the National Union, and formed in accordance with the form of constitution and rules for Federations laid down by the Council of the National Union.

**V—METHODS**

For the purpose of carrying out the above object the National Union :

- (1) shall form Townswomen's Guilds in cities, towns, and urban areas ;
- (2) shall form Federations of Townswomen's Guilds ;
- (3) shall hold an annual Council meeting ;
- \* (4) shall arrange Joint Conferences of the Executive Committee of the National Union and representatives of the Federations.
- (5) shall publish *The Townswoman* and other publications for the use of Townswomen's Guilds ;
- (6) shall arrange conferences, meetings, exhibitions and festivals ;
- (7) shall take such action as may be deemed desirable for the furtherance of the objects ;
- (8) shall apply the funds of the National Union solely for the above objects and not otherwise ;
- (9) shall not carry out any policy that is in any way contrary to the objects of Townswomen's Guilds and Federations.

\* Sections to be reconsidered by or altered after Council in 1939.

**VI—ADMINISTRATION**

The administration of the work of the National Union shall be vested in

- (1) a Council ;
- (2) an Executive Committee.

**VII—COUNCIL**

**Membership**

- 1. The Council of the National Union shall consist of :
  - (a) one delegate from each Townswomen's Guild whose current affiliation fee to the National Union was paid by March 31st ;
  - (b) one delegate from each Federation whose current affiliation fee was paid by March 31st ;
  - (c) the members of the Executive Committee ;
  - (d) the President, and Vice-Presidents of the National Union.

**Fares**

- 2. The fares of one delegate from each Townswomen's Guild and Federation attending Council shall be paid.

**POOL**

- 3. All Townswomen's Guilds and Federations, even if not represented at Council, shall pay an equal share of the sum total of the fares of all the delegates attending Council (except that no payment shall be made by those Townswomen's Guilds and Federations formed within three months prior to the Council meeting).

**BASIS OF CALCULATION**

- 4. The fare for the purpose of the pool shall be the third-class return railway fare from the home town of the delegate to the city or town in which Council is held, or the return fare by any public conveyance provided the cost is not more than the third-class railway fare.

**Special Meeting**

- 5. The above scheme shall apply in the event of a special meeting of Council being held.

**A—Annual Meeting**

**Date and Place**

- 1. The Council shall meet once a year, in May, which shall be its annual meeting.
- 2. The annual meeting may be held in London or in any other city or town in Great Britain.
- 3. The meeting shall consist of at least two sessions.
- 4. The place of meeting for the annual Council two years ahead shall be decided by Council each year.

**Functions**

- 5. In the event of a national emergency, e.g. death of a sovereign, general election, or strike, the Executive Committee shall have power to postpone the annual Council meeting.

**PRESIDENT AND VICE-PRESIDENTS REPORTS**

- 6. The functions of the annual meeting shall be :
  - (a) to appoint President and Vice-Presidents ;

**PROGRAMME AND BUDGET**

- (b) to receive the annual report and audited statement of accounts and balance sheet ;

**AUDITORS**

- (c) to approve the programme of work and budget for the calendar year following the annual meeting ;

**RESOLUTIONS**

- (d) to appoint the auditors ;
- (e) to deal with resolutions concerning the functions, methods, constitutions and rules of the National Union.

\*(f) to receive the result of the postal ballot for the Executive Committee.

- 7. A resolution may be sent in for inclusion in the preliminary agenda, and an amendment for the final agenda, by :

- (a) a Federation Council ;
- (b) a Townswomen's Guild, provided it is supported by its Federation or by thirty Townswomen's Guilds ;
- (c) the Executive Committee of the National Union ;
- (d) a member of the Executive Committee of the National Union.

**Procedure**

- 8. The latest dates by which resolutions and amendments shall be received by the National Union, and the preliminary and final agendas despatched to Townswomen's Guilds and Federations, shall be decided by the Executive Committee, and published in the June issue of *The Townswoman*.

- 9. The decisions as to which resolutions shall be accepted for the preliminary agenda, and which amendments for the final agenda, shall rest with the Executive Committee, \*which may, if it is thought desirable, consult with the Joint Conference on the matter.

- 10. Only those resolutions that have been published in the preliminary agenda shall be moved at the meeting.

- 11. Urgency resolutions may be moved at Council provided two-thirds of the delegates vote in favour of any such resolution being considered.

- 12. The quorum shall be two-thirds of the members of Council.

- 13. Voting by proxy shall not be permitted.

- 14. Members of Townswomen's Guilds shall be admitted to Council meetings as visitors at the discretion of the Executive Committee.

URGENCY  
RESOLUTIONS  
Quorum  
Proxy Voting  
Visitors

**B—Special Meetings**

- 1. Special meetings may be called :

- (a) by the Executive Committee ;

- (b) at the request of one half of the members of Council.

- 2. Six weeks' notice of the meeting shall be given.

- 3. The quorum shall be one-half of the members of Council.

Power to call

Notice  
Quorum

**\*VIII—JOINT CONFERENCE**

- 1. The Joint Conference shall serve as a common meeting ground for the purpose of consultation on any matters affecting the development and growth of the National Union, Federations and Townswomen's Guilds.

- 2. The Joint Conference shall consist of the Executive Committee and one delegate from each Federation.

- 3. The fares of those attending the Joint Conference shall be paid ;

- (a) those of the Executive Committee by the National Union ;

- (b) those of delegates from Federations by a pooling scheme on the lines laid down under section VII, 3 and 4 above.

- 4. The Joint Conference shall meet at least twice a year either in London or in other cities and towns in Great Britain.

Functions

Membership

Fares

Date and Place

**IX—EXECUTIVE COMMITTEE AND OFFICERS**

**A—Functions**

The Executive Committee shall be responsible to the Council for :

- (1) the management of the National Union ;

- (2) the administration of the funds of the National Union ;

- (3) the nomination of the President and Vice-Presidents ;

- (4) the publication of *The Townswoman* ;

- (5) the carrying out of the obligations of the National Union with regard to Townswomen's Guilds and to Federations as laid down in the constitutions and rules for Townswomen's Guilds and Federations ;

- (6) the carrying out of the policy decided by the Council ;

- (7) exercising the rights and carrying out the obligations of the National Union in relation to the Cavendish Bentinck and Edward Wright Libraries, and to concurring with other persons or bodies in making such rules and provisions for the future conduct of the said Libraries as shall seem expedient to the Executive Committee ;

- (8) appointing the staff ;

- (9) renting or purchasing offices ;

- (10) dealing with any matters affecting the National Union which are not otherwise provided for.

**B—Membership**

- \*1. The Executive Committee shall consist of twenty-three elected members.

Number

- Tenure** 2. All officers and members of the Executive Committee shall hold office for one year, but shall be eligible for re-election.  
3. The officers shall hold office until the first meeting of the newly elected committee, which shall be held as soon as practicable after the annual Council meeting, and in no case more than a month after its election.

- Co-option** \*4. The Executive Committee may co-opt two members.

#### C—Officers

1. The officers of the National Union shall be Chairman, two Vice-Chairmen, and Honorary Treasurer.  
2. The Executive may appoint an Honorary Organising Secretary who shall also be an officer.  
3. These officers shall be the officers of the Executive Committee.  
4. The officers shall be ex-officio members of all sub-committees of the Executive

#### Sub-committees

#### D—Election

- Qualifications** \*1. All candidates for election to the Executive Committee shall :  
(a) be members of a Townswomen's Guild ;  
(b) be nominated by a Townswomen's Guild, or a Federation, or a member of the Executive Committee ;  
(c) have given their consent to nomination.

- Nominations** 2. Nominations for the Executive Committee shall be made in writing and signed, and received at the office of the National Union at a date to be announced each year in the June issue of *The Townswoman*.

- Method** \*3. The election shall be by postal ballot.  
\*4. Those entitled to vote shall be :

- (a) Townswomen's Guilds ;  
(b) Federations of Townswomen's Guilds ;  
(c) Members of the Executive Committee of the National Union.

- Salaried officials** 5. No salaried official of the National Union or of a Federation shall be eligible for election.

- Honorary officers** 6. The officers shall be elected by the Executive Committee at its first meeting after the annual Council meeting.

#### E—Rules and Procedure

- Non-attendance** 1. Members of the Executive Committee being absent from three consecutive meetings of the committee without adequate reason shall be deemed to have resigned.

- Vacancies** 2. All vacancies on the Executive Committee shall be filled by co-option, members thus co-opted to act for the remainder of the current year.

- Quorum** 3. The Executive Committee shall fix the quorum for meetings by standing order.  
**Number of meetings** 4. The Executive Committee shall meet at least six times in the year.

- Standing orders** 5. The Executive Committee shall make its own standing orders and those of its sub-committees.

- Special meeting** 6. At the request of the Chairman or two-thirds of the members of the Executive Committee a special meeting of that committee may be called.

#### F—Sub-committees

1. The Executive Committee may appoint sub-committees and shall draw up their terms of reference and standing orders.  
2. The sub-committees shall have power of co-option.  
3. The chairmen of sub-committees shall be members of the Executive Committee.  
4. The members of the sub-committees shall retire at the annual meeting.

#### Co-option Chairmen Retirement

#### G—Powers invested in the Executive Committee

- Guilds and Federations** The Executive Committee shall have the power to :

#### B—Membership

- Number** 1. The Executive Committee shall consist of twenty elected and two representative members :

- (a) Ten elected regionally  
(b) Ten elected nationally  
(c) One representative of the Board of Education  
(d) One representative of the Ministry of Health.

#### Co-option

2. The Executive Committee may co-opt four members.

#### Tenure

3. All elected members of the Executive Committee shall hold office for one year only from the annual council meeting but shall be eligible for re-election.

4. The officers shall hold office until the first meeting of the newly elected committee, which shall be held as soon as practicable after the annual Council meeting, and in no case more than a month after its election.

5. The representative and co-opted members of the Executive Committee shall retire at the annual Council meeting.

#### Status

6. All members of the Executive Committee, elected regionally or nationally, representative or co-opted, shall have equal rights, privileges and duties, and the members shall not be empowered to report the proceedings of the meetings of the Executive Committee to the Guilds and Federations.

#### C—Officers

1. The officers of the National Union shall be Chairman, two Vice-Chairmen, and Honorary Treasurer.

2. The Executive may appoint an Honorary Organising Secretary who shall also be an officer.

3. These officers shall be the officers of the Executive Committee.

#### Sub-committees

4. The officers shall be ex-officio members of all sub-committees of the Executive.

#### D—Election

#### Regions

1. (a) Council shall define the ten regional areas.\*

#### REVISION

- (b) In 1942, and subsequently every four years, the Executive Committee shall table a resolution either proposing the *status quo* or recommending a revision of the regional areas.

#### NEW FEDERATIONS AND NON-FEDERATED GUILDS

- (c) The Executive Committee shall decide to which regions new Federations and non-federated Guilds shall be attached.

#### Qualifications

2. Each candidate for regional election to the Executive Committee shall :

#### REGIONAL CANDIDATES

- (a) be a member of a Townswomen's Guild within the regional area concerned both at the time of her nomination and of her election.  
(b) be normally resident in the regional area concerned.  
(c) be nominated by a Townswomen's Guild within the regional area concerned, that has paid its current affiliation fee to the National Union.  
(d) have given her consent to nomination.

\* The regions defined by council in 1939 are printed on the errata sheet.

3. Each candidate for national election to the Executive Committee shall :
- (a) be a member of a Townswomen's Guild both at the time of her nomination and of her election.
- (b) be nominated by a Townswomen's Guild or a Federation or a member of the Executive Committee of the National Union.
- (c) have given her consent to nomination.

NATIONAL  
CANDIDATES

4. Nominations for the Executive Committee shall be made in writing and signed, and received at the office of the National Union by dates to be announced each year in the June issue of *The Townswoman*.

**Nominations**

5. (a) The regional elections shall be :
- i. by the method of the transferable vote
- ii. by postal ballot
- iii. conducted by the National Union.

**Method**  
REGIONAL

- (b) The national election shall be :
- i. by the method of voting by crosses
- ii. by ballot at the annual council meeting.

NATIONAL

- (c) The names of the regionally elected members shall be despatched to all Townswomen's Guilds, Federations and members of the Executive Committee at least five weeks before the final dates for the receipt of nominations by the National Union for the nationally elected members of the Executive Committee.

ORDER

6. Those entitled to vote shall be :

**Electorate**

- (a) For regional elections—  
each Guild, within the region, that has paid its current affiliation fee to the National Union.

REGIONAL

- (b) For national elections—
- i. all the Guilds in the National Union that have paid their affiliation fees to the National Union by March 31st.
- ii. all the Federations in the National Union that have paid their affiliation fees by March 31st.
- iii. all the members of the Executive Committee of the National Union.

NATIONAL

**Salaried officials** 7. No salaried official of the National Union or of a Federation shall be eligible for election.

**Honorary officers** 8. The officers shall be elected by the Executive Committee at its first meeting after the annual Council meeting.

### E—Rules and Procedure

**Non-attendance** 1. Members of the Executive Committee being absent from three consecutive meetings of the committee without adequate reason shall be deemed to have resigned.

**Vacancies** 2. Vacancies on the Executive Committee shall be filled in the following manner, members thus co-opted to act for the remainder of the current year :

REGIONAL (a) A vacancy caused by the resignation of a regionally elected member shall be filled, from among those candidates at the first election in the region concerned who shall still be :

- i. members of a Guild in the region
- ii. willing to serve
- iii. residing in the region concerned,

by a recount, according to the method of the transferable vote, of all the votes given at the original election.

If there is no candidate available who stood for the original election, the vacancy shall be filled by co-option by the Executive Committee of a Guild member from the region concerned.

NATIONAL (b) The Executive Committee shall co-opt any Guild member to fill a vacancy due to the resignation of a nationally elected member.

CO-OPTED (c) The Executive Committee may co-opt anyone to fill the vacancy caused by resignation of a member co-opted under B, 2 above.

**Quorum** 3. The Executive Committee shall fix the quorum for meetings by standing order.

**Number of meetings** 4. The Executive Committee shall meet at least six times in the year.

**Standing orders** 5. The Executive Committee shall make its own standing orders and those of its sub-committees.

**Special meeting** 6. At the request of the Chairman or two-thirds of the members of the Executive Committee a special meeting of that committee may be called.

### F—Sub-committees

1. The Executive Committee may appoint sub-committees and shall draw up their terms of reference and standing orders.

2. The sub-committees shall have power of co-option.

3. The chairmen of sub-committees shall be members of the Executive Committee.

4. The members of the sub-committees shall retire at the annual meeting.

### G—Powers invested in the Executive Committee

**Guilds and Federations** The Executive Committee shall have the power to :

# AMENDMENTS to the CONSTITUTIONS

PASSED BY COUNCIL  
1939

*Pages 20 (a), (b), (c) to replace page 20.*

*Errata sheet giving other amendments and their corresponding references*

1. require a Townswomen's Guild or Federation Council to send information or returns; INFORMATION AND RETURNS REPRESENTATIVES
2. appoint a representative of the National Union to attend :
  - (a) any meetings of the Council, Executive Committee, or sub-committees of a Federation ;
  - (b) any meetings of a Townswomen's Guild, its Committee or sub-committees ;
3. modify in special cases, the rules for Townswomen's Guilds or Federations for a specified period ; MODIFICATION DISSOLUTION
4. dissolve a Townswomen's Guild or Federation [see Townswomen's Guild and Federation Constitutions, XIV—B] ;
5. settle any disputes referred to it by Townswomen's Guilds or Federations ; APPEALS National Union
6. make arrangements for the postal ballot ; ELECTION OF EXECUTIVE
7. define for each Council meeting the distance beyond which delegates may charge fares to the pool [VII, 4, above]. FARES POOL

## X—ELECTIONS

- \*1. All elections shall be by ballot, and that for the Executive Committee by postal ballot.
2. The election of any member elected by postal ballot shall not be invalidated by the non-receipt of ballot papers posted in due course.

## XI—FINANCE

### A—Funds

The funds of the National Union shall consist of :

- (a) affiliation fees from Townswomen's Guilds of 6d. per member ;
- (b) affiliation fees from Federations of 6d. per Townswomen's Guild in the Federation ;
- (c) such other funds, moneys or securities for moneys, as may be raised on behalf of the National Union by the Executive Committee or by Townswomen's Guilds or by Federations, and investments representing the same.

### B—Legal Powers

1. The Executive Committee shall have power, on behalf of the National Union, to raise funds, solicit and obtain grants, donations, subscriptions and loans from state, municipal, local and other authorities, corporations, councils and other bodies, and from any companies, associations, firms and persons whatsoever, and to receive legacies and other benefits.
2. The Executive Committee shall have power
  - (a) to invest in the manner for the time being authorised by law for the investment of Trust money,
  - (b) to apply in the redemption or reduction of mortgage or charge on any freehold or leasehold property required by the N.U. for the purpose of carrying out its functions as herein provided, any funds or income surplus to immediate requirements.
3. The National Union shall nominate such persons as trustees not exceeding three in number, or any Bank or other corporation legally authorised to act in such capacity, to hold real and personal property, stocks, shares, securities and moneys on behalf of the National Union, and to sell and convert the same into money and to invest, re-invest and change the investment of all and any of the property, stocks, shares and other securities and moneys so held by them and at the direction of the Executive Committee to apply the capital and income thereof for the purposes of the National Union. A copy of a resolution of the Executive Committee purporting to be signed by the Chairman or like official presiding over the meeting at which such resolution is stated to have been passed or confirmed, and countersigned by the Secretary, shall be sufficient authority and discharge



of the trustees as to any such application as may be mentioned in the said resolution, provided always that the funds of the National Union may be applied only in investment for the purposes of the National Union of Townswomen's Guilds as hereinbefore set forth and towards such purposes and not otherwise.

4. No trade or business shall be carried on by or on behalf of the National Union or by or on behalf of any Federation or Townswomen's Guild or group of Townswomen's Guilds except in accordance with Section 24 of the Finance Act, 1927.†

#### C—Procedure

- Bank account**  
CHEQUE  
SIGNATURES  
**Financial year**  
**Audit**  
**Circulation of accounts**
1. The Executive Committee shall open a banking account.
  2. All cheques shall bear the signatures of two of the honorary officers of the National Union.
  3. The financial year shall end on December 31st.
  4. The accounts shall be audited annually by a qualified accountant.
  5. The accounts shall be circulated to Townswomen's Guilds and Federations with the final agenda of the annual Council meeting.

#### D—Expenses of Executive Committee

- Fares and subsistence**
1. For attending :
    - (a) committee meetings of the National Union,
    - (b) Council meetings,
    - \* (c) the Joint Conference,

the members of the Executive Committee shall be paid third-class travelling fare and maintenance up to 15s. for twenty-four hours.
  2. (a) No fees nor payments for services rendered shall be given to officers, members of the Executive Committee or of sub-committees, nor any other remuneration except for repayment of out-of-pocket expenses.
  - (b) No member shall make or obtain any profit or advantage directly or indirectly by virtue of her office.
- Payments to officers and committee members**

### XII—AFFILIATION TO OTHER ORGANISATIONS

The National Union may become affiliated only with any body having objects that are consistent with the object of the National Union.

### XIII—CONSTITUTION AND RULES

- Authority**
1. Alterations to rules shall be made only by resolution at the annual Council meeting or at a special meeting of the Council.
- Procedure**
2. Resolutions to alter rules shall be passed by a three-fourths majority of the members present and voting.
- Limitations**
3. A rule once passed shall not be altered for three years except by resolution at the Council meeting :
    - (a) in the name of the Executive Committee ;
    - (b) or backed by one-third of the Townswomen's Guilds ;
    - (c) or backed by one-third of the Federations.
- Defeated resolution**
4. If a resolution to alter the rules is defeated at the Council meeting and fails to secure a majority vote it shall not be reconsidered for three years, except by resolution at the Council meeting :
    - (a) in the name of the Executive Committee ;
    - (b) or backed by one-third of the Townswomen's Guilds ;
    - (c) or backed by one-third of the Federations.
- PROCEDURE**

† Section 24 of the Finance Act provides in effect that exemption shall be granted from Income Tax under Schedule D in respect of the profits of a trade carried on by any organisation with objects similar to those of the Townswomen's Guild movement, if the work in connection with the trade is mainly carried on by the members, and the profits are applied solely for the purposes of the movement.

## NATIONAL UNION OF TOWNSWOMEN'S GUILDS

### STANDING ORDERS FOR MEETINGS OF COUNCIL

#### I—FORM OF COUNCIL AND RESTRICTIONS

1. The order of the agenda shall be decided by the Executive Committee.
2. The chair shall be taken by the Chairman of the Executive unless otherwise decided by the Executive Committee.
3. The decision as to whether Council shall consist of two or more sessions, and, if two sessions, whether they shall be held on one day, shall rest with the Executive Committee.

#### II—ADMISSION

1. The Executive Committee shall decide which sessions (if any) shall be open to :
  - (a) the public ;
  - (b) delegates only ;
  - (c) the press.
2. *Delegates* :
  - (a) Members of Council shall be admitted on presentation of a delegate's ticket.
  - (b) No member may act as delegate for more than one Guild or Federation.
  - (c) No member of the Executive Committee may act as delegate for a Guild or Federation.
3. *Visitors* :
  - (a) Visitors shall be admitted only on production of a visitor's ticket.
  - (b) The Executive Committee shall have the right to restrict the issue of visitors' tickets.
  - (c) Visitors may be invited to speak by the Chairman.

#### III—RESOLUTIONS AND AMENDMENTS

1. The names of Guilds or Federations seconding resolutions and amendments, except those proposed by the Executive Committee, shall be printed on the final agenda.
2. A resolution or amendment appearing on the final agenda can be withdrawn only by the proposer and seconder with the consent of the meeting, and without debate.
3. The Executive Committee shall be responsible for putting into form resolutions that involve alterations of the constitution and rules.
4. The Executive Committee shall have the power to re-word resolutions or amendments that are not clear, or to combine resolutions on the same subject. The Townswomen's Guilds or Federations submitting resolutions and amendments that have been so altered shall be notified of the alteration, and have the right to withdraw their names as proposers or seconders.
5. An amendment may be moved at Council without previous notice, provided that it arises out of the discussion at the Council and could not therefore be previously circulated with the agenda. Such amendment, with the names of the Guild or Federation proposing and seconding, must be sent up in writing to the Chairman.
6. Not more than one resolution or amendment can be discussed at any one time.
7. No resolution or amendment shall be discussed or put to the meeting until it has been seconded.
8. The Chairman may limit the time allowed for discussion of each item of the agenda, and the time allowed to each speaker.

#### IV—SPEAKERS TO RESOLUTIONS AND AMENDMENTS

1. Members wishing to speak to resolutions or amendments shall :

- (a) fill in the slip provided, stating :
- (i) their name ;
  - (ii) the name of Guild or Federation represented ;
  - (iii) the number on the agenda of the resolution or amendment to which they wish to speak ;
  - (iv) whether speaking for or against the resolution or amendment ;
- (b) proceed to special seats provided for speakers ;
- (c) speak from the platform ;
- (d) speak strictly to the resolution or amendment ;
- (e) speak once only, except :
- (i) to answer questions ;
  - (ii) to give an explanation on a point in her former speech ;
  - (iii) she be the mover of the resolution, when she has the right to speak immediately before the vote is taken ; or of an amendment that becomes a substantive resolution.
2. Any member may move, without debate, " *That the question be now put,*" and, if seconded and carried by a majority :
- (a) no further discussion shall be allowed ;
  - (b) the proposer of the resolution on the agenda shall have the right of reply, but may not introduce any new matter ;
  - (c) the vote shall be taken.
3. Any delegate may :
- (a) ask a question,
  - (b) ask for an explanation,
  - (c) raise a point of order,
- from the body of the hall.
4. Any member may move " the previous question." If seconded, it shall be at once put to the meeting ; and if carried, Council shall proceed to the next business on the agenda.
5. The previous question cannot be moved on an amendment.

#### V—VOTING

1. Voting shall be by show of delegates' cards.
2. Members may be requested to stand when voting :
  - (a) if the Chairman considers that it appears as if the voting is even ;
  - (b) at the request of members.
3. Members may demand a division, which shall be carried out by the tellers, if a resolution to hold a division is carried by a two-thirds majority.
4. Council shall appoint tellers.
5. The Chairman shall declare the result.

#### VI—MINUTES

The minutes of Council shall be printed in *The Townswoman*.

#### VII—SUSPENSION OF STANDING ORDERS

Any standing order may be suspended by a three-fourths majority of members of Council present and voting.

## HANDBOOK

### INTRODUCTION

A Townswomen's Guild is a group of townswomen who meet together monthly, and at other times in smaller groups, for the purpose of developing themselves as citizens, by what they do, see and hear in their Guild.

The Guild is open to all women in the district, whatever they believe or do not believe. It is a place where all questions can be discussed ; but, in order to keep the common meeting ground, care is taken that the Guild itself shall not be associated with any propaganda, nor take any action that would " label " it.

The Guilds in an area are grouped together to form Federations, which by their activities help the Guilds to develop to their fullest extent.

The Guilds and Federations are grouped in the National Union of Townswomen's Guilds, which is controlled by an annual council meeting to which all Federations and Guilds send delegates. This council lays down the policy and directs the activities of the whole movement.

The Townswomen's Guild movement is educational, and is democratic. The members control the Guilds, the Guilds the Federations, and the Federations and Guilds the National Union.

It is the wider education of the individual member, and her development as a citizen, that are the main concern of the whole movement.

### THE GUILD MEETING

1. The purpose of the Guild meeting is to give the member full opportunity to take her share in the management of her Guild, and a wide choice of interests to encourage her in her self-development. **Purpose**

Democratic government involves the acceptance of the wishes of the majority while respecting the rights of the minority. The member gains practical experience in this through the conduct of her Guild's business.

2. The details of administration are delegated by the Guild members to the committee they elect annually from among themselves. But each month that committee reports to the Guild and the members have to consider whether or not the committee's proposals are in accordance with their wishes. [T.G. VIII.A.2, XI.A.] **Administration**

3. The principles that should always govern the care of other people's money are learnt in the Guild. For there the funds are expended in strict accord with the objects of the Guild and the wishes of the members. Each month the members have the financial position explained to them by their treasurer, and the whole Guild takes a share in planning the budget and agreeing ways of raising funds to meet it. [T.G. XIII.A. and E.] **Financial Responsibility**

4. The general educational programme of a Guild is very varied, and it would be difficult to think of any subject or activity that could not find an appropriate place on the programme. This width of interest is based on the idea that for a citizen to be competent to make her best contribution towards the common good she should, as an individual, be developed to the fullest capacity of her talents. **Education**

5. It is therefore one of the prime concerns of a Guild to discover ways and means for awakening talents that may have lain dormant, and for giving opportunities for their exercise and development. " WIDER EDUCATION "

6. The National Union groups the many subjects dealt with by Guilds into four main divisions, arts, civics, handicrafts and homecraft. None of these is in any way watertight. But a rough classification such as this makes it easier to judge whether one aspect is getting too much stress compared with another. [T.G. III.] **FOUR SIDES**

Plan of Meeting

7. The Guild meeting is roughly divided into three parts :

*First* BUSINESS, giving real practice in democratic citizenship. [T.G. V.1.]

*Second* STUDY in one of a variety of methods that are applicable to a large group. For example : a lecture, or a demonstration, or a round table conference, or the reading of several short papers, or a debate. The subject will belong (approximately) to one of the four main divisions. [T.G. III, V.2.]

*Third* INFORMAL RELAXATION, including refreshments. [T.G. V.3.]

BUSINESS STUDY

INFORMAL AND SOCIAL

8. The informal part of a Guild meeting should be as valuable as any of the rest in contributing towards the member's development as a citizen. Its character will vary from month to month. It will be planned carefully in relation to the other parts of the programme of the particular meeting. It is essential, as with the rest of the programme, that it should be something the members themselves enjoy.

Some like games and country dancing, others much prefer competitions of skill or ingenuity. Some like best to look at the work done by members in their classes ; or at exhibits illustrating, perhaps, the subject of a previous lecture. Many enjoy listening to a performance by the Guild choir, or like taking part themselves in community singing. Performances by the drama section are always popular, and choral speaking is becoming increasingly so.

Social Intercourse

9. Whatever it is, it should be an occasion for members to rediscover the joy of recreation, and to gain, by the informal opportunities thus afforded, the pleasure of knowing their fellow members better than may be possible in the formal part of the meeting.

Planning

10. Just because of its informality this part of the meeting may be the most difficult to carry off successfully. Often a Guild is unfortunately placed by having a dull meeting hall, or the hall is too small for the members to be able to move about. But quite frequently it is because insufficient thought has been given to the preparation of informal activities. [Appendix 13, E.]

Experimenting

11. It may be said that in this age of machine-made entertainment the art of self-amusement is being lost. But the increased speed and noise of town life makes it all the more imperative for members to be able to relax. Perhaps Guilds by experimenting and trying new methods may discover how successfully to counteract these tendencies of modern existence. [T.G. II.2 and V.3.]

Business

12. "Business" at a Guild meeting can be made interesting and go briskly, or it can drag on to the boredom of the members, and the crowding of the rest of the programme.

If the four officers meet before each Guild meeting, to plan it, and decide how the business is to be taken, it will be found that the members will enjoy that part of the meeting, and will take their share in it.

AGENDA

13. In addition to the items specified in the constitution, the agenda should include minutes, business arising therefrom, correspondence, and any other competent business. [T.G. VIII.A.3.]

COMMITTEE'S REPORT Procedure

14. The committee's report to the Guild includes its recommendations for the members' consideration and incorporates reports from sub-committees and delegates. Whether the chairman or secretary should read this report, and how far the chairmen of sub-committees and delegates should amplify it, is a question each Guild must decide.

The committee's report, if compiled by the secretary, should be approved by the chairman before the meeting at which it is to be read.

The question as to who does what seems to be tied up with the problem of how best to plan the business part of the Guild meeting to make it both interesting and clear.

Is it better to have one voice or many voices? Do supplementary reports from delegates and sub-committee chairmen make the meeting more interesting, or confusing? Who gives the best report?

All this needs to be thought out, perhaps different methods tried, and members vote for what they find most interesting, and their decisions minuted.

Decisions

15. The chairman must give the members time to consider and make their decisions on all recommendations put forward in the report by the committee. [T.G. V.1.]

Questions

16. The chairman should always give an opportunity for members of the Guild to ask questions on the committee's report.

17. An opportunity should be given at the Guild meeting for members to bring forward any point they wish discussed, though perhaps they might be encouraged to send it in writing to the secretary in time for it to be placed on the agenda.

When points are raised without previous notice the chairman should use her discretion as to whether she should advise the Guild to make a decision then or to refer the matter to the committee, for a recommendation to be considered at the next meeting.

MEMBERS CAN RAISE POINTS

18. No notices should be given out, papers circulated or donations collected, without the permission of the chairman. It is wisest to insist that previous notice should be given in such cases, so that the chairman can consult with the committee before the Guild meeting.

NOTICES AND COLLECTIONS

19. Should there be any correspondence or notice to be read to the Guild, which has been received since the last meeting of the committee, the secretary should show it to the chairman before the meeting. [Appendix 2.]

URGENT CORRESPONDENCE

20. To make the Guild meeting go efficiently and to rope in as many members as possible to take a share in the meeting, it is perhaps helpful to have a variety of "jobs" to be shared out among the members.

Jobs for Members

There is much to be done in preparation for a Guild meeting ; and some of this might well be given to members who are not on the committee. The committee should approve all such plans for delegation of work. [Para. 120 Appendix 14.]

21. A Guild is a place where all are welcome ; so the members should think out a method of greeting all members as they arrive. Some Guilds appoint a hostess or hostesses.

HOSTESS

22. A register is kept of attendances at each meeting.

Register of Attendances

23. The committee should examine it from time to time, as it may reveal certain important facts. It may show that all members attend regularly, in which case there is cause for satisfaction. But it may reveal that attendances are bad, when the committee will want to find out the cause ; this may mean arranging for absent members to be visited.

EXAMINATION

Absences may be the result of illness, when a friendly visit may be welcomed. It may be that members have moved, in which case their names should be struck off the register. Enquiry may show that members do not like the programme and so keep away ; or it may be something even more radically wrong.

VISITING

24. It seems wisest for the registrar to check off members as they come into the hall ; for the circulation of a book is disturbing at a meeting. Some Guilds have evolved interesting methods of keeping the monthly register, which are described in *The Townswoman* from time to time. [Appendix 14 (3).]

MARKING

25. Most Guilds have a sales table at their monthly meeting. Articles are brought by members for sale, and the Guild takes a commission of 1d. or 2d. in the shilling ; or the whole proceeds are sometimes given to the Guild. It is a source of income for the Guild. [Appendices 13 J and 22.]

Sales Table

In general the articles are surplus items such as pots of jam in the fruit season ; flowers, vegetables, or plant cuttings from the garden ; some Guilds specialise in finding homes for unwanted possessions. Occasionally goods are especially made, such as cakes and sweets, or other hand-made articles.

By specialising in the type of article to be sold each month, the table can be made more attractive.

Care must be taken that the sales table cannot be regarded as being in competition with local traders.

It is necessary to be aware of the provisions of the Shop Hours (Closing) Act, 1928, to see there is no infringement.

SHOP HOURS ACT

26. The constitution says "a monthly meeting." Some Guilds do not meet in August, and in some cases more than one monthly meeting is missed.

Holiday Months

Many Guilds have found that some form of meeting is appreciated by members even in the holiday months, and it is suggested that a ballot should be held to find out the members' wishes on this point, and that even if only a minority wants a meeting, something should be arranged. [T.G. V.1. and VIII, A.1.]

MEMBERS' WISHES

**Intermediate Meetings**

27. In addition to the monthly meeting, some Guilds hold intermediate meetings, either weekly or fortnightly. These extra meetings are sometimes socials, which are valuable in giving an opportunity for members to mix and know each other; sometimes they are in the nature of a craft afternoon for mutual help. They take a variety of forms.

But the monthly meeting provided for in the constitution should still keep its special character as the Guild "business meeting."

**Press Reports**

28. The Press secretary is usually responsible for sending a report of each Guild meeting and special activity to the local paper. This needs to be written from a different point of view from the report for *The Townswoman*. The readers of the local paper are interested in the personnel of the Guild, and what the members they know are doing.

New members are recruited as the result of the reports of the Guild that they read in the local press.

It is unwise to have reporters at the business part of the meeting, as it then ceases to be a private meeting of the members, and it may be difficult to discuss problems frankly with press representatives present. [Appendix 14 (1).]

**THE GUILD PRINTED PROGRAMME**

29. This is the visible indication of what the members have chosen to do for six (or twelve) months in their endeavour to carry out the objects. It expresses the individuality of the Guild.

Everything a Guild does should be a stimulus to the imagination of its members. The programme, therefore, should offer sufficient variety of interest to meet the desires of all the members. At the same time, the time-table for each meeting should not be overloaded.

The programme should help every member to realise that she takes part in the management of the Guild's affairs; and that she attends the monthly meetings not only to gain knowledge and information, but also to contribute her own ideas and share those of others, and to join in the informal recreation.

**Four Sides**

30. To fulfil its purpose the programme should be a coherent whole and show a balance between the various aspects—arts, civics, handicrafts and homecraft—as well as the close connection between them.

**Making It**

31. Every member should help with the building of her Guild's programme. Round table conferences are the best method for enabling her to do this. When the final programme appears all will feel that they have had a share in its compilation and are responsible for making it a success. [T.G. VIII, A.4. Para. 127.]

**Printing**

32. The programme will show, in addition to the agendas for each monthly meeting, what groups are at work, such as homecraft circles, wireless listening groups, choirs, drama sections, classes for various handicrafts.

The date on which the constitution and rules are to be read, and the declaration signed to carry them out, should be printed on the Guild programme, and notified to the Federation. [T.G. XIV, D.1 and Fed. V.4, Appendix 32.]

**Timing the Meeting**

33. The Guild would be wise to agree to a time-table for the monthly meeting, so that when the programme is drawn up there is not too much to get in during an afternoon or evening. The informal part of the meeting has sometimes to be cut, owing to lack of time. But if there is a time-table the chairman can see that each item gets its fair share.

**How to Do It**

34. How to plan the T.G. programme is described in detail in the pamphlet of that title, price 1d.

**Responsibility**

35. The question is often raised, who is responsible for drawing up the programme, the old or the new committee.

It would not seem to matter which committee does it. The programme is the result of the united wishes of the members, and the committee compiles it to carry out the Guild's wishes; so, as there is continuity in Guild and committee year by year, this question need not arise.

**Distribution**

36. Many Guilds issue a free copy of the Guild programme to every member, and so ensure that all members have it.

**VARIOUS METHODS OF WORK**

**Round Table Conference**

37. A round table conference is a series of small groups of members each with a leader. Every group discusses set questions. The leader of each group gives its considered opinion (not her own) to the Guild, indicating the variety of views expressed. **What it Is**

38. It is usually best to ensure that members are not sitting next to their own immediate friends; so, by various means such as "general post," members should be mixed up. **How to Do It**

Groups of eight to twelve are a good size. If members are sitting in rows, get every other row to turn to face the other way. Then get four to six members in each row, with the corresponding number of members opposite them, to pull their chairs together round a table that is not there!

39. Each group elects its own leader, unless it is decided a committee member should lead it. The leader should encourage all in her group to take part in the discussion. **LEADER**

If round table conferences are used often, it is wise to ensure different grouping of members and a change of leadership.

40. A round table conference is invaluable for: **Use**

- (a) solving Guild problems
- (b) group discussion after a lecture.

(See *How to Plan the T.G. Programme*, price 1d.)

41. It is the best way to solve difficult problems in a Guild or Federation, especially if it is on a point about which an individual member might find it difficult to speak frankly before the whole meeting. If possible the problem should be discussed from a general point of view, and not on a personal issue. [T.G. V.9.] **SOLVING DIFFICULTIES**

**Groups**

42. Groups of members working together probably provide the most satisfactory means of continuing the study of a subject in which interest has been aroused in a Guild.

Women of all educations in a district join a Guild; some will want more study and would like to have it in a Guild, some would like alternative methods of study, others dislike any study. If all are to be happy in a Guild a variety of groups on different subjects, some to see, others to do or hear, will supply the needs of all members of varying interests. They will make the common meeting ground a reality. **Value**

43. When members are contemplating organising a group activity they would be well advised to find out if one or other of the N.U.T.G. publications will help them with ideas and suggestions. [Appendix 33.] **Publications That Will Help**

Thus no Guild that has any handicraft activity should be without the *Handicraft Handbook of Reference*, by the National Union adviser, Mrs. R. V. Roper.

*The Townswomen's Book of Arts* is out of print, but a new publication by the National Union adviser, Miss Isabel Chisman, will soon be issued.

There is always *The Townswoman*, telling how other Guilds and Federations are doing things; and at any time the National Union will gladly put a Guild or Federation in touch with others that have experimented on the lines it may wish to try.

44. Guilds are expected to experiment and try out methods for themselves, and to send results of their experiments for publication in *The Townswoman*. **Experiments**

45. Guild members must not form a class or group without the permission of the Guild. Care should be taken not to commit the Guild in any way, or to use its name without sanction. [Appendices 13, D, and 15.] **Guild's Permission**

46. It would seem courteous to remember to keep all the officers informed of meetings of sections and groups, so that they can keep in touch with all the activities of the Guild. **Honorary Officers**

**Classes**

47. There are many points to be considered before a class is formed in a Guild, which include certain questions of principle. Some of the main points are given in paras. 45, 172 and 173 and in Appendix 23, A. **Principles**

48. The local education authority usually arranges the year's work at a specified date each year, and application for classes the following year should be made before that date. The education officer will give the dates by which applications should be in. **Local Education Authorities**

Local education authorities should not be expected to arrange special classes for Guilds at short notice, although sometimes it may be possible for them to do so.

Visits

Educational

49. Excursions and visits are an invaluable part of the Guild's activities, and are most popular. Some Guilds organise them to fit in with the Guild programme, arranging that the visits should bear some relation, if not to lectures or study groups, at least to the function of the Guild.

"Days Off"

50. Other Guilds quite frankly regard them as "days off," and feel they would not be enjoyable unless the outings were entirely unconnected with the Guild meeting or programme.

HOW TO DECIDE

51. The two points of view should be discussed by a Guild, possibly at a round table conference, and it should be remembered that although the wishes of the majority should be carried out, the minority has rights too.

Budgeting

52. Budgets for visits should be submitted to the Guild and a decision made as to whether any, or what proportion, of the individual payments should be returned to those who cancel at the last moment. [Appendix 13, K.]

Problems

Non-Guild Members in Groups

53. The question is often asked, can non-Guild members join a section, such as the drama group or the "keep-fit" class.

This is a point that requires a lot of thought. Drama, to be at its best, requires a mixed cast. For various reasons it may sometimes appear desirable to include non-members in a keep-fit class.

If women who are not Guild members join a section in any numbers, then that activity may cease to be definitely a Guild function; yet to insist on the "outsiders" becoming unwilling Guild members does not help the Guild.

A SOLUTION

54. Each case needs to be considered on its merits, and perhaps the question faced as to whether the Guild would not be wise to turn the section into a town organisation, independent of the Guild—an interesting development of a Guild activity.

CONSULT

55. Guilds would be wise to consult the National Union on these problems as they arise.

Charities

56. Many Guilds raise large sums of money in the course of the year for various charities, both national and local. Some Guilds wonder whether this is an altogether wise action on their part.

THE COMMON MEETING GROUND

57. If the Guild is to be the common meeting ground, it is important that it should not become a place where members feel bound to give money, buy tickets or in other ways feel they may not be welcome if they cannot do their share financially in these "extra" ways.

A question that must always be asked, is how far support given to any particular charity would be against the religious or political convictions of some Guild members, and for that reason would spoil the common meeting ground. [T.G. V.9.]

ENQUIRY

58. If it is part of the function of the Guild member to increase her powers of study before taking action, should not the Guild be a place where each request for support should be preceded by an enquiry into the objects, management and finances of the organisation in question?

Some Guilds adopt the practice of setting a limit to the number of charities they will support in any one year, and then select them by ballot.

SERVICE

59. There is a further point to think out. Should not the members' "contribution towards the common good" be, rather, service, and not necessarily the giving of money? [T.G. III.2.]

SOLUTION

60. These are all questions that each Guild will solve for itself in relation to the objects and functions of Guilds, and perhaps a round table conference is a method by which this can best be done. [T.G. XIII.A.2; Paras. 143-148, 173; Appendices 13, L; 19, B, C; 21; 23, B and E.]

Consult the Constitution

61. At times a committee, Guild or Federation is puzzled as to whether it is wise to take a certain course of action, or if, in fact, it is against the constitution.

THE TEST

The real test is to read carefully the objects and functions, and then the answer is usually quite clear. [T.G. II, III and V.9 and Fed. II, III, V.13.]

CONSULT

62. If it is not, then it is wise to consult the National Union, for frequently the problem has arisen elsewhere and has been solved.

THE GUILD MEMBER

63. There should be some formality in introducing the new member. Each Guild must decide how it should be done. The important point is that no one should slip into the Guild without members welcoming her and having an opportunity to see that she is encouraged to join the various activities. [T.G. VI.5] [Para. 115] [Appendix 16, C.1.]

Her Introduction

64. When the Guild is formed all the members learn what the movement means, really study the constitution, and help to plan the Guild.

Teaching Her

It is important that every new member should have a chance to know as much as the original member. The Guild will need to think out how this can best be given.

Some Guilds ask the vice-chairman to undertake this at tea time, others have discovered different methods. Ideas will be found in *The Townswoman* from time to time.

65. A membership card, signed by the chairman, is issued to each member, after she has signed the membership book. [T.G. VI.1. (c). Appendix 14 (3b)]. When the annual subscription has been paid, a record should be made each year on the membership card, which is renewed from time to time. The treasurer must issue a receipt in addition to recording on the card, as duplicates of receipts will be required by the auditor. Membership receipt books are published by the National Union. [Para. 164. Appendix 33.]

Membership Cards and Receipts

66. One quarter of every member's subscription is her affiliation fee to the National Union; thus each member should feel she is definitely a part of the whole movement.

Subscription

67. Members who have failed to pay their subscriptions by March 31st, should be reported by the treasurer to the Guild committee. They should be informed by the secretary that they are no longer members of the Guild, and told of the terms on which they can rejoin. [T.G. VI.4.]

DEFAULTERS

68. Perhaps it might be wise for the chairman of the Guild at the January, February and March Guild meetings, to remind members about the penalties involved by non-payment of subscriptions.

REMINDERS

69. The question is often asked, should there be an age limit to membership. The Guild can make a local rule\* defining the minimum age of admission if it wishes; and it will no doubt be governed by the facilities for girls' clubs in the neighbourhood.

Age Limit

70. When there are several Guilds in a city or a town, Guilds may consider it would be helpful to define the area from which they can draw their members, or limit the number of Guilds any woman can join. This can be done by a local rule,\* but all the Guilds in the district should be consulted first.

Joining Several Guilds

71. A Guild can decide how large its membership should be, and can pass a local rule\* fixing the limit. If the waiting list grows at all large the National Union should be consulted with regard to forming another Guild to absorb the waiting list. [T.G. XIV.A.1.]

Limitation of Numbers

72. Guilds should aim at recruiting members, until the limit has been reached. There is no merit in a large Guild, but it is often difficult for a small Guild to flourish, and in most cases there is no reason why the membership should not grow.

Recruiting

73. A Guild is possibly of greatest value to the woman who has no friends in the town; so it would seem part of the duty of each Guild to ensure that steps are taken to search for all new comers to a district and persuade them to become members.

New Comers

74. When a member leaves a district, the secretary of her Guild should find out if there is a Guild in the area to which the member is moving, and if so, introduce her to the new Guild. Information as to where Guilds are, and their particulars, can be obtained from the National Union office.

Removals

75. The question has often been raised as to whether the subscription of a member who transfers to another Guild should be, wholly or in part, transferred to the new Guild. The formation of a nearby Guild often raises this problem. This is a matter on which each Guild should make its own decision if the point arises.

TRANSFER OF SUBSCRIPTIONS

76. The termination of the membership of a member is a serious step for a committee to take. It should be well considered before any action is taken. It is necessary for the committee to have that power, at the same time it can be regarded as a dangerous weapon.

Terminating Membership

\* T.G. XIV.D.3.

CONSULT  
NATIONAL  
UNION

77. A problem that appears as if it can be solved only by the termination of membership may have been solved by another Guild in another and better way ; so before any action is taken by a committee, it is strongly urged that the National Union should be asked for advice. The advice given would include the view as to whether, if termination of membership is wise, the reason should be given to the member.

BALLOT

78. If a committee after consultation decides to put the question of termination of membership to the vote, it is suggested it should not be done by show of hands, but by ballot. [T.G. VI.6, 7.]

Visitors

79. Visitors are usually welcome at Guild meetings, although in most cases the member introducing the visitor has to pay a fee. The amount to be paid is fixed by each Guild on the principle that it should not be cheaper to be a visitor than a member. Many Guilds limit the number of times the same person may come as a visitor.\* [Appendix 14 (3 c d).]

**Optional and Alternative Procedure**

80. There are certain clauses in the constitution that the Guild can omit ; under other clauses it can choose between certain methods.

Change Over

It may be that time will show that it would be wise for a Guild to change the method it has adopted. This can be done only if special notice is given to all members that it will be considered at a specified meeting.

If it affects elections, and the change is agreed at the annual meeting, it means that it cannot come into force until the following year. [T.G. VIII.B.2 (a), XI.B.1, D.1, XIV.D.3, a, b and c and Fed. VIII.B.2 (a), XI.B.1.] [Appendix 16, B and C.]

**Dissolution of Guild**

81. Since the movement started some Guilds have been closed for various reasons. If at any time for any reason the members of a Guild believe they would like the Guild to be closed, they are strongly advised to get into touch with the National Union immediately. [T.G. XIV.B.]

**Groups of Guilds**

82. Unofficial groups of Guilds have been formed in cities and towns in which there are several Guilds.

The group usually sets up a committee consisting of all the four officers of each Guild.

Suggested  
Functions

The work of such a committee varies, but it has been found helpful in arranging for classes with the education authorities, planning handicraft, drama and other joint activities, and arranging inter-Guild meetings with prominent speakers. [T.G.V.5.] The groups have also given valuable help in the formation of new Guilds.

\* T.G. XIV.D.3.

**PROCEDURE FOR GUILDS AND FEDERATIONS**

**Annual Meeting**

83. The annual meeting of a Guild or Federation is one of the important meetings of the year. [T.G. and Fed. VIII.B.]

The work in preparation for the Guild is elaborated in Appendix 6, and for the Federation in Appendix 11.

It is at the annual meeting that a review of the year's work and financial position is given, also questions of policy are usually discussed, and new schemes launched.

It gives the members an opportunity of seeing in perspective all that they have done during the previous twelve months and of estimating whether they have progressed in their endeavour to fulfil the objects.

84. The annual report (together with the minutes of all business meetings) form the history of each Guild or Federation, and through them of the whole movement.

The annual report is the report of the committee to the Guild or Federation. Some secretaries consider it their report, and though allowing the committee to see it before the annual meeting, put in it thanks to the chairman, or praise certain members of the committee ; but as it is the committee's report, should this be done ?

The secretary should draft the report in the name of the committee, and show it to the chairman before the committee meets. The committee has the right to amend or re-draft the report. [Appendices 6, 7 and 11.]

85. The outgoing secretary is responsible for sending a copy of the annual report and audited statement of accounts and balance sheet to the National Union. [T.G. XV.1, Fed. XV.2.]

86. The agenda for the annual meeting should be circulated to all the members or Guilds [Appendix 16, B.2.] It should contain any resolutions that are to be considered, including any proposals regarding local rules and standing orders.

87. Although the result of the ballot for officers may be announced at an annual meeting, the chairman of the previous year is chairman for the whole meeting. The retiring treasurer is responsible for the financial business at the meeting, and the retiring secretary for writing the minutes.

**After the Annual Meeting**

88. The members of the committee should meet immediately after the annual meeting for the purpose only of deciding the date and time of their first meeting. The retiring officers should attend this meeting to plan how to hand over.

The retiring secretary should be responsible for receiving and checking nominations and making preparations for the ballot if the officers are to be elected by the committee. [T.G. XI.D.1, 2 and 3.]

89. Who takes the chair at the first committee meeting after the annual meeting, if the officers are elected by the committee ?

As nominations have to be made a fortnight before the committee meets, if there is only one nomination, then the nominee can take the chair.

But if there is more than one nomination, a temporary chairman, who is not one of the candidates, should be nominated and elected by the committee members, to act until the result of the ballot is known, when the elected chairman takes the chair.

90. When there is a change of officers in a Guild or Federation, particularly when there is a new secretary, care must be taken to see that there is no failure in the continuity of the work of the Guild or Federation. Arrangements should be made for handing over the papers, and explaining to the new secretary what has been planned, and what has still to be arranged.

It may be necessary for the outgoing secretary and treasurer to attend the first meeting of the new committee to hand over minutes and accounts, etc. [T.G. XI.C4.]

**Committees**

- Definition** 104. A committee is a body of persons to whom detailed work is entrusted.
- Procedure** 105. If the members are to be interested, wise decisions are to be reached, and time is not to be wasted, it is essential that the meeting shall be conducted in an orderly way.
- STANDING ORDERS** There are recognised rules of procedure for the conduct of meetings. Each committee has to elaborate these to meet its particular needs. Those points on procedure that a committee lays down for itself are called its "Standing Orders." A whole handbook could be written on the conduct of meetings alone, but the following are certain points to be observed by all committees. [T.G. XI.E.5 and F.1; *Para. 128*; *Appendices 16* and *17*.]
- HINTS** Always address your remarks to the chairman. Show courtesy to her. Her decision on procedure or what can be discussed is final.
- Put what you have to say clearly and shortly, so that all understand the point and it is easy for the secretary to draft the minutes. Do not repeat what someone has already said—you show your agreement with her when voting later.
- Keep your temper and your sense of humour.
- Confidential** 106. All discussions at a committee are confidential. Many difficulties in Guilds and Federations have been traced to the infringement of this rule which should be very strictly kept.
- Ballots on Occasion** 107. It may be wise to use the ballot for voting on questions on which there is a strong division of opinion, and when members may find it difficult to vote according to their convictions by show of hands.
- Good Relations** 108. It is as well to bear in mind from time to time the relationship between the member, the committee and officers in the Guild, and similarly between council, and the executive committee and officers in the Federation and National Union.
- COMMITTEE** Although the committee exists primarily to carry out the expressed wishes of the Guild, or council as the case may be, yet it also has the duty of initiating schemes and proposals for the parent body's approval. [T.G. and Fed. XI.A.]
- OFFICERS** The officers are the servants of the Guild, Federation or National Union, as the case may be; at the same time, they are guardians of its policy, and have to insist that it is carried out.
- Carrying out the Constitution** 109. Should a chairman or treasurer ever find herself in the position of her Guild or Federation refusing to carry out what is laid down in the constitutions, or doing something contrary to the objects and functions, she is strongly advised to consult the National Union. [T.G. and Fed. XIV A.1 (b); D.I, 2. *Appendices 1* (4); 18, B.]
- It is most important that there should be a happy, co-operating relationship between the members (or delegates), committee and officers, and that all should retain their rights and liberties under the constitution.

**Sub-Committees**

(T.G. and Fed. XI.F.1 and *Paras. 143-149, 173*)

110. Every Guild and Federation committee is responsible for helping its Guild or its Federation to carry out as well as possible its objects and functions.
- Delegation** Each committee will need to decide whether it can do this best by delegating to sub-committees some of the work involved.
- OVER-ORGANISING** It will need to balance the value of dividing up its work among sub-committees, against the difficulties of over-organisation with too many sub-committees in a small Guild or Federation.
- Study the Problem** 111. It is suggested that in the days between the annual meeting and the first meeting of the new committee, every member of the committee should read and study sections II, III, XI and XIII of the constitution together with appendices 13 and 16. The committee will then be in a position to discuss whether during its term of office all the work indicated there should be delegated or whether some of it should be performed by the committee as a whole.

Whatever sub-committees are set up the main committee will need to see that a balance is maintained between the work of each and that throughout the activities of the Guild or Federation the varied interests of the members are satisfied with things to see, to do and to hear in the four divisions of arts, civics, handicrafts and homecraft.

112. The work of various sub-committees is described in appendix 13; in certain cases the functions of some of these might be combined, at all events where the Guild or Federation is small.

Whether its work is delegated to sub-committees or not, the specimen terms of reference will serve as a reminder to the main committee of the work that has to be carried out.

**Terms of Reference**

(T.G. and Fed. XI.F.1)

113. Some people regard "terms of reference" as a form of red tape, invented to annoy and irritate those who are trying their best to carry out a piece of work. They were not invented by the National Union; their use is a standard method by which everyone knows what they have got to do, no one exceeds what they should do, and most difficulties can be foreseen. Planning for any piece of work is always interesting and in order to draw up terms of reference, everything has to be foreseen and planned.

114. When any sub-committee (standing or *ad hoc*) is appointed, the main committee must carefully consider and minute its terms of reference. These must set out clearly and precisely what powers to act are given it, and what duties it is expected to perform.

Any decision of a sub-committee requiring action that is not covered by its terms of reference must first be submitted in the form of a recommendation to the main committee.

115. Every sub-committee should be instructed to make full use of all N.U.T.G. notices and articles in *The Townswoman*, and of all publications and communications affecting the work of the sub-committee; and to bring all such publications to the notice of the main committee.

It should also be asked to take steps to inform every new member of its activities.

116. The minutes and all records of a sub-committee must always be available for inspection at any meeting of the main committee.

117. What equipment will be allowed for the use of any sub-committee, and what records must be made by it must be decided by the main committee. [*Appendix 13, B.*]

118. Suggested terms of reference are in appendix 13. A sub-committee may always ask for its terms of reference to be altered.

119. The point is often raised as to whether an individual should be asked to carry out a piece of work or whether a sub-committee should be appointed. The wisest course is probably to discourage individuals being responsible for specific work, unless it is entirely routine. [*Para. 20* and *Appendix 14.*]

120. Only the main committee may set up a sub-committee, or authorise an individual to be responsible for any piece of work.

121. There is also the question what is the smallest number of members that can be termed a sub-committee. A sub-committee can consist of two members and the honorary officers.

122. All four officers are *ex-officio* members of all sub-committees. The secretaries of sub-committees must remember, therefore, to summon the officers to all meetings, and no two sub-committees must meet at the same time. [T.G. and Fed. XI.C.3.]

123. The chairmen of sub-committees will give a report of each meeting to the main committee, and important items should be embodied in the committee's report to the Guild or Federation. [T.G. VIII.A.3 (a) and Fed. VIII.A.2 (a).]

124. It is often advisable to appoint an *ad hoc* sub-committee for carrying out the work in connection with some special activity. It must have terms of reference and be subject to the same procedure as standing sub-committees. [*Appendix 13, L.*]

BALANCE OF INTEREST

Some Suggestions

Planning

MINUTE THEM

USE N.U.T.G. PUBLICATIONS

INFORM NEW MEMBERS

Records

EQUIPMENT

Suggested Terms of Reference

INDIVIDUALS OR SUB-COMMITTEES

AUTHORITY

Size of Sub-committees

Officers

Reports

"Ad hoc" Sub-committee PROCEDURE

**Elections**

(T.G. and Fed. XI.D and *Appendices* 6, 8, 9, 10, 11.)

- Nominations** 91. Nominations for officers or committee need not be seconded.
- Re-nomination** 92. No one should accept re-nomination as a matter of routine, and those who have been some time on the committee should consider whether the objects of the Townswomen's Guilds might not be better fulfilled by allowing a wider circle of Guild members to have the benefit of committee experience.
- Officers** 93. No member can hold two offices in her Guild, nor in her Federation, although it is quite usual to accept nomination for more than one office.  
The officers are usually elected in this order: chairman, honorary treasurer, honorary secretary, vice-chairman.
- A Tie** 94. When there is a tie in the ballot, a second ballot should be held. If that again results in a tie, the chairman of the meeting has the casting vote. Sometimes the chairman prefers not to use that vote, but advises the Guild to have a "draw" for the final place.

**Lack of Nominations**

- For One Office** 95. It may sometimes happen that although there are nominations for some of the offices, there is none for one of them. This creates a great difficulty in a Federation or in a Guild when the Guild elects the officers.
- HOW TO ACT** The problem can be dealt with temporarily in two ways; either the old officer, for the office lacking nominees, can continue in office until the next meeting, or the committee can fill the vacancy by a temporary appointment. In either case the postponed election should take place at the next meeting, and all arrangements for it, including the time by which nominations are to be received, should be in accordance with the procedure laid down by the constitution. [T.G. and Fed. XI.D.]
- THE REASON WHY** The Guild or Federation should find out why there is this lack of members willing to take office and take steps to prevent the difficulty happening again.
- For all the Offices** 96. It has been known to happen that when the time has come to elect the officers of a Guild or Federation, no nominations whatever have been received.
- ENQUIRY** The best method of dealing with this unfortunate position is to have a round table conference to discover:
- (a) why there have been no nominations;
  - (b) if the members or delegates wish the Guild or Federation to continue;
  - (c) if it is to continue, how nominations are to be secured.
- If the desire is to close down, the National Union should be informed at once, and a special meeting and enquiry will be held by it. [T.G. and Fed. XIV.B.]  
If there is a determination to continue, the old officers should be asked to remain in office until a special meeting has been called to elect the officers, under the normal procedure (see above).

**Presidents and Vice-Presidents**

97. The National Union has a president and vice-presidents; Federations and Guilds can appoint them if they wish to do so.
- Presidents and vice-presidents are not members of the committees, unless they are elected or co-opted to them in the ordinary way. Presidents and vice-presidents are not officers; therefore they cannot, simply by virtue of their office, preside at the annual or any other business meeting. [Para. 80.]

**Co-options**

98. Guild and Federation committees should take certain facts into consideration when making co-options, either of those additional members allowed under the rules, or to fill vacancies.

They should bear in mind that delegates, if not committee members, will have to be **Delegates and co-opted**, and that chairmen of all sub-committees must be on the main committee. [T.G. **Chairmen of IX.1 (a), X.2 (a), XI.B.4, E.2 (a), F.3, Fed. IX.1 (a), X.2, XI.B.3, F.2.] Sub-Committees**

Co-options are not restricted to Guild members.

**Delegates**

99. It is important to choose delegates wisely, and to find the best people to interpret **Choice** the Guild's or Federation's point of view, and to bring back a good report to the Guild or Federation.

Are Guilds or Federations right when they appoint a member as a delegate in order that she shall become interested in the movement? Surely it is in the Guild or Federation that interest should be aroused.

Guilds are advised to consider whether the Federation council would develop best to be a strength to the National Union and a help to its constituent Guilds, if delegates were **GUILD OFFICERS** Guild officers, or ex-officers.

In the same way, would the council of the National Union be strengthened if Guilds and Federations appointed officers as their delegates?

100. Guild committees should discuss, when considering the election of Federation **Continuity of delegates, whether it is best to change the delegates each year (or fairly frequently) in Federation Council** order to spread the interest in the Guild, and to prevent delegates staying in office too long; or whether too frequent changes make it difficult for the Federation council to develop efficiently, and thus become able to undertake more and more constructive work for the National Union. It might be argued that lack of continuity in the personnel of the Federation retards its development.

101. Guilds and Federations are often puzzled as to how far they should instruct their **Instructed delegates, and how much they should leave to their discretion. Vote**

It would seem reasonable to instruct them on any question of principle, or anything involving finance.

Yet, when the delegates meet, a new point of view may be put forward; and a delegate is worried, for she has her instructions and at the same time feels certain that, if the Guild had heard the arguments, it would have given different instructions. She may then decide to vote against her instructions, and take the risk of either being "white-washed" or censured when she reports what she did.

The problem is one that Guilds and Federations should discuss, and in time they may evolve the best method of dealing with the question.

102. The Guild committee should decide which delegate should vote and be responsible **Voting Delegate** for reporting to the committee and Guild, when both attend. There is likely to be confusion, if this is not planned, and the Federation reports may lack continuity. [Fed. VIII.2.]

103. When a Federation delegate is unable to attend the council, she should inform the **Absentees** chairman of her Guild at the first possible moment. It may easily happen that the other delegate is also unable to go, and the chairman will then have to appoint an observer. [T.G. X.3.]

If the Guild committee finds that a delegate is unable to attend several meetings of a Federation council, it should seriously consider asking her to resign and electing someone else in her place. [Para. 197.]



An *ad hoc* sub-committee is disbanded when its work is finished. But if its work is not completed by the time of the annual meeting its members, as in the case of standing sub-committees, automatically retire. This may cause a difficulty, for it is often imperative that continuity should be secured. [T.G. and Fed. XI.F.4.]

It is usual in such cases for the *ad hoc* sub-committee to be re-appointed by the committee *en bloc*; but it would be wise to consider whether there should be any co-options.

Care should be taken to ensure that the chairman of the *ad hoc* sub-committee is on the main committee. [T.G. and Fed. XI.F.3.]

**Guild Sub-committees**

ALTERNATIVE METHODS

125. The committee must itself appoint the members of each sub-committee, the number to be appointed being agreed first. [Appendix 16, E.1.]

The Guild committee should bear in mind the desirability of recruiting non-committee members on to sub-committees.

Sometimes the committee may appoint the chairman of a sub-committee and ask her to prepare for consideration a list of members suitable for and willing to accept appointment; or members may be asked to notify the Guild secretary if they would like to serve on any particular sub-committee.

FINANCE SUB-COMMITTEE

126. Guild committees should seriously consider whether it would be advisable to set up a finance sub-committee. Many consider that as finance is such an important subject it should be dealt with entirely by the main committee.

The advantages of a finance sub-committee are that a group of members is concentrating on the subject, drawing up the budget, and devising proposals for financing the Guild.

It is important to give thought as to who should form a finance sub-committee. It is suggested that the treasurer might be chairman, and the members the chairmen of sub-committees that are concerned with expenditure. [Appendices 13, F and 16, E.]

PROGRAMME SUB-COMMITTEE

127. Many Guild committees find a programme sub-committee useful, others prefer that the programme should be planned by the Guild committee itself. One interesting way of forming the programme sub-committee is to appoint the chairmen of appropriate sub-committees as its members, e.g. civics, homecraft, handicrafts, arts, and entertainment. [Appendices 13, C and 16, E.]

**Standing Orders**

(T.G. and Fed. XI.E.5 and F.1.)

128. Standing orders are the rules by which a meeting conducts the business. If none are adopted the members soon find that they do not know what to do under certain circumstances, because it has not been thought out and agreed.

Well drawn up standing orders save much waste of time at meetings and much discussion. Specimen orders are in appendix 16.

Standing orders vary; they can be as elaborate as those of a County Council, or just a few simple rules.

Some rules are necessary to ensure orderly conduct and quick despatch of work. Too elaborate rules are as destructive to their purpose as lack of rules. The specimen standing orders are given for a medium-sized Guild. [Para. 105.]

**Absent Officers**

**Chairman and Vice-Chairman Both Absent**

129. Should the chairman and vice-chairman both be absent from any committee or Guild or Federation council meeting, a member of the committee should be elected chairman for that meeting only.

If it is at the Guild meeting that they are both to be absent, and this is known in time, the committee should meet first. It will then elect a temporary chairman, or if the Guild elects the chairman, suggest to the Guild who should be chairman.

PROCEDURE

It is the duty of the secretary in such circumstances to tell the committee or Guild or Federation council what has happened, ask for nominations, and conduct the election. It is usual that there is only one nomination in such cases, but should there be more, then a ballot will have to be held. Neither the secretary nor honorary treasurer should act as chairman.

**Resignations**

130. If an officer resigns, her place must be filled by the same procedure as that for the annual elections. [T.G. and Fed. XI.D.]

When the chairman resigns, the vice-chairman takes the chair until a new chairman has been elected. CHAIRMAN

If the committee or Guild or Federation (whichever elected the officers) wishes the vice-chairman to be chairman, she should be nominated in the ordinary way and, if elected, a new vice-chairman will have to be elected by the same procedure. Position of vice-chairman

When an officer or a member of a committee resigns, she should not attend the meeting when her resignation is under discussion. Attendance

**Absentees**

131. When a member has been absent for three consecutive committee meetings the committee has to decide whether her reasons are adequate, or whether her membership of the committee has lapsed through lack of attendances. [T.G. and Fed. XI.E.1.] Committee Member

It might be wise at the end of every meeting to discuss absences, and decide whether the reasons are in each case adequate.

In this way, the secretary will know after the third absence, whether to summon the absent member to the next committee; or to inform her that her membership of it has lapsed, and report to that meeting the vacancy and place "co-option" on the agenda. [T.G. XI.E.2a and Fed. XI.E.2.] CO-OPTIONS

**Officers' Meeting**

132. There is often much to plan and discuss between meetings of the committee and of Federations and Guilds, and the four officers find it most helpful to meet. These meetings are informal unless there is emergency action that must be taken.

**Correspondence**

133. Who signs letters on behalf of the Guild or Federation? Unless this point is settled, there may be difficulties later. Signing Letters

The secretary is responsible for signing all important letters. The committee may agree to her delegating some of the letters to the secretaries of sub-committees; but it must be clearly minuted what correspondence can be delegated. [Appendix 13, B.] DELEGATION

In no case may this include correspondence with local authorities or other public bodies; requests for estimates; nor agreements to pay money.

All contracts and orders should be in the name of the Guild and not of individuals.

As a general principle the correspondence delegated to the secretary of a sub-committee should be limited to:

- (a) letters to members of the sub-committee and to Guild members on matters in connection with the work of the sub-committee
- (b) letters to class teachers and producers (after their appointment).

The Guild secretary, who as an ex-officio member of each sub-committee knows what correspondence is necessary, is responsible for all other letters.

134. The secretary should consult with her chairman as to what letters the chairman should see before despatch. Letters involving questions of principle or policy, or important letters to public bodies should, among others, be seen by the chairman, and in some cases would be better signed by her. CHAIRMAN'S DUTIES

**Records**

135. It is important to decide what papers and records should be kept and what should be thrown away. The committee should probably lay down a general guide for the secretary and treasurer.

**Permanent** The following must be kept permanently : all minutes, annual reports, annual statements of accounts, copies of all programmes, a file of *The Townswoman*, and important circulars from the National Union.

Receipts and used cheques should be kept for seven years.

**Ownership** All Guild or Federation minute books, account books, records, correspondence, etc., are the property of the Guild or Federation, and must be regarded as only temporarily in the custody of the officer concerned.

**Delegation of Work**

**Opportunity to Learn** 136. In the Guild movement it is part of our education as citizens to have an opportunity of learning Guild and Federation management and procedure. It is also good organisation for the secretary and, to a more limited extent, the treasurer, of Guilds and Federations, to delegate what can be wisely and safely given to others to carry out. They themselves, however, have the ultimate responsibility of seeing that the work is done.

**Responsibility** Who should decide what should be delegated? This is the work of the four officers to discuss and the committee to arrange. [Paras. 110-128.]

**Assistant Secretary** 137. Many Guilds and Federations appoint an assistant secretary, and it is usual for her to be a committee member, for it might be difficult for her to deputise for the secretary in an emergency, if she were not aware of the business of the committee.

NOT AN OFFICER The assistant secretary is not an officer.

**FINANCE**

(T.G. and Fed. XIII.)

**Financial Procedure**

138. The treasurer will welcome the strict financial procedure laid down under the constitution. It is her safeguard, and, because of it, Guilds and Federations should find it easy to persuade members to be nominated for that office. It is a mistake to regard these safeguarding clauses as showing lack of faith in the treasurer ; no experienced treasurer will take that view. **Safeguard**

139. The committee must explicitly sanction the payment of accounts for items of expenditure that the Guild or the Federation council has previously agreed. [T.G. and Fed. XI.A.4. XIII.F.4.] It will naturally take care that all its decisions are clearly minuted, including the names of proposers and seconder. The form of the resolution suggested is as follows : **Minuting Authority to Pay**

“ That the following accounts be passed for payment : ”

and then give the names of the persons to whom money is to be paid, state for what it is paid, and the amount in each case.

This gives the authority to the treasurer to draw the cheques, and is available for the auditor to verify that all payments are in order. [Appendix 18.] **AUDIT**

140. The Guild or Federation committee has to decide where the Guild or Federation funds shall be banked. The account at the bank must be in the name of the Guild or Federation. [T.G. and Fed. XIII.F.1.] **Banking**

Any bank can be chosen, provided it is one that issues cheques or crossed warrants for payment. The committee will decide whether a bank and its procedure, or the Post Office savings bank and its methods are preferred. [T.G. and Fed. XIII.F.5.] **CHOICE**

Information with regard to a Post Office Savings Bank account for a society can be obtained from The Controller, Post Office Savings Bank, West Kensington, London, W.14. **POST OFFICE SAVINGS BANK**

141. When the treasurer reports to the committee, Guild or Federation council she should remember to point out what expenditure has been approved but not yet paid. That means, when she states what the balance is, she should at the same time give a list of what has to be paid out of that balance, and then give the figure which is the available cash for further expenditure. [T.G. VIII.A.3. (b) XIII.F.7. Fed. VIII.A.2. (b) XIII.F.7.] [Appendix 18, E.] **Reports**

142. The treasurer will require to have the pass-book made up to date by the bank before each committee meeting. The committee, when it inspects the various records that the treasurer has to produce, will then be able to compare the bank balance with the cash book. [T.G. and Fed. XIII.F.7 and 8.] [Appendix 18, G.] **Procedure at Committee**

**Budgeting**

143. Budgeting is essential and at the same time is fascinating. Specimen budgets are given in appendix 19.

The Guild or the Federation council must approve all budgets, whether for general purposes or special activities or money-raising efforts for charities. **Procedure**

If a sub-committee has been appointed to plan any work that involves expenditure it must prepare a budget for the main committee to incorporate in the scheme to be presented to the Guild or Federation council for adoption. [Appendices 13, B, and F. (2)]

144. Each item in a budget submitted by a committee may be discussed, and amended if that is the desire of the majority. Once passed a budget authorises the committee to spend on each item the individual sums specified. If the committee afterwards wants to spend more on a particular item than the budget allowed, it must ask the Guild or the Federation council for permission to do so, even if economies have been made on other items so that the total of the budget has not been exceeded.

145. It must be decided, when the budget is considered, what is to happen to the balance of the earmarked funds at the end of the year ; are they to be merged in Guild (or Federation) funds, or remain earmarked for the following year? **EARMARKED FUNDS**

In the absence of any decision to the contrary, all unexpended balances will belong to Guild (or Federation) funds. [T.G. XIII.A.4. and Fed. XIII.A.3.]

FOR  
ACTIVITIES

146. Every year there are many activities both of Guilds and Federations that need separate budgets.

Possible  
Deficit

It is important in these budgets to show quite clearly what are the expenses that will have to be met should the activity, for any unforeseen reason, be postponed or unsupported.

If there are no funds available out of which a deficit could be met, then the situation must be faced and decisions made. It is unwise to wait until there is a deficit before dealing with the position. [Appendix 19, B, and C.]

Possible  
Surplus

It must be decided in advance in every case what is to happen to the balance of a money-raising effort if more money is raised than is needed for the purpose for which the effort is organised.

The committee should consider these problems, and make recommendations to the Guild or Federation. The decisions rest with the Guild or with the Federation council.

Treasurer and  
Sub-committees  
ASSISTANT

147. A sub-committee cannot appoint a treasurer. The Guild or Federation treasurer is responsible for the finances of all sub-committees, although she can depute the assistant treasurer to act for her if the Guild committee has appointed one. [T.G. XIII.A.5 and Fed. XIII.A.4.] [Para. 165.]

**Petty Cash**

Allocation

148. The committee of a Guild and the Executive committee of a Federation have to decide which sub-committees can have petty cash, including which members of such sub-committees can hold it. [T.G. XIII.A.6, F.6 and Fed. XIII.A.5 and F.6.]

It is not necessary that the maximum should be given in every case.

Limits

When petty cash is issued to a member it should be clearly stated what items she may purchase with it, and what should be referred to the treasurer for payment in the usual way. [Appendix 13, B.]

AUDIT

The auditor will require all petty cash balances to be called in at the end of the year and banked before the accounts are audited. [Appendix 18, H.1.]

Imprest System

149. The imprest system works in this way :

- (a) The committee decides how much petty cash is to be issued to any particular Guild or Federation member.
- (b) At each committee meeting that member brings or sends her account book and receipts and the committee approves the account.
- (c) The committee authorises the treasurer to issue to that member the amount she has spent of the petty cash, to bring it up to the original sum she is allowed to hold. [Appendices 6 (3 b) (5 b and d) ; 18, K.]

Cheque to  
Cover Several  
Payments

150. The treasurer would be wise to discuss with the committee the possibility of drawing a cheque to cover the known expenses at a Guild or Federation meeting, or for a special function such as a handicraft exhibition. The items to be included in the cheque would be for payments that, under the constitution, need not be made by cheque or crossed warrant. [T.G. and Fed. XIII.F.5.]

Should there be, for any unforeseen reason, an unexpended balance from this cheque, it must be re-banked by the treasurer after the meeting or function.

" CHANGE "

This cheque could also include a sum for " change," which would, of course, be re-banked after the meeting.

**Federation Delegates' Fares**

151. The decision as to what the " fares pool " should be, and what each Guild's share should be, is a simple arithmetical calculation. [Fed. XIII.D.1. and 2.] **Calculation of Pool**

Decide :

- (a) Where the Federation council is to meet.
- (b) How often it is to meet.

Find out the fare for each delegate to the meeting place (two from each Guild.) Add all these fares together.

Suppose the council meets five times a year including the annual meeting, then multiply the above sum by six (as the old and new delegates will both go to the annual meeting). Deduct that amount of last year's surplus that it has been agreed may be used in this way. [Para. 156 and Appendix 19, D.]

Divide the result by the number of Guilds in the Federation.

That gives you the amount each Guild has to contribute to the pool.

If the Federation council meets in different centres, it will be more complicated to work out, but the method is the same.

152. The fare of the Guild observer will come under the pooling scheme. [T.G.X.3.]

153. As the Federation " fares pool " is, by the constitution, on the lines of that governing the National Union council, two fares will be charged to each Guild whether two members are present at any meeting of the Federation council or not. [N.U.VII.3.]

154. It is important to bear in mind, when working out a scheme for adjusting the pool, that some members might find it difficult themselves to advance the fare, even though it is to be repaid on arrival at the meeting. Everyone should have an opportunity, whatever her financial position, to be a delegate, and no one must be put in the invidious position of having to ask for special arrangements for the advance of the fare.

155. Each Guild could advance the exact fare to both delegates or the observer for each meeting of the Federation council, unless any of the delegates travel together by private car, when one fare only could be claimed.

The Federation treasurer would sign a slip for each delegate or observer as an evidence of attendance at the meeting of the Federation council, which the delegate or observer would present to her Guild treasurer.

In October, before the close of the Guild financial year, each Guild that had paid more than the pooled fare for its delegates would receive from the Federation the balance owing less the pooled fare for all absentees.

Each Guild that paid less than the pooled fare would pay the difference to the Federation treasurer together with the pooled fare for all absentees.

156. It would probably be a unique Federation that could say at the end of the year the full number of delegates had attended every meeting, or that four delegates had to attend the annual meeting from each Guild. This means, in all probability, there will be a surplus in the pool at the end of the year.

This sum should be earmarked in the accounts, and the Federation should decide whether it should be carried to the main account, or continue to be earmarked and thereby reduce the fares pool the next year.

Federations might consider using some of the surplus in this fund for paying the fares of new Guilds in the Federation for a specified period. [Para. 194.]

**Out of Pocket Expenses**

157. It is important to decide what are " out of pocket expenses," and what a member can claim under this heading. [T.G. and Fed. XIII.E.2.] **Principle**

A question of this kind should be decided on principle, and not on a case that may arise, although individual cases will be judged by the principle.

158. The committee of the Guild or Federation will lay down its decision on this question and will be careful to see that too wide an interpretation is not given to the term " out of pocket expenses." [Appendices 13, B and 16, A.]

It should decide whether a delegate or representative can claim her fare and expenses if she does not attend the whole of a meeting or function.

Observers  
Absentees

THE COMMON  
MEETING  
GROUND

A METHOD OF  
PAYMENT

Check

Balancing

SURPLUS

Allocation

Helping New  
Guilds

STRICT INTER-  
PRETATION

If there is to be a minimum time before the claim can be allowed, then it should be specified.

**CONSULTING FEDERATIONS** 159. It might be wisest for the Guilds to discuss the question in Federation to reach an agreed principle; and then later for the question to be further discussed between the Federations, so that in time there will be a tradition by which all Guilds and Federations will agree to be bound.

**STANDING ORDERS** 160. Whatever the Guild or Federation decides should be stated in its standing orders. [*Appendix 16, A (8-10).*]

**Audit and Keeping of Accounts**

**Auditor** 161. The auditor on his/her appointment should be given a copy of the constitution and his attention called to T.G. or Fed. XIII.

He should also be shown paragraphs 138 to 177 in this handbook, and appendices 13, B; 16, A (8-10); 18-25.

**Forms For Annual Accounts** 162. Guilds and Federations have to submit their audited accounts and balance sheets on forms (which have been drawn up by a chartered accountant) issued by the National Union. [T.G. and Fed. XIII.G.4.]

Specimens of these forms as they will appear when completed are given in appendix 23, together with specimens of earmarked and other accounts.

**ACCOUNTS** 163. It would probably be easier for treasurers if a standard method were adopted for keeping the accounts.

**SPECIMEN PAGE** A specimen page for a Guild Cash Book is given in appendix 20, and the National Union is prepared to advise treasurers on methods and books.

The committee should consider purchasing a larger cash book than one with ten columns in order that the treasurer shall have less analysing of accounts to do at the end of the financial year. As the cash book will last many years, the expenditure may be considered advisable; though the treasurer may prefer the inconvenience of more analysing, to the inconvenience of carrying a larger book to the committee meetings.

**LEDGER ACCOUNT** A specimen ledger account is given in appendix 21. It is advisable to keep separate accounts for each fund activity in a ledger, to be entered up from the receipts and payments entered in the Fund Activities columns in the Cash Book. This ledger account will show the position of each fund activity at any time.

**Receipts** 164. Guilds and Federations are strongly advised to use duplicate receipt books with carbon paper rather than books with counterfoils. If a carbon is used, the treasurer has an exact copy of what she has issued. Special duplicate receipt books are published by the National Union (for Guilds only). [*Appendix 33.*]

**DUPLICATE RECEIPT BOOKS** The question arises in every Guild or Federation as to what is the lowest sum for which a receipt should be given or obtained. Auditors vary in their demands for receipts, but it is usual for receipts to be obtained and given for all sums, even of a few pence. This is the practice in the National Union office, and it is believed it is a wise one for all to follow.

**AMOUNTS NECESSARY FOR RECEIPTS** If a receipt is not received by the treasurer within a week of the despatch of a cheque or any other form of payment, she should make enquiries at once, to find out if the money is missing.

**Assistant Treasurer** 165. What happens when the treasurer is away, and how should money be collected when the treasurer cannot be present? The appointment of an assistant treasurer is a solution to the problem. [T.G. and Fed. XIII.F.2. *Paras. 147 and 172-3.*]

**COMMITTEE MEMBER POWERS** An assistant treasurer should be a committee member so that she can take the treasurer's place when necessary.

She cannot sign cheques, but she could be given the paying-in book and pay direct to the bank all that she collects.

**PROCEDURE** She must give receipts for all the money she collects for banking, and it will be the responsibility of the treasurer to check the receipts against the paying-in book.

**Change of Treasurer** 166. When there is a change of treasurer, between one audit and another, it is usual to have an interim audit before the new treasurer takes over her work.

**Third Party Insurance** 167. The Guild or Federation, in considering its financial obligations, will probably also consider its financial risks. It should therefore seriously consider whether it is not wise to insure against "Third Party Risks." Information on insurance can be obtained from the National Union.

**Guild Membership Subscription**

168. When a Guild is formed the members are told that the subscription of 2s. will not cover the expenses of the Guild, but that no member must be asked to pay more than that sum. This is to ensure that the membership of the Guild is open to all women whatever their financial position. It would be quite out of order for a Guild to ask members to increase their subscriptions. [T.G. VI.2.]

**Financial Problems**

169. There are many sources of income available to a Guild, e.g. profit on tea, profit on sales table, and other methods which members will evolve.

170. The amount required to balance the budget is usually raised by co-operative efforts agreed by the Guild when considering the budget.

171. Quite frequently a member of a Guild most kindly offers to hold some function, such as a whist drive, for the Guild, in the name of the Guild. In some cases all arrangements are left to her; she sells tickets, buys refreshments and prizes, and gives the profit to the treasurer. That is not the right way to go to work and is against the constitution. [T.G. XIII.A.5.]

If there is not already a standing sub-committee that could undertake the organisation of the function an *ad hoc* sub-committee should be appointed for the purpose. The financial arrangements should be approved by the Guild committee, which can sanction petty cash under the usual safeguards. All amounts received will be banked by the Guild treasurer, without deduction, and all payments, other than those from petty cash, will be made by her on the authority of the Guild committee. [T.G. XIII.A. and F.] [*Para. 124 and Appendix 19, B and C.*]

172. It is difficult to lay down exactly how best money collected for a class should be paid to the treasurer and banked.

Perhaps neither the treasurer nor her assistant attends the class; it may only be a few shillings that is involved, and the collector of the fees may live far from the treasurer.

173. The committee should lay down in each case who is to collect the money, arrange for receipts to be given and state how and when the money is to be handed to the treasurer. Any member thus appointed to collect money for a particular activity should be given a small duplicate receipt book. She will return this, with the funds she has collected, to the treasurer, who will give her a receipt for the total sum handed over.

All money, however small the amount, must be handed over to the treasurer at the first possible moment. As the collector would be responsible if the money were stolen from her house or got lost, she will naturally want to do this. [T.G. XIII.A.5 and F.2. *Appendix 13, B.*]

174. A method of keeping accounts of sales tables will be found in appendix 22. Only the commission is banked; as the sales at each meeting can be regarded as one transaction, this procedure is in accordance with rule T.G. XIII.F.2. [*Appendix 13, J.*]

175. The members who receive payment for articles sold at the sales table, should either sign in the book for the money received, or give a receipt.

The committee, realising that members may be in a hurry to get the money at the end of the meeting, should approve a method that gives security and despatch.

176. Many Guilds have collecting boxes at their meetings for sick funds and other purposes. After each meeting the treasurer must empty these boxes and bank the money. The committee will arrange the methods by which grants from these boxes shall be made. [T.G. XIII F.2.]

177. Some Guilds have in the past had a "common good" fund; the purposes for which it was to be used have not been specified, and in some cases it has not even appeared in the Guild's audited accounts.

Such unspecified funds are no longer possible under the constitution; and, unless a resolution was passed stating the purpose for which they were raised before they were collected, these funds must now be absorbed in the Guild's general funds. [T.G. XIII.A.2, 3, 4 and 5.]

**Money-raising Efforts**

BY INDIVIDUALS

**Collecting Class Fees**

DIFFICULTIES

PROCEDURE

**Sales Table**

RECEIPTS

**Collecting Boxes**

**"Common Good" Fund**

FEDERATIONS

When this section is being studied it is essential that paragraphs 1-177 should be read.

**Future** 178. It is assumed that officers and committees of Federations know more of procedure than those of Guilds. So the information given is less detailed in this section. If there is doubt on any point it is suggested that the Guild section should be studied.

179. It is important, with the growth of the movement, that the National Union should be in a position to delegate more and more of its work each year to the Federations. It will not be easy to evolve a national scheme while some Federations are experienced, some very small, others very new.

It is essential that Federations should grow in efficiency and powers of co-operation so that the delegation that is normal in all democratic organisations shall keep pace with the growth of the whole movement.

**Duties** 180. It is perhaps impossible to lay down in detail exactly how each Federation should carry out its duties. If a new Federation had a formidable list, it would give up in despair ; and an old, efficient and enterprising Federation might regard the list as wholly inadequate.

**Co-operation with the National Union** 181. In order to carry out its functions effectively, i.e. to help and encourage Guilds to fulfil their functions, a Federation should work in very close co-operation with the National Union.

**EXPERIMENTS** Federations have not yet passed the experimental stage, and all will be trying out new methods of work. The National Union can help, if it is aware of these experiments, and should be the "clearing house" for keeping all Federations informed of them.

**NEW FEDERATIONS** 182. New Federations will be formed every year, so that if there is close co-operation between each Federation and the National Union, the experiences of the older Federations will enable the new ones to develop satisfactorily at an early stage.

**ADVICE TO GUILDS** 183. It is obvious that Guilds will more and more expect the Federations to advise them on questions of doubt and difficulty. Yet, owing to the difference in knowledge and efficiency, the value of this help will vary.

It is, therefore, difficult even to suggest what matters should be referred to a Federation for advice and what direct to the National Union. Perhaps the Federation most anxious to advise would be the one whose advice might be the most unwise. So it seems that no hard and fast rules can at present be made, and perhaps never should be.

Federations should remember that if they are asked to solve a problem they can always apply to the National Union, which will endeavour to give the data for the reply.

**Programme and Budget** 184. When a Guild plans its programme and budget, it does so remembering the common meeting ground ; that is, it aims at suiting the wishes of the majority, while respecting those of the minority, and endeavours to keep the expenses of each activity sufficiently low for all to be able to join.

The Federation has the same responsibility to preserve the common meeting ground, and should watch that the joint activities that it organises are such that they will appeal to the *members* of the constituent Guilds and not be so expensive that many are kept from joining in.

185. The Federation budget must also be watched to see that it is not too great a burden on Guilds that find difficulty, because of the financial circumstances of their members, in raising the money in the Guild to pay the affiliation fee. [Fed. VI.3 and VIII.A.3 and 4.] [Appendix 19, D.]

**Experiments in Methods** 186. Federations can do interesting work by organising conferences or schools, in conjunction with the National Union or otherwise, for the purpose of finding out new methods of studying various subjects in Guilds, e.g. B.B.C. group leaders' schools, Handicraft "Weeks," demonstrations on Committee procedure. [Fed. V.6 and T.G. V.5.]

**Guild Reports** 187. There is an opportunity when the Guilds give their reports at the Federation Council, for constructive work to be done. These reports should not be mechanical, and delegates should be encouraged to report their Guilds' failures as well as their successes, in order that their difficulties may be solved by the experience of others. If the solution of the difficulty cannot be found at the Federation council, the National Union might be consulted. [Fed. V.3.]

188. Every Federation should compile a panel of speakers and demonstrators that are known to be worth recommending to Guilds. This is one of the important pieces of work expected of Federations. [Fed. V.8.]

The panel should be revised from time to time, when the opportunity should be taken to remove the names of speakers who have proved unsatisfactory or unreliable. As much of this information will be confidential, it might be wise to appoint a small panel sub-committee.

189. It is not sufficient for the panel to contain only those speakers recommended by Guilds. An attempt should be made to stimulate in the Guilds an interest in as large a number of subjects as possible, and therefore the Federation should think out a variety of subjects, and find the speakers or demonstrators.

190. It should also consider whether a copy of the panel should be given free to each new Guild.

191. The Federation council would be wise to discuss how far Guilds should approach local authorities, and other public and voluntary bodies, direct, and in which cases it would be wiser for the Federation to act on behalf of all the Guilds. [Fed. V.7.]

192. Every Guild under the constitutions must join a Federation [Fed. VI.1 and T.G. V.6], but exemption will, of course, be given to Guilds that are too far from an existing Federation or are not yet sufficiently established to join in forming a new one. [T.G. and Fed. XIV.D.4.]

193. But Federations will have this problem to solve: how best to give a new Guild help and service, when it is not financially established and is not in a position to face the expenditure that joining a Federation involves. When it can least afford to federate is the time that it will gain most by federation.

194. Some Federations allow delegates from new Guilds for a period without payment of Federation fees. If this is done they are able to ask help and receive inspiration from the other delegates.

If such a scheme is adopted the Federation would have to decide whether these delegates should have votes and whether their fares should be paid from the pool [para. 156].

In general all new Guilds are encouraged to enter for Federation activities.

195. Each Guild will be represented on the Federation council by two delegates, but has only one vote at council. [Fed. VIII.1 and 2.]

It is suggested that one voting card should be issued at each meeting to one delegate from each Guild, and that voting should always be by show of cards. These cards should be collected again at the end of each meeting.

196. The council should make arrangements by which the chairman can know which Guilds are represented by an observer, so that it can be ensured that any observer votes only on the instruction of her Guild. [T.G. X.3.]

197. Should the secretary of the Federation inform Guilds when their delegates or observer have failed to attend any Federation meeting, or only after a certain period? Continual absence of delegates is to be deplored [para. 103], particularly as the Guild is bound by the decisions of the Federation.

198. It is left to each Federation to decide whether delegation to an executive committee will be the most efficient way to carry out its work and most economical in time and money. Experience of the various Federations will be pooled, and later it may be possible to advise new Federations on the problem. [Fed. VII.2.]

199. If a Federation council has decided not to have an executive committee, it should reconsider the position before the annual meeting, so that if it decides that the time has come to have an executive committee, nominations for it can be received in time for the election to take place at the annual meeting. A meeting of the Federation council can be a special meeting for this purpose, if notice of the discussion is on the agenda for that meeting.

200. The officers of a Federation that decides not to elect an executive committee must study the Federation constitution carefully to ensure that what an executive committee has to do is carried out by the full council.

**Panel of Speakers**

**Other Organisations**

**The New Guild**

**FINANCIAL DIFFICULTY**

**REMITTING FEES**

*Privileges*

**Voting at Federation Council**

**VOTING CARDS**

**Observers**

**Absentees INFORMING GUILDS**

**Executive Committee**

**PROCEDURE**

**COUNCIL DOES WORK OF EXECUTIVE**

- Sub-committees** 201. The Federation council or executive committee should consider on what basis the sub-committees should be formed. If the work that a sub-committee has to do needs people on it with specialised experience, it is obviously unwise to have the membership of the sub-committee on a representative basis. In any event, efficiency should be the deciding factor. [Fed. XI.F.] [Appendices 13, and 16, E.]
- MEMBERSHIP**
- Decisions on Policy and Finance** 202. The chairman of a Federation has a responsibility in watching to see that the the council does not make a decision involving policy or finance without the Guilds' having had an opportunity of discussing the matter, and of instructing their delegates if they wish to do so. [Fed. VIII.A.4.]
- CHAIRMAN'S RESPONSIBILITY** As a result of a discussion on a point that appears to be a matter of routine, it may be found that policy or finance is involved. It is then that the chairman must be firm and refuse to allow a decision to be taken until the Guilds have been consulted. [Appendix 1 (4).]
203. In normal practice it means that all agendas for the Federation council should be circulated to Guilds at least four weeks before the meeting of council. [Appendix 16, F.]
- Visitors** 204. The question of expense of a larger hall may govern the Federation council's decision as to whether visitors should be admitted to the annual meeting. But Federations are reminded that if the Guild member is to learn to appreciate the value of the Federation and support it, then hearing its annual report and being present at the annual meeting is valuable. [Fed. VIII.B.6.]
- ANNUAL MEETING**
- COUNCIL** 205. A few Federations have encouraged Guild members to attend the ordinary meetings of the Federation council. This is an unusual and unwise procedure.
- OPEN MEETINGS** 206. Some Federations have made a compromise, and had the council business meeting in the morning, followed by an open meeting in the afternoon, such as a lecture, discussion, or other activity, where Guild members are welcomed. Advantage might be taken of such an open meeting to interest the visitors in a particular branch of the work in which the Federation council is engaged at the time. [Fed. V.6.]
- After Annual Meetings** 207. It is suggested that, if arrangements have not previously been made, the delegates forming the new council should meet, to plan their next meeting, directly after the annual meeting.
- Guild Declarations** 208. The National Union should be informed if a Guild fails to send, within a reasonable period of the date on which it has planned to read it, the signed declaration to carry out the objects and constitution. [Fed. V.4.] [Appendix 32.]

## THE NATIONAL UNION

- What it is** 209. The National Union is all the Guilds and Federations that have been formed by it, and that have agreed to abide by the objects and constitutions and rules for Townswomen's Guilds and Federations. [N.U. IV.]
- Control** It is controlled by the annual council meeting. The powers of the executive committee are limited.
- The Executive** 210. The executive committee serves the National Union (Guilds and Federations), it carries out council's wishes; and during its term of office the committee administers the whole Union as it believes council intended it to do.
- FUNCTIONS** The executive committee also initiates schemes, and interprets the three constitutions to the best of its ability.
- RELATIONSHIP TO GUILDS AND FEDERATIONS** 211. The executive's relationship to council, the Guilds and Federations can be compared to that of a Guild committee to the Guild. If this is realised, then advice will be sought from the executive, and the proposals it makes for carrying out the objects and the decisions of council will receive sympathetic and understanding consideration by all concerned.
- It is very important that every Federation, Guild and Guild member should understand this relationship, so that all can realise that the National Union, Federation and Townswomen's Guild have the same object, the same motive, and the same ideals.

212. It is only if this is understood and appreciated that the movement will keep what is very precious, the happy co-operation between the National Union, Federation, Townswomen's Guild and the members. **CO-OPERATION**
213. In a democratic movement the rights of the individual are of first importance. Therefore in the Guild movement the member, the Guild and the Federation have the right of appeal to the National Union, so that their rights and liberties can be safeguarded. [N.U. IX.G.5. Fed. XV.6. and T.G. XV.5.] **Right of Appeal**
214. A Guild or Federation may find great difficulty in carrying out some particular part of the constitution. This may be an indication that there is a case for special exemption being given by the National Union; or it may be that with advice the difficulties can be overcome. [N.U. IX.G.3., Fed. and T.G. XIV.D.4.] **Exemptions**
- In all such cases it is wise to consult the National Union as soon as possible.
215. The Guild or Federation or their committees should bear in mind that, if at any time they need more help and advice than is possible by correspondence, they can ask for a representative of the National Union to attend their meeting. [N.U. IX.G.2. Fed. XV.5 and T.G. XV.4.] **Representative of National Union**
216. The executive committee draws up the agenda, and selects the resolutions and amendments from among those sent in by Federations, Guilds, itself and its members. [N.U. VII.A.7, 9, 10; XIII; S.O. III.3 and 4.] **Agenda for Annual Council Meeting**
217. Every Guild and Federation can originate a resolution or amendment, but it would throw a very great responsibility on the executive committee, if all were to do so.
- Would the best method for building an interesting annual council meeting be for Federations and Guilds to send to the National Union at any time of the year proposals for council on important points as they arise? It should be a gradual maturing of ideas that have been well discussed before being sent forward as resolutions for Council.
218. The executive publishes its programme and budget each year in *The Townswoman* for all members to read before it is considered by council. [N.U. VII.A.6. (c)] **Finance BUDGET**
219. It includes, in addition to the normal income, a sum which all the Guilds together agree each year to raise by a co-operative effort in the Guilds as a voluntary gift. This they do to balance the budget. The resolution governing this is in appendix 24. **VOLUNTARY GIFT BY GUILDS**
220. *The Townswoman* is published by the National Union for the purpose of carrying out the functions of the whole movement. (N.U.V.5.) It is not meant to compete with any other periodical, either for general information, woman's interests or fiction. With many thousands of readers of varying interests, such a magazine within the compass of *The Townswoman* would be impossible to produce. Members read their own specialist papers. *The Townswoman* forms the common meeting ground for all members, Guilds, Federations, and the National Union. It is a channel of information between them all. **"The Townswoman." PURPOSE**
221. The National Union publishes in it all the news for Federations, Guilds and members, its official notices and its plans. Reports of the work and new experiments of Federations and Guilds are printed. **CONTENTS**
- The magazine can be regarded, too, as the medium for developing the educational work throughout the movement; it is balanced on all sides, Arts, Civics, Handicrafts and Home-crafts. It cannot claim to give exhaustive information on any subject; it suggests methods of study, means of acquiring information, and aims at showing the many sides of controversial subjects.
222. *The Townswoman* has grown in size and circulation; its further development depends on the amount of support individual members give to it. Its growth is important for the development of the movement and for the wider education of the member; and also for the increase in income it brings to the National Union. **CIRCULATION**
223. *The Townswoman* is published on the 20th of each month and can be obtained on that date by post for 3s. a year, or bought at the Guild meeting (or distributed by Guild members before the meeting) for 2d. a copy. **SUBSCRIPTION**
- Free copies are sent direct to every Guild and Federation secretary; and Guilds taking more than four dozen copies (or at least 50 per cent. of their membership) receive a free copy for every dozen bought.

USING THE  
MAGAZINE

224. Many Guilds have evolved interesting ways of using *The Townswoman* in the Guilds. Possibly the most useful scheme is to depute one member, who should have her copy in advance of the meeting, to speak for a few minutes, calling members' attention to what is of particular interest to her Guild, and what will interest the various classes or groups.

WRITING FOR  
IT  
Guild reports

225. Each Guild sends a report of its activities to the Federation, at stated intervals. It is usual for the committee to appoint a press secretary for the purpose who, if new to the work, soon learns in what form the information should be sent. These reports should not be confused with the delegates' reports to Federation Council.

Federation  
reports

Each Federation is advised to appoint a press secretary, who prepares a Federation report for *The Townswoman* incorporating the Guild reports. These joint reports appear in rotation in *The Townswoman* and are a source of great interest to members of other Guilds.

Preparing  
Reports

It is important to bear in mind the purpose for which these reports are written; names of members of one Guild mean little to members of the other Guilds, but convey something to readers of the local paper. The reports in *The Townswoman* are read by members all over the country to find new ideas, learn of experiments, and hear of the successes and failures of others. [Appendix 14 (1).]

## Letters

Guild members are encouraged to write for *The Townswoman*, and perhaps the easiest method to start is by "letters to the Editor"; it is easier to be provocative and controversial in correspondence than in an article, and all readers are interested in that column.

## Experiments

Guilds are always encouraged to write up interesting experiments for the magazine.

Publications  
HANDBOOKS

226. The National Union publishes, besides *The Townswoman*, a variety of handbooks and pamphlets that are of value to Guilds for lectures, classes and their other educational activities. [N.U. V.5.]

## STATIONERY

227. It also publishes stationery and equipment useful for the Guild meeting, the secretary and treasurer.

## LIST

A list of publications, stationery and equipment is given in appendix 33, and an up-to-date list is published monthly in *The Townswoman*.

## Advisers

228. Through its advisers, its committees and its close co-operation with organisations and individuals who have a contribution to make by their specialist knowledge, the National Union gives the Guilds the material for developing their work, planning their programmes, and advice on specific problems.

Conferences, national and local, schools, *The Townswoman* and publications are the medium by which this is done.

## Functions

229. Thus the National Union carries out its functions by forming Guilds and by helping them and the Federations to carry out their functions. [N.U. III.]

## APPENDICES

## APPENDIX 1

## Chairman's Duties and Powers

1. To act impartially.
2. To keep order.
3. To see that the meeting is valid. [Glossary—Meeting]
4. To ensure that the constitution, rules, standing orders and terms of reference are carried out. [Paras 109 and 202. Appendices 13, 16.]
5. To indicate when there is another point of view to consider, e.g. after a talk on a controversial subject.
6. To understand correct procedure.
7. To settle all points of order.
8. To keep to the order of the agenda, unless a majority desire otherwise.
9. To allow no discussion unless there is a resolution before the meeting.
10. To refuse resolutions, amendments or discussion that are irrelevant to the matter in question.
11. To give adequate opportunity for the expression of all points of view, especially that of the minority.
12. To settle which, of two or more members who rise at the same time, shall speak first.
13. To protect the speaker from interruption.
14. To keep discussion to the point.
15. To be certain that the meeting understands what is being discussed and voted on.
16. To put resolutions and amendments to the meeting, after they have been sufficiently discussed.
17. Immediately before putting an amendment to the meeting, to read over the original or substantive resolution.
18. To ask for a show of hands both for and against the resolution or amendment.
19. To declare the result of the voting.
20. To ask if there is any other competent business before closing the meeting.
21. To ensure that at a special meeting only the items circulated on the agenda are discussed.

## APPENDIX 2

## Secretary's Duties and Work

1. The secretary is the executive officer of the Guild, that is, she acts in accordance with its instructions even if these are contrary to her own views. She is also a member of the committee with a vote.
2. The secretary is the person responsible for seeing that the machinery of the Guild, committee and sub-committees works. If there is a gap anywhere, it is her responsibility not necessarily to fill it herself, but to ensure that it is filled temporarily until the next meeting of the committee.
3. The secretary must know the constitution, the handbook, study the appendices, and realise what everyone's duties are.

4. The secretary should:

- (a) read carefully her copy of *The Townswoman* and bring to the committee all points needing action, or of interest to it;
- (b) prepare the agenda for the approval of the chairman;
- (c) consult the chairman before answering important letters (Para. 134);
- (d) order all supplies, unless delegation is agreed by the committee, and check accounts for them when they come in;
- (e) order *The Townswoman* for each month;
- (f) file all letters received and copies of all letters written;
- (g) keep all the Guild's records, other than finance, and ensure that those of the sub-committees are suitably kept.

## APPENDIX 3

## The Lecturer and Demonstrator

1. When inviting a lecturer or demonstrator give the following particulars:
  - (a) date, or choice of dates (mentioning the day of the week as well as the date of the month);
  - (b) time of meeting, and the approximate time at which the lecture or demonstration is to begin, and for how long it is to last;
  - (c) place of meeting;
  - (d) subject, indicating what type of talk is required and whether the Guild has dealt with it in any way before, and ask for a title for it;
  - (e) size of meeting;
  - (f) fee that is offered (or ask what fee is required);
  - (g) arrangements for any hospitality;
 and ask for the following information:
  - (a) what expenses will be required;
  - (b) what apparatus or material, if any, will be wanted;
  - (c) how he/she proposes to travel.
 

(A stamped addressed envelope will facilitate a reply).
2. Two weeks before the meeting:
  - (a) make arrangements for meeting lecturer;
  - (b) make arrangements for hospitality, if this is required;
  - (c) send a reminder of the meeting to the lecturer or demonstrator; if necessary, also give the full address of the hall, and directions for reaching it *either by train* (giving times of arrival and leaving, and the time to be allowed for reaching the hall from the station) *or by road*;
  - (d) make arrangements for any apparatus or materials required.
3. Day of meeting check up that:
  - (a) apparatus and/or materials are at the hall;
  - (b) the lecturer is being met and/or given hospitality;
  - (c) vote of thanks to the lecturer has been arranged.

## APPENDIX 4

## Preparation for the Guild Meeting

The secretary should make certain that those responsible for the following jobs are there before the meeting, ready to do their work.

If they are late or absent, she must at once arrange for other members to do it, i.e. :—

1. greeting the speaker ;
2. marking register ;
3. welcoming new members ;
4. selling tea tickets ;
5. tea ;
6. sales table ;
7. selling *The Townswoman* ;
8. arranging the room by the time members arrive, including :
  - tables in place for treasurer, registrar and, if wanted, tea and stall ;
9. arranging the platform and seeing there are enough chairs on it ; chairman's table, complete with hammer (or bell), water-bottle, glass, pen, ink and blotting-paper ;
10. pinning up notices such as treasurer's statement ; budget ; list of classes ; outings ; standing orders ; and the names of members responsible for various jobs, such as the sale of *The Townswoman* ; and the chairmen and secretaries of sub-committees. Members forget—notice fix facts in their minds ;
11. seeing that pencils and paper are available, if a round table conference is on the programme ;
12. seeing that the equipment required by the demonstrator is in place, and helping him/her to unpack what he brings with him ;
13. any other jobs that have been delegated to members.

## APPENDIX 5

## Specimen Agenda of Guild Committee Meeting

1. Apologies for absence.
2. Minutes of the last meeting of the committee.
3. Business arising out of the minutes (that does not appear elsewhere on the agenda).
4. Finance :
  - (a) position to date ;
  - (b) passing of accounts for payment ;
  - (c) inspection and initialling of books.
5. Sub-committee reports and action arising therefrom :
  - (a)
  - (b)
  - (c)
  - (d)
  - etc.
6. Federation :
  - (a) report of delegates ;
  - (b) action arising therefrom ;
  - (c) consideration of agenda for next meeting ;
  - (d) instructions to delegates in accordance with Guild's decisions.
7. N.U.T.G. :
  - (a) correspondence ;
  - (b) notices in *The Townswoman* ;
  - (c) other business.
8. Correspondence (general).
9. Arrangements for next Guild meeting.
10. Examination of reasons for absences (if any).
11. Any other competent business.
12. Place, time and date of next committee meeting.

## APPENDIX 6

## Time-Table for Preparation of Guild Annual Meeting

(T.G. VIII.B ; XI.C, D ; XIII.G ; XV.(i) ; Paras. 83-96)

## 1. COMMITTEE MEETING BEFORE SEPTEMBER GUILD MEETING

Discuss :

- (a) plan on which the ANNUAL REPORT is to be drawn up (and the secretary immediately afterwards to ask all sub-committees for notes of their work for inclusion in the report, and to prepare the draft of it to show the other officers) ; [Appendix 7]
- (b) arrangements for BALLOT (and afterwards, if approved, secure a separate room for this, or, failing that, screens with which to improvise polling booths) ; [Appendix 8]
- (c) instructions for the RETURNING OFFICER at annual meeting. [Appendix 9]

## 2. SEPTEMBER GUILD MEETING

Members to be reminded that :

- (a) NOMINATIONS FOR COMMITTEE (and officers, if these are elected by the Guild) must be in at least two weeks before annual meeting ;
- (b) each member may make nominations up to the number of places to be filled ;
- (c) each candidate must give her consent to nomination ; [In some Guilds a form is used with a column headed "Has her consent been obtained?"]
- (d) RESOLUTIONS for the annual meeting, including any new local rule, which must reach the secretary one week before the October meeting of the committee.

## 3. COMMITTEE MEETING BEFORE OCTOBER GUILD MEETING

Give authority to treasurer :

- (a) to pay accounts of October meeting ;
- (b) to draw cheque for petty cash after the date of closing accounts for audit. [Para. 148]

## 4. OCTOBER GUILD MEETING

Agenda to include consideration of :

- (a) nomination of RETURNING OFFICER and TELLERS (who should not be members of that Guild or related to a candidate) ;
- (b) nomination of AUDITOR for the ensuing year ; [T.G. XIII.G.2 and Appendix 25.] (Immediately after the meeting approach them all to obtain their consent to appointment.)
- (c) method of announcing the results of the BALLOT or BALLOTS ;
- (d) further reminder that NOMINATIONS for committee (and officers) are due.

## 5. AFTER OCTOBER GUILD MEETING

TREASURER to :

- (a) pay accounts for the October meeting ; [T.G. XIII.G.1]
- (b) call in and bank all petty cash ; [Para. 148]
- (c) make up the books, and prepare the statement for the auditor ; [Appendix 18]
- (d) pay out petty cash (see 3 (b) above).

## 6. TWO WEEKS BEFORE ANNUAL MEETING

SECRETARY to :

- Check up all NOMINATIONS to ascertain :
- (a) if consent has been given ; [T.G. XI.D.2 (c)]
  - (b) if subscriptions are paid to date ; [T.G. XI.D.4 (b)]
  - (c) that nominees are not officers or committee members of other Guilds ; [T.G. XI.B.3]
  - (d) (if officers are elected by the Guild) whether those who nominate candidates for election as officers intend their nominees also to stand for election to the committee ; and if so, whether the candidates have consented to this.

## 7. COMMITTEE MEETING BEFORE ANNUAL MEETING

- (a) consider draft ANNUAL REPORT ;
- (b) approve audited STATEMENT OF ACCOUNTS AND BALANCE SHEET for presentation at annual meeting.

## 8. ONE WEEK BEFORE ANNUAL MEETING

Despatch notice of meeting and agenda to all members. The agenda should include all resolutions, in addition to normal business of minutes, etc., and items specified in T.G. VIII.B.2.

## 9. AFTER THE ANNUAL MEETING

The OUTGOING SECRETARY to :

- (a) post to the National Union a copy of the annual report together with the copies of the General Fund Income and Expenditure Account and Balance Sheet, on the forms issued by the National Union and signed by the auditor ;
- (b) file a copy of both in the Guild records, or paste them in the minute book, whichever is the practice of the Guild.

## APPENDIX 7

## Points for the Guild Annual Report

(Para. 84)

## 1. COMMITTEE AND OFFICERS :

- (a) A list of the officers and any change during the year.
- (b) A list of the members of the committee elected at the last annual meeting and any resignations during the year.
- (c) A list of committee members co-opted during the year.
- (d) Number of committee meetings held.

## 2. SUB-COMMITTEES :

A list of standing and *ad hoc* sub-committees set up and the names of their chairmen.

## 3. DELEGATES AND REPRESENTATIVES :

- (a) The name of the delegate to the annual council meeting.
- (b) The names of delegates to the Federation and mention of any member that has held office in the Federation or given special service to it.
- (c) The occasions on which the Guild appointed representatives or observers and their names.

## 4. GUILD MEMBERSHIP :

- (a) The membership of the Guild, showing separately the number that joined after 31st May.
- (b) The number of lapsed memberships due to non-payment of fees.
- (c) The average attendance at monthly meeting.
- (d) Any comment from the committee as to size and growth of membership and reference made to a waiting list, if any ; perhaps referring to need of a canvass in the district, or the need of another Guild.

## 5. PROGRAMME :

- (a) The year's programme probably grouped into the four sections, indicating how lectures and demonstrations were followed up in some way.
- (b) List of classes, groups, visits, and other activities.

## 6. NEIGHBOURING GUILDS :

A record of any contact with neighbouring Guilds ; and in the case of those Guilds, forming part of a "town group of Guilds" a report of the group's activities.

## 7. OUR GUILD AND OUR TOWN :

- (a) What service has been given to the town by the Guild.
- (b) How far the Guild has used facilities offered by the town.

## 8. FEDERATION :

The part taken by the Guild in various Federation functions.

## 9. NATIONAL UNION :

- (a) Any visits from representatives of the N.U.
- (b) Any work done for the N.U. and financial help given to it.

## 10. THANKS :

Thanks to those outside the Guild who have rendered service during the year.

## 11. PROGRESS :

A general survey of progress or otherwise of the Guild in relation to the objects and functions.

\* \* \*

## DISPLAY ON NOTICE BOARD AT ANNUAL MEETING :

- (a) signed copy of audited statement of accounts and balance sheet ;
- (b) list showing attendances of each committee member at meetings and the total number of meetings held since her election or co-option ;
- (c) lists of members of all standing and *ad hoc* sub-committees, and members appointed by the committee to do special work.

## APPENDIX 8

## Preparation for Ballot for Guild Committee (and Ballots for Officers, if Elected by the Guild)

(Paras. 91-4)

## A. PREPARATION FOR BALLOTS

1. Print, duplicate, type or write out ballot papers with instructions [Appendix 10]. If typed or written each copy must be checked.

- (a) Names should be strictly in alphabetical order, starting with A or Z.
- (b) No distinctive mark must be put against names, such as an asterisk to show who was on last year's committee.
- (c) If the officers are elected by the Guild it is possible for members to accept nomination for several offices and for committee.

In such cases only one election and count can take place at a time. The names of the successful candidates will then have to be scored off the later ballot papers, before these are used, for no one may hold more than one office (e.g. if Mrs. A is elected chairman, and is also a candidate for treasurer and committee, she will have her name scored off the ballot papers for treasurer and committee).

The usual order of ballots is (1) chairman, (2) treasurer, (3) secretary, (4) vice-chairman, (5) committee. They must each be taken separately.

2. Prepare returning officer's INSTRUCTIONS AND TELLERS' CHART. [Appendix 9]

3. Prepare a secure BALLOT BOX.

## B. THE DAY OF THE ANNUAL MEETING

Prepare BALLOT-ROOM (if no room is available arrange screens for privacy) including :

- (a) tables and chairs for voters, returning officer and tellers ;
- (b) pencils ;
- (c) ballot box and papers ;
- (d) tellers' chart and instructions ;
- (e) large envelope for ballot papers after the count, to be sealed by the returning officer and marked "Election of ..... T.G. (officers and) committee, 19....."
- (f) poster with names of candidates to be displayed outside the ballot-room ;
- (g) blackboard or large sheet of paper on which to write the names of candidates that may tie for election to an office or for the last place on committee, and a supply of blank paper for an extra ballot. A second ballot can be carried out quickly if the candidates' names are numbered, members voting by writing the number of the candidate they wish to be elected.



APPENDIX 9

Specimen Instructions to Returning Officer

1. The committee is to consist of ..... elected members.
  2. Every member of the Guild therefore has the right to vote for ..... candidates. She need not vote for the full number.
  3. Only one vote may be given to each candidate. A vote should be marked by a cross against the name and by nothing else. Papers should not be signed.
  4. If a member spoils a paper she may hand it to the returning officer to be destroyed and receive another paper.
  5. If any member cannot see to mark her paper herself, she should ask the returning officer to read the names through to her and to make the crosses according to her instructions.
  6. No conversation should be allowed in the ballot room, except necessary questions to the returning officer.
  7. Before counting the votes the papers should be looked through and any void papers discarded. (Number of void papers should be counted.)
  8. A ballot paper is void if :
    - (a) More than ..... candidates are voted for.
    - (b) More than one vote is given to any name.
    - (c) The crosses are so placed that the returning officer cannot be sure for which candidates they are intended.
    - (d) Anything other than the crosses is written on the paper.
  9. In announcing the results, please give :
    - (a) Total number of ballot papers filled in.
    - (b) Number of void papers (if any).
    - (c) Names of the elected members in order of number of votes gained, with these numbers.
    - (d) Names of those not elected, in the same order.
- Please seal up the ballot papers and tellers' charts in attached envelope.

TELLERS' CHART, for use in counting votes

Names of candidates	Position												
	Total	7th	10th	5th	9th	3rd	12th	11th	2nd	8th	4th	5th	1st
Mrs. Adams	8												
Mrs. Brown	4												
Miss Coutts	9												
Mrs. Day	6												
Mrs. Knight	11												
Mrs. Lane	2												
Miss Meadow	3												
Mrs. Rhode	12												
Miss Sale	7												
Mrs. Smith	10												
Mrs. Thomas	9												
Miss White	14												

(NOTE.—Squared arithmetic books make good charts.)

APPENDIX 10

Specimen Ballot Paper

.....Townswomen's Guild

BALLOT PAPER, 19.....

FOR ELECTION OF ..... MEMBERS OF THE GUILD COMMITTEE

Place a X in the column on the right-hand side of the names of the candidates for whom the votes are cast. You may vote for not more than ..... candidates. If you vote for more than ..... candidates, or mark the paper in any other way, the ballot paper will be void

Mrs. Adams	Miss Meadow
Mrs. Brown	Mrs. Rhode
Miss Coutts	Miss Sale
Mrs. Day	Mrs. Smith
Mrs. Knight	Mrs. Thomas
Mrs. Lane	Miss White

APPENDIX 11

Time-Table for Preparation of Federation Annual Meeting (Paras. 83-96)

1. Appendix 6 (time-table for preparation of Guild annual meeting) and appendix 8 (ballot for the Guild committee) should be studied, as the points applicable to a Federation annual meeting are not repeated here.
2. NOT LATER THAN NOVEMBER 30TH  
All petty cash to be banked.
3. NOVEMBER 30TH  
Books to be closed and preparation made for audit. [Appendix 18, H.]
4. DECEMBER
  - (a) Final date for receiving resolutions from Guilds for annual meeting agenda.
  - (b) Guilds elect their delegates and send in their names at once to the Federation secretary.
  - (c) The executive committee (or, if no executive committee, the officers) consider the report for presentation at the annual meeting and pass the audited accounts.
5. SIX WEEKS BEFORE ANNUAL MEETING
  - (a) Circulate agenda and copy of audited accounts to Guild secretaries.
  - (b) Send to the National Union the copies of the General Fund Income and Expenditure Account and Balance Sheet, on the forms issued by the National Union and signed by the auditor, together with a copy of the annual report.
6. THREE WEEKS BEFORE THE ANNUAL MEETING  
Nominations must be received by the secretary for officers (and for executive committee, if one is to be elected). [Fed. VII.(2) and Paras. 198-200.]
7. ONE WEEK BEFORE ANNUAL MEETING  
Circulate to the delegates elected in December by the Guilds, the list of candidates nominated as officers (and for executive committee, if one is to be elected).

APPENDIX 12

Minutes

1. Minutes should be an exact account of what was agreed at a meeting.
2. The secretary or chairman should not record their impressions in the minutes. Minutes must record all decisions, and all resolutions in full, including the name of proposer and seconder. It is facts not discussions that have to be minuted.
3. Care must be taken to be accurate in recording whether the vote was a simple majority, *nem. con.*, or unanimous (see Glossary).
4. Members have the right to ask that the numbers should be recorded for and against and can also ask that a note be made in the minutes that they have voted with the minority.
5. Committee minutes should contain the names of the members present.
6. Minutes can be altered only on a point of accuracy, and there cannot be discussion before they are signed on any point arising out of them.
7. The chairman asks :  
"Is it your pleasure that I sign these minutes as a correct record?" and must remember to ask "Those against?"  
If an objection is made, then those present decide, by vote, if an alteration is to be made and agree the wording.
8. An alteration, when agreed, should be entered in the minute book and read over to the meeting. If there are no further objections, the minutes are signed, and the alteration initialled by the chairman. The fact that an alteration was made must be recorded in the subsequent minutes.
9. Once the minutes are signed, no one can alter them.
10. At a special meeting, the minutes of the previous meeting are not read. They are read at the next ordinary meeting together with the minutes of the special meeting.
11. The chairman has the right to see and alter the draft of the minutes before the meeting.
12. There should be separate minute books for :  
Guild (or Federation council), its committee, and for each standing and *ad hoc* sub-committee.
13. The members of each of the above are entitled to see at the meeting the minutes of their own meetings.
14. It is wise to keep the notes from which the minutes are drafted until the minutes have been signed or longer, in case a query is raised which could be solved by reference to the notes.
15. The pages of a minute book must be numbered; it is helpful to have an index, and side headings.

APPENDIX 13

Suggested Terms of Reference for Guild Sub-committees (Paras. 110 to 127 and 201)

A.—INTRODUCTION

Many Guild committees have found it valuable to delegate their work to various sub-committees; and those given in this appendix are what have proved useful in practice. The actual number of sub-committees to be appointed, and the work allotted to each, are questions for each Guild committee to decide. Whatever is not delegated to a sub-committee remains the work of the main committee. In this appendix Guild sub-committees in particular have been considered. But the ideas here may be adapted for Federation sub-committees. The National Union will gladly give what help it can in the drafting of terms of reference for any particular sub-committee.

B.—GENERAL

- When any sub-committee is appointed arrangements with regard to the following points must be made by the main committee and its decisions clearly minuted in the terms of reference :
1. What action, if any, the sub-committee may take without reference to the main committee (Para. 114).
  2. Whether claims for travel and maintenance, or for out of pocket expenses, may be made; and, if so, by whom and under what circumstances, and specifying in standing orders on what scale. (Paras. 150-160.)
  3. correspondence (paras. 133 and 134);
  4. budget (paras. 143-146);
  5. petty cash (paras. 148 and 149);
  6. collection of any payments (paras. 172 and 173);
  7. equipment (para. 117);
  8. records (para. 117).

C.—PROGRAMME SUB-COMMITTEE (para. 127)

- The following special points are in addition to those given in B.—GENERAL.
1. To collect subjects for discussion at the round table conference on the programme from :
    - (a) Guild members.
    - (b) The Townswoman.
    - (c) The Federation.
    - (d) Arts sub-committee.
    - (e) Civics sub-committee.
    - (f) Handicraft sub-committee.
    - (g) Homecraft sub-committee.
    - (h) Entertainments sub-committee.
    - (i) N.U.T.G. publications.
    - (j) Any other source.
  2. To arrange and carry out at the appointed Guild meeting the round table conference on planning the programme, the plans to include in addition to monthly meetings, consideration of classes, outings and other special activities.
  3. To draw up a programme for six months from to (or for the year ) containing :
    - (a) Guild, Federation and National Union business, such as the Guild annual meeting, programme planning meeting and the meeting at which the constitution is to be read; the presentation of the budget; the consideration of agendas and reports from delegates.
    - (b) Educational and social items drawn from the ideas collected from members by round table conferences and other means, keeping a balance between arts, civics, handicrafts and homecrafts, and between items to see, to do and to hear.
    - (c) General information about the Guild, the Federation and the National Union (see page 11 of *How to Plan the T.G. Programme*).
    4. To present to the committee the draft programme, together with an estimate of the expense of lectures, etc., a recommendation as to the form of the programme, and an estimate for printing.
    5. To prepare a list of items suitable for impromptu use in case of emergency.
    6. To make and carry out arrangements for all round table conferences and debates, except those for which the Arts, Civics, Handicrafts, Homecraft and Entertainment sub-committees have been made responsible.

## D.—ARTS, CIVICS, HANDICRAFTS AND HOMECRAFT SUB-COMMITTEES

The following special points are in addition to those given in B.—GENERAL.

1. To aim at securing the fullest value from the study of \* while keeping it in its right relationship to the whole work of the Guild.
2. To co-operate with the N.U.T.G. and the Federation in carrying into practice the general principles of \* as set out in the appropriate N.U.T.G. publications.
3. To advise on all questions related to the study of \* in the Guild.
4. To collect ideas for lectures and demonstrations and other items related to \*,\* and to suggest these to the programme sub-committee.
5. To collect information as to local speakers, demonstrators, teachers, and expert advisers.
6. To collect information about facilities for obtaining educational grants, and loan of materials for study.
7. To make and carry out arrangements for all schemes related to the study of \* in the Guild, including :
  - (a) round table conferences, debates and informal items at monthly meetings;
  - (b) classes, study circles, listening and other groups;
  - (c) visits to exhibitions, public institutions, museums, libraries and any building and object of interest (unless the details of organisation are delegated to the Outings sub-committee);
  - (d) exhibitions of Guild members' work.
8. To advise, as occasion arises, whether members should be sent on behalf of the Guild to schools and conferences related to \*.
9. To advise on co-operation with other Guilds in the formation of groups or classes in \*,\* when numbers are too small in a single Guild.

NOTE: For more detailed information with regard to Arts and Handicrafts see special books and pamphlets published or about to be published by the National Union.

E.—ENTERTAINMENT SUB-COMMITTEE  
(Paras. 8-II)

The following special points are in addition to those given in B.—GENERAL.

1. To make and carry out all arrangements for the informal items at monthly meetings, with the exception of those delegated to the Arts, Civics, Handicrafts and Home-craft sub-committees.
2. To arrange these so that as many members as possible can take part.
3. To arrange the entertainment at special Guild functions, except when this duty has been delegated to another sub-committee.
4. To collect ideas for the informal part of the Guild meeting, and to suggest these to the programme sub-committee.

F.—FINANCE SUB-COMMITTEE  
(Paras. 126, 141, 143-146)

The following special points are in addition to those given in B.—GENERAL.

1. To assist the treasurer to prepare the budget for the ensuing year and supplementary budgets as and when required.
2. To examine budgets presented by sub-committees, and to recommend what action shall be taken.

\* Insert Arts, Civics, Handicrafts or Homecraft, as the case may be.

3. To examine bills for payment and to pass them on to the committee for authority to pay.
4. To suggest schemes for raising money.
5. To examine from time to time the income and expenditure account to date, and the estimate for the remainder of the year, and to see that expenditure on each item is within the sum allowed in the budget.
6. To prepare a statement for the committee, (taking into account any saving on other items in the budget) if on examination it appears that the estimate is being exceeded, or is likely to be exceeded, on any item.

## G.—PUBLICATIONS SUB-COMMITTEE

The following special points are in addition to those given in B.—GENERAL.

1. To keep in touch with the N.U. publications and supplies department; to obtain samples and display them attractively, so that members may have the opportunity of seeing them.
2. To be responsible for collecting orders for and selling *The Townswoman*, other publications, badges and goods; and for handing the orders to the Guild Secretary not later than the of each month.
3. To take active measures to increase the circulation of *The Townswoman*, and to organise its distribution :
  - (a) before the meeting;
  - (b) at the meeting;
  - (c) to absent members.
4. To arrange for the collection of the subscriptions of all members who are yearly subscribers to *The Townswoman*.
5. To hand the money from the sale of goods and advance annual subscriptions to the treasurer at the end of the meeting.
6. To present to the Guild committee once a quarter a list of the stock in hand, with value; and a list of goods sold during the previous quarter.

## H.—REFRESHMENTS SUB-COMMITTEE

The following special points are in addition to those given in B.—GENERAL.

1. To submit schemes for catering at the monthly Guild meeting, and at special Guild functions, and to carry them out when approved, such schemes to include recommendations on menu, price, method of serving, collection of payments, washing up.
2. To arrange that the petty cash book, receipted petty cash bills and the money from the sale of refreshments be handed to the treasurer at the end of each meeting or function.

J.—SALES TABLE SUB-COMMITTEE  
(Paras. 25, 174 and 175)

The following special points are in addition to those given in B.—GENERAL.

1. To plan the Sales Table, notifying the Guild members at least a month in advance of the type of articles desired.
2. To make all necessary arrangements at the Guild meeting, such as :
  - (a) arranging tables for display of articles;
  - (b) receiving articles and seeing that they are distinctly marked with the owner's name, and the price at which they are to be sold;
  - (c) listing all articles;
  - (d) handing the sales transaction book, commission for sale of goods and any donations to the treasurer at the end of each meeting;
  - (e) giving members proceeds of their sales and seeing that owners collect all unsold goods.

## K.—OUTINGS SUB-COMMITTEE

(Paras. 49-52, Appendix 13, D. (7c) above)

The following special points are in addition to those given in B.—GENERAL.

1. To prepare schemes for such outings of an educational and social nature as the Guild may desire.
2. To include in the schemes information as to :
  - (a) cost of different methods of transport;
  - (b) alternative routes;
  - (c) points of interest *en route* and at place of destination;
  - (d) any other information the Guild may require.
3. To make recommendations on the following points :
  - (a) charge to be made to each member taking part;
  - (b) date for receiving payments;
  - (c) in what circumstances, if any, return of payments may be made.

L.—“AD HOC” SUB-COMMITTEE FOR AN ACTIVITY  
(Para. 171, Appendix 19, C)

## SOCIAL INCLUDING DANCE AND WHIST DRIVE

The following special points are in addition to those given in B.—GENERAL.

1. To prepare for the consideration of the committee a detailed programme of events and budget, including recommendations as to :
  - (i) suitable hall;
  - (ii) refreshments (scheme to be drawn up in conjunction with the refreshments sub-committee);
  - (iii) band;
  - (iv) form of tickets;
  - (v) sale of tickets;
  - (vi) advertising;
  - (vii) collection of money (scheme to be drawn up in conjunction with the treasurer).
2. To allocate duties :
  - (i) selection of prizes;
  - (ii) M.C.
  - (iii) Stewards.

M.—FEDERATION HANDICRAFT SUB-COMMITTEE  
(Para. 201)

Here is a detailed set of terms of reference for one Federation sub-committee to be used in conjunction with B.—GENERAL. It may be useful for suggesting the form in which terms of reference for other sub-committees of a Federation could be drawn up.

1. To co-operate with the N.U.T.G. and the Guilds in the Federation in carrying into practice the general principles of handicraft as defined in the *Handicraft Handbook of Reference*.
2. To advise the Federation Council on all matters relating to the study of handicraft in the Federation.
3. To consider and advise the Guilds in the Federation on all schemes submitted by them.
4. To consider all communications relating to handicraft from the N.U.T.G. to the Federation.
5. To consider all publications of N.U.T.G. books, pamphlets, and articles in *The Townswoman* relating to handicraft.
6. To gather from the Guilds in the Federation and all other available sources, information on local facilities for Handicraft education, such as :

- (a) rooms for classes and lecture halls;
- (b) teachers and lecturers;
- (c) classes under local education committees;
- (d) museums, exhibitions, reference libraries.

To record this information and to advise the Guilds upon it.

7. To assist Guilds to co-operate in lectures and classes when the small number for a subject in one Guild makes such co-operation advisable.

8. To organise the Federation Handicraft exhibition on the lines of the suggestions in the N.U.T.G. Exhibition Handbook (in preparation, October 1938).

9. To organise the N.U.T.G. Handicraft weeks in co-operation with the N.U.T.G.

10. To organise the sending in of work for Handicraft Association examinations; to organise small Federation exhibitions by members of these Associations; and to undertake such other work as may arise in connection with the Handicraft Associations.

11. To co-operate with the N.U.T.G. in general and special N.U.T.G. exhibitions.

12. To form loan collections of work, photographs and books, and to organise and encourage their use in the Federation.

## APPENDIX 14

## Individual Jobs in a Guild

(Paras. 20 and 120)

## 1. PRESS SECRETARY (Paras. 28 and 225)

- (a) To send regular reports of Guild activities to the local press.
- (b) To send reports to the Federation press secretary at intervals to be agreed with her.
- (c) To submit all reports to the Guild secretary before forwarding them.

## 2. ROOM STEWARDS

- (a) To prepare the room in readiness for the meeting, under the direction of the Guild secretary.
- (b) To see that the room is left in order after the close of the meeting.

## 3. REGISTRAR (Para. 22)

(In large Guilds it may be better to have two registrars)

- (a) To keep the register of members' attendances, and to draw the attention of the Guild secretary to continued absences.
- (b) To fill in membership cards for new members, in conjunction with the Guild treasurer, and to hand these cards to the chairman so that they may be presented when the new members are introduced to the Guild.
- (c) To keep a record of visitors. (Para. 79.)
- (d) To give the Guild secretary at the end of each meeting a list containing :
  - (i) The number of members present at the meeting.
  - (ii) The names and addresses of new members.
  - (iii) The names and addresses of visitors.

APPENDIX 15

Classes

SOME POINTS FOR CONSIDERATION BEFORE THE FORMATION OF A CLASS  
(Paras. 45-48, 172 and 173)

1. How many members should form the class?
2. Day and time of class.
3. Where it is to be held, and what rent is to be paid.
4. Length of course.
5. Who is responsible for finding the teacher?
6. Should the teacher be offered a fee; if so, how much?
7. Is an offer to teach to be accepted, or should the committee or the sub-committee go into the question of qualifications to teach?
8. Should the teacher be supplied by the local education authority or found by the Guild?
9. Should the Guild or the members attending the class finance it? [T.G. XIII.A.3.]
10. If members pay, what are their fees to be? Should they be paid in advance, or how can a deficit be met if the attendance falls off?
11. The minimum number required by the local education authority for a class, and to discuss how this number can be secured.
12. Should nearby Guilds be invited to join the class?
13. Should groups or classes be limited to members of the Guild? [Paras. 53-55.]
14. Members of the class must approve, before expenditure is incurred, any further financial liability that will affect them, arising after the plans have been agreed.

APPENDIX 16

Specimen Standing Orders

(T.G. and Fed. XI.E.5, F.I, Paras. 105, 111, 128)

A.—FOR ALL MEETINGS

1. *Minutes*  
Minutes shall be kept in a book; read in full, unless they have been previously circulated to all members; signed in ink, and dated, by the chairman.
2. *Attendance*  
A register shall be kept of attendances at all meetings.
3. *Order of business*  
(a) Business shall be dealt with in the order in which it appears on the agenda.  
(b) The chairman of the meeting may, however, with the consent of the majority of the members present and voting, give precedence to such business as may be deemed urgent.
4. *Resolutions*  
(a) No resolution or amendment shall be discussed until it has been moved and seconded. The chairman of the meeting may require any resolution or amendment to be put in writing.  
(b) Only one amendment shall be discussed at a time, but notice of further amendments shall be given before the first amendment is put to the vote. They shall be taken in the sequence in which they propose to amend the resolution.  
(c) Any member desiring to introduce competent business may do so, but the chairman may require notice.
5. *Voting*  
(a) The voting shall be by show of hands, except where a ballot is required by the constitution, or by a majority of two-thirds of the members present and voting at the meeting.

- (b) In case of an equal division of votes, the chairman of the meeting shall have a casting vote.
- (c) All *ex-officio* members shall have power to vote.

6. *Procedure*

All remarks shall be addressed to the chair.

7. *Suspension of Standing Orders*

- (a) In matters of urgency the chairman of the meeting may accept a motion for the suspension of one or more of the standing orders.
- (b) The proposer shall state her reason for suspension, and the length of time she desires such suspension to last.
- (c) No suspension shall take place unless desired by two-thirds of the members present and voting.

8. *Maintenance allowance*

The allowance shall be on the following scale:

Night's lodging	...	...
Breakfast	...	...
Luncheon	...	...
Dinner	...	...

and the authority to claim allowance must be granted in each case before the expenditure is incurred [T.G. and Fed. XIII.E.1.] [Paras. 157-160.]

9. *Out of pocket expenses*

In all cases it shall be agreed, before the expenditure is incurred, what items can be charged as "out of pocket expenses" and at what rate. No refund shall be given otherwise. [T.G. and Fed. XIII.E.2.]

10. *Minimum Attendance*

Fares and expenses cannot be claimed unless the member concerned is present between ... and ... (hours to be specified). [Para. 158.]

B.—FOR TOWNSWOMEN'S GUILD AND FEDERATION COUNCIL ONLY

N.B.—These standing orders are in addition to those given in Section A above.

1. *Minutes*  
(a) The minutes of the meeting previous to the annual meeting shall be read and signed at the annual meeting.  
(b) The minutes of the annual meeting shall be read and signed at the next ordinary meeting.
2. *Annual meeting*  
(a) Notice of the annual meeting shall be sent to all members one week before the meeting.  
(b) At its annual meeting the Guild (or Federation Council) shall appoint a President and Vice-Presidents.
3. *Size of committee*  
The Guild committee (or Federation Executive committee) shall consist of ..... elected members. [T.G. and Fed. XI.B.1.]

[T.G. and Fed. VIII.B.2 (a) and para. 97.]

C.—SPECIAL STANDING ORDERS FOR TOWNSWOMEN'S GUILDS ONLY

N.B.—These standing orders are in addition to those given in Sections A and B above.

1. *New Members* [Para. 63]  
New members shall be introduced to the Guild in the following manner:

.....  
.....

APPENDIX 17

Proposals for Closing or Postponing Discussion

Discussion of a resolution may be interrupted by any of the following proposals, but before putting any such proposal to the vote the chairman must make sure that the meeting understands—

- (a) its purpose;
- (b) what will happen if it is carried;
- (c) what will happen if it is lost.

A. *The closure*; i.e. "that the question be now put," sometimes informally moved by shouting "Vote." The proposer considers that the resolution has already been discussed sufficiently, but the chairman must not accept the proposal unless the minority has had adequate opportunity to express its views.

1. The closure may be moved by any member.
2. It may be moved while another member is speaking.
3. It does not require a seconder.
4. If the closure is proposed on an original resolution or on the first amendment thereto, the mover of these has the right of reply; otherwise, the proposal for the closure must be put to the vote immediately.
5. If carried, the resolution or amendment on which it is moved must be put to the vote immediately; if lost, discussion of the original resolution or amendment continues.

B. *The previous question*, i.e. "that the question be not now put." The proposer and seconder consider that it would be better not to make a decision on the resolution under discussion.

1. The "previous question" may not be proposed nor seconded by a member who has already spoken on the resolution under discussion.
2. It may not be moved on an amendment.
3. It may not be moved in committee.
4. It may be discussed before being put to the vote.
5. If the "previous question" is carried, the resolution under discussion is dropped, and may not be brought forward again at that meeting. If the previous question is lost, the resolution under discussion is put to the vote at once.

C. *Next business*, i.e. "that the meeting do now proceed to next business." The proposer and seconder consider that it would be better not to make a decision on the resolution under discussion.

1. "Next business" may not be proposed nor seconded by a member who has already spoken on the motion under discussion.
2. It may not be discussed before being put to the vote.
3. If "next business" is carried, the resolution under discussion is dropped and may not be brought forward again at that meeting; if "next business" is lost, discussion of the resolution on which it was proposed continues.

Owing to the difference between the result of losing "the previous question" and the result of losing "next business," and to the fact that "the previous question" is frequently misunderstood, it is usually wiser to move "next business."

D. *Adjournment of debate*, i.e. "that discussion of this resolution stand adjourned until —"

E. *Adjournment of meeting*, i.e. "that this meeting stand adjourned until —"

The proposer and seconder consider that it would be better to postpone the decision.

D. and E.

1. Adjournment of debate, unlike adjournment of meeting, does not postpone consideration of further items on the agenda.

2. *Election of Officers*

- (i) The chairman shall be elected by the { Guild Committee;
- (ii) The honorary treasurer shall be elected by the { Guild Committee;
- (iii) The honorary secretary shall be elected by the { Guild Committee;
- (iv) The vice-chairman shall be elected by the { Guild Committee; [T.G. XI.D.1.]

D.—SPECIAL STANDING ORDERS FOR GUILD COMMITTEE AND FEDERATION EXECUTIVE COMMITTEE ONLY

N.B.—These standing orders are in addition to those given in Section A above.

1. *Quorum*  
The number required to form a quorum shall be [T.G. and Fed. XI.E.3.]

2. *Meetings*  
The regular date, time and place of meeting shall be .....

E.—SPECIAL STANDING ORDERS FOR SUB-COMMITTEES

N.B.—These standing orders are in addition to those given in Section A above.

When a committee is drawing up standing orders for any sub-committee it should consider the following points and incorporate its decisions in the standing orders:

1. *Membership and co-options*  
(a) Number of appointed members (in addition to the four officers).  
(b) Whether appointments should be limited to chairmen of other sub-committees, if so which. [Paras. 126 and 127.]  
(c) Whether or not appointments must be limited to members of the Guild committee (delegates).  
(d) The maximum total number of co-options which may be made.  
(e) Whether co-opted members are to be (i) members of the Guild committee, and/or (ii) non-committee members of the Guild, and/or (iii) members of the Federation Council, and/or (iv) non-Guild members who are experts, and the number of co-options which may be made in each of these sections.  
(f) Whether absence without adequate reason for a specified number of meetings will terminate membership. [T.G. and Fed. XI.E.1.]  
(g) How vacancies are to be filled.

2. *Meetings*  
(a) Where meetings of the sub-committee may be held.  
(b) Whether the sub-committee must meet at regular intervals.  
(c) The minimum number of times the sub-committee must meet.  
(d) In what form notices of meetings must be given to members.  
(e) Quorum.

3. *Finance*  
The form in which any budgets must be presented by sub-committees shall be clearly specified.

F.—SPECIAL STANDING ORDERS FOR FEDERATION COUNCIL ONLY

N.B.—This standing order is in addition to those given in Section A and B above.

- Agenda*  
The agenda should be circulated to Guilds ..... weeks before each meeting of the Council. [Fed. VIII.A.4.]

- 2. Adjournment may not be proposed nor seconded by a member who has already spoken on the resolution under discussion.
- 3. It may be moved on an amendment.
- 4. The mover of the resolution under discussion is usually allowed the right of reply, after which the proposal for adjournment must be put to the vote at once.
- 5. If adjournment is carried, discussion is adjourned until the time agreed, and the proposer of the adjournment usually has the right of re-opening the discussion; if adjournment is lost, discussion of the resolution on which it was proposed continues.

**F. General**

- 1. Notice is not required for any of the above.
- 2. No amendment may be moved on any of them, other than an amendment to alter the time or day proposed for resumption.
- 3. The foregoing are the rules of normal procedure; they may be modified or extended by standing orders.

**APPENDIX 18**

**Details of Financial Procedure and Treasurer's Duties and Work**

A. The treasurer is responsible for the custody of Guild or Federation funds and must study Section XIII of the T.G. or Federation constitution, paragraphs 138-177 of the handbook, and appendices 19-25 inclusive; she must also know all that affects her work in such sections as terms of reference, standing orders, etc.

B. Should a Guild or its committee (or a Federation or its executive) at any time wish to do anything that is contrary to the constitution, the treasurer should explain the constitution and call attention to the handbook. [Para. 109]

It is not the treasurer's duty to refuse or make it difficult for a Guild or Federation to spend its money as it wishes provided that the expenditure is in order.

C. It is the duty of the treasurer to see that all necessary statements are ready for her committee to consider. There may be a finance sub-committee to help her with this work, and terms of reference for such a sub-committee are given in appendix 13, F. The treasurer should study these, and if there is no finance sub-committee she will be responsible for seeing that all the work indicated there, such as budgeting, is carried out in preparation for the Guild committee.

D. The treasurer should be certain whether authority has already been given or still needs to be given, for expenditure on any item, and should be able to quote her references.

**E. FINANCIAL PROCEDURE FOR A GUILD COMMITTEE MEETING [Para. 141, Appendix 5]**

**1. Position to date**

The report should be divided into Guild funds and as many other sections as there are earmarked funds.

For each section the treasurer should give:

- (a) balance as at the last meeting of the committee;
- (b) list of receipts since that date;
- (c) list of payments to be sanctioned at the meeting at which she makes the report; and her authority for stating the payments are in order;
- (d) lists of payments by those holding petty cash and the balance needed for making up the imprests;
- (e) list of the expenditure for which accounts have not yet been received;
- (f) list of commitments that have been authorised, and that will involve expenditure later.

A general summary should be given, showing how much of what is in the bank is available for general Guild expenditure, remembering to deduct unrepresented cheques.

**2. Report to Guild**

The statement read at the Guild meeting should be based on that read at the previous committee meeting. In addition, any further receipts, and the payments made on the authorisation of the committee, should be mentioned.

**3. Quarterly Statement**

At least once a quarter the treasurer should give a statement showing how far the Guild is keeping within its budget.

**F. PASSING ACCOUNTS**

The treasurer is responsible for seeing that all accounts are brought to the committee for payment.

The individual accounts should be listed, and the committee asked for authority to pay them and arrangements made for the cheques to be signed.

**G. INSPECTION AND INITIALLING OF BOOKS [Para. 142]**

This can be delegated to the chairman, who will require to see the list of unrepresented cheques for checking the cash book.

**H. PREPARING FOR AUDIT**

1. Agree with committee the date for closing the books and calling in Petty Cash balances for banking. [T.G. XIII.G.1, Para. 148.]

2. Agree a date with the auditor, for the audit.

3. In addition to all the relevant minute and account books, receipts and records the auditor(s) should have presented to him/them the following:

- (a) Copies of the Budgets of the Earmarked and Charity Funds so that he may see that surpluses or deficits on these funds are correctly dealt with on the Balance Sheet.
- (b) Draft Activities Income and Expenditure Account (or Accounts).
- (c) Draft Earmarked Fund Income and Expenditure Account (or Accounts). [See appendix 23, A.]
- (d) Draft Charity Fund Income and Expenditure Account (or Accounts). [See appendix 23, B.]
- (e) Draft General Fund Income and Expenditure Account. [See appendix 23, C.]
- (f) Draft Balance Sheet. [See appendix 23, D.]
- (g) Forms for Balance Sheet and General Fund Income and Expenditure Account for completion by the auditor(s). Two copies of each form are supplied each year by the N.U. free of charge, for the auditor's signed copies. Extra forms can be obtained (price 1d.).

(Draw up all the draft accounts for the auditor on foolscap paper with cash rulings.)

**I. AFTER THE AUDIT**

Arrange with the secretary for printing, typing or writing out (as decided by the committee) copies of the audited accounts, for circulation to members.

Put copies of the certified audited accounts on the notice board at the annual meeting.

Give the secretary the set of signed forms for despatch to the National Union.

**J. STAMPS AND POSTAGE BOOKS**

The treasurer should consult the committee as to whether books of stamps should be issued to those who write letters for the Guild, rather than having stamps paid for out of petty cash. Those who use stamps, or charge up the cost of stamps to the Guild, must keep a record of letters written and stamps used for inspection by the committee, and hand it to the treasurer before the audit.

**K. PETTY CASH [Paras. 148, 149]**

The treasurer and any member who has petty cash must keep a petty cash book. The float received should be entered on the left-hand side and the expenses on the right-hand side. If possible the expenditure should be analysed under headings, e.g. postage, telephone, fares, etc., after entering the amount in the total column, on the lines of the specimen cash book (Appendix 20). The total expenditure will be entered in the cash book at the end of the year, and will also be entered periodically into the appropriate ledger account. (See Para. 163 and Appendix 21.)

**L. POINTS TO REMEMBER**

- 1. All cheques, warrants or postal orders sent by post must be crossed.
- 2. All rolls of tickets and other tickets should be numbered, so that the number of tickets sold can be checked against the money received.
- 3. Most treasurers find it helpful to write on the counterfoil of the paying-in book what are the various items banked: e.g. Tea, 3s. 4d.; Sales Table, 7s.; Subscriptions, 4s., etc. Some even add the receipt numbers of subscriptions.

It is then easier to trace any error in the accounts later.

**APPENDIX 19**

**GUILD BUDGET FOR GENERAL FUNDS**

**A.**

ANTICIPATED EXPENDITURE	£	s.	d.	£	s.	d.
General Guild Expenses:						
Hire of Guild Meeting Rooms ...	-	-	-			
Hire of Committee Rooms ...	-	-	-			
Tips, etc. ...	-	-	-			
Speakers' Fees and Expenses ...	-	-	-			
Representatives' Fares and Expenses ...	-	-	-			
Cost of Programmes ...	-	-	-			
Printing and Postage ...	-	-	-			
Cheque Books and Bank Charges ...	-	-	-			
Insurance ...	-	-	-			
Audit Fee ...	-	-	-			
Delegates' Pooled Fares and Expenses:						
Federation Council Meetings ...						
Annual Council Meeting ...						
Affiliation Fee to Federation (being -d. per Member for - Members) ...						
Affiliation Fee to N.U.T.G. (being one quarter of £-s.-d.) ...						
Voluntary Gift to N.U.T.G. ...						
	£-	-	-			

ANTICIPATED INCOME	£	s.	d.	£	s.	d.
General Guild Income:						
Members' Subscriptions ...						
Visitors' Fees ...						
Profit on Teas ...						
Profit on "Sales Table" ...						
Competitions ...						
Profit on Publications, etc. ...						
Amount of the Balance of last year's Guild Funds that should be used this year ...						
Deficit to be raised by co-operative efforts to be decided by the Guild:						
(a) .....						
(b) .....						
(c) .....						
(d) .....						
	£-	-	-			

NOTE.—A copy of the budget as passed by the Guild should be pasted into the Minute Book.

**B. BUDGET FOR DRAMATIC PERFORMANCE**

For General Funds	...	...	...	...							
Earmarked Funds	...	...	...	...							
Charity Funds	...	...	...	...							
ANTICIPATED EXPENDITURE				£	s.	d.	£	s.	d.	ANTICIPATED INCOME	
Hire of Hall :											
Performances				...	...	...	...	...	...	...	...
Rehearsals				...	...	...	...	...	...	...	...
Producer's Fees				...	...	...	...	...	...	...	...
Copies of Play				...	...	...	...	...	...	...	...
Royalties				...	...	...	...	...	...	...	...
Orchestra				...	...	...	...	...	...	...	...
Hire of Piano				...	...	...	...	...	...	...	...
Costumes				...	...	...	...	...	...	...	...
Lighting				...	...	...	...	...	...	...	...
Properties				...	...	...	...	...	...	...	...
Scenery				...	...	...	...	...	...	...	...
Transport				...	...	...	...	...	...	...	...
Printing :											
Programmes				...	...	...	...	...	...	...	...
Tickets				...	...	...	...	...	...	...	...
Postage				...	...	...	...	...	...	...	...
Advertising				...	...	...	...	...	...	...	...
Tips				...	...	...	...	...	...	...	...
Anticipated Surplus*				...	...	...	...	...	...	...	...

If the surplus is more than \* above then it shall be given to ..... earmarked for further performances. merged in General Guild (or Federation) Funds.

If there should be a loss it is to be met by .....

NOTE.—A copy of the budget as passed by the Guild (or Federation) and its decisions with regard to a possible surplus or deficit should be pasted into the Minute Book.

**C. BUDGET FOR SOCIAL INCLUDING DANCE AND WHIST**

For General Funds	...	...	...	...							
Earmarked Funds	...	...	...	...							
Charity Funds	...	...	...	...							
ANTICIPATED EXPENDITURE						£	s.	d.	ANTICIPATED INCOME		
Hire of Hall						...	...	...	Sale of ... Tickets		
Hire of china, etc.						...	...	...	Profit on Refreshments		
Dance Band						...	...	...	...	...	...
Piano						...	...	...	...	...	...
Printing Tickets						...	...	...	...	...	...
Postage						...	...	...	...	...	...
Advertising						...	...	...	...	...	...
Prizes						...	...	...	...	...	...
Playing Cards						...	...	...	...	...	...
Scoring Cards						...	...	...	...	...	...
Tips						...	...	...	...	...	...
Anticipated Surplus*						...	...	...	...	...	...

If the surplus is more than \* above then it shall be given to ..... earmarked for further activities. merged in General Guild (or Federation) Funds.

If there should be a loss it is to be met by .....

NOTE.—A copy of the budget as passed by the Guild (or Federation) and its decisions with regard to a possible surplus or deficit should be pasted into the Minute Book.

**D. FEDERATION BUDGET FOR GENERAL FUNDS**

ANTICIPATED EXPENDITURE				£	s.	d.	£	s.	d.	ANTICIPATED INCOME	
General Expenses :											
Hire of Meeting Rooms				...	...	...	...	...	...	...	...
Tips, etc.				...	...	...	...	...	...	...	...
Speakers' Fees and Expenses				...	...	...	...	...	...	...	...
Officers' and Committee's Fares and Expenses				...	...	...	...	...	...	...	...
Printing and Postage				...	...	...	...	...	...	...	...
Stationery				...	...	...	...	...	...	...	...
Cheque Books and Bank Charges				...	...	...	...	...	...	...	...
Insurance				...	...	...	...	...	...	...	...
Audit Fee				...	...	...	...	...	...	...	...
Delegates pooled Fares and Expenses to Annual Council Meeting				...	...	...	...	...	...	...	...
Affiliation Fee to N.U.T.G. (— Guilds at 6d. per Guild)				...	...	...	...	...	...	...	...
Annual Meeting Expenses :											
Hire of Hall				...	...	...	...	...	...	...	...
Tips, etc.				...	...	...	...	...	...	...	...
Speakers' Fees and Expenses				...	...	...	...	...	...	...	...
Teas				...	...	...	...	...	...	...	...
Anticipated Surplus*				...	...	...	...	...	...	...	...

NOTE.—A copy of the budget as passed by the Federation should be pasted into the Minute Book.

APPENDIX 20

SPECIMEN ENTRIES IN A GUILD CASH BOOK

RECEIPTS											PAYMENTS															
DR.											CR.															
Date	Particulars	Rec. No.	Members Subs.*	Donations and Visitors' Fees	Sundry General Receipts	Sales of <i>The Townswoman</i>	Publications etc. Sold	Delegates' Pool Refunds	General Fund Activities	Earmarked Fund Activities	Charity Fund Activities	Total paid into Bank	Date 1938	Particulars	Rec. No.	Cheques Drawn on Bank	Sundry General Expenses	Purchases of <i>The Townswoman</i>	Publications etc. Purchased	Delegates' Pool Expenses	Affiliation Fees	General Fund Activities	Earmarked Fund Activities	Charity Fund Activities	Petty Cash*	
1938				£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	1938			£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	£ s. d.	
Oct. 28	To Balances at Bank: Current Account				20 4 -							20 4 -	Oct. 28	By Petty Cash	1	10 -										10 -
	Deposit Account				10 -							10 -		Printing: Programmes	2	1 16 9	1 16 9									
Nov. 2	Teas	1			16 2								Nov. 2	N.U.T.G.: <i>The Townswoman</i>	3	1 9 8		8 2								
	Visitors' Fees	2		1 6										Badges	4				1 1 6							
	Sales Table Commission and Profit	3			6 5									Teas	5	1 14 7	11 7									
	Sale of <i>The Townswoman</i>	4				8 6						1 12 7		Hire of Room	6		10 6									
15	Fund-Raising Whist Drive:												Nov. 14	Speaker's Fees and Expenses	7		12 6									
	Tickets sold—36 at 1s. 6d.	5						2 14 -						Fund-Raising Whist Drive:											10 -	
	Refreshments	6						9 6				3 3 6		Petty Cash (Charity Fund)	8	10 -										
Dec. 1	Members' Subscriptions		4 10 -									4 10 -		Hire of Room	9	10 6										
														Refreshments	10	13 4										
														Prizes	11											

1939	To Brought Forward		10 - -	1 16 -	48 - 7	3 11 4	2 - -	- 9 8	66 6 1	6 10 3	6 - -	144 13 11	1939	By Brought Forward		109 17 1	30 18 6	3 12 -	2 18 6	3 10 -	2 18 8	54 12 4	4 15 1	1 12 -	5 - -	
Oct. 17	Handicraft Class No. 8. Fees	72								1 3 -			Oct. 15	Printing Notices and Tickets	91	14 3	10 9								3 6	
	Sale of Materials	73								4 -			16	Insurance: Third Party	92	5 -	5 -									
	Sale of Equipment	74								1 3 -		1 8 3		Cheque Book		4 2	4 2									
	Federation: Delegates' Pool Refund	75						4 6						Donation X Hospital	93	2 2 -									2 2 -	
	Sale of Badges and Publications	76										- 19 6	17	Handicrafts:												
	Petty Cash Balances Banked:													Class Room and Materials	94	11 -									11 -	
	General				3 5									Teacher's Fee and Travelling	95	1 1 -									1 1 -	
	Earmarked				3 6									Balances at Bank: Current Account		22 10 7	22 10 7									
	Charity				1 6							- 8 5		Deposit Account		10 5 -	10 5 -									

ANALYSIS OF GENERAL RECEIPTS

Teas	15 5 2
Sales Table	2 6 5
Interest on Deposit Account	5 - -
Petty Cash Refunds	17 16 7
Bank Balances at October 28th, 1938:	8 5 -
Current Account	20 4 -
Deposit Account	10 - -
	<u>48 9 -</u>

ANALYSIS OF GENERAL FUND ACTIVITIES

Garden Party (See Ledger Account, No. )	25 12 1
Outings	22 9 -
Whist Drives	18 5 -
	<u>66 6 1</u>

ANALYSIS OF SUNDRY GENERAL EXPENSES

Hire of Guild Rooms	5 15 6
Hire of Committee Rooms	2 - -
Speakers' Expenses	2 12 6
Teas	10 15 -
Representatives' Travelling Expenses	13 6 -
Programmes	1 16 9
Printing and Postage	2 14 8
Stationery	13 10 -
Cheque Books	7 6 -
Insurance	5 - -
Audit Fee	10 6 -
	<u>28 4 9</u>
Voluntary Gift—N.U.T.G.	6 - -
Bank Balances at October 17th, 1939:	
Current Account	22 10 7
Deposit Account	10 5 -
	<u>67 - 4</u>

ANALYSIS OF GENERAL FUND ACTIVITIES PAYMENTS

Garden Party (See Ledger Account, No. )	19 16 8
Outings	22 14 5
Whist Drives	12 3 4
	<u>54 14 5</u>

\* It is assumed that petty cash and postage books are kept and a membership record book giving details of subscriptions received from which are entered *en bloc* in above subscription column the amounts received each month.

C.

TOWNSWOMEN'S GUILD

GENERAL FUND

Income and Expenditure Account for the Period from October 28th, 1938, to October 17th, 1939

EXPENDITURE		£	s.	d.	INCOME		£	s.	d.
To General Expenses:					By General Income:				
Hire of Guild Meeting Room, etc.	...	5	15	6	Members' Subscriptions	...	10	-	-
Hire of Committee Room, etc.	...	2	-	-	Donations received	...	1	1	-
Speakers' Fees and Expenses	...	2	12	6	Visitors' Fees	...	-	15	-
Teas	...	10	15	-	Teas	...	15	5	2
Representatives' Fares and Expenses	...	-	13	6	Commission and Profit on "Sales Table"	...	2	6	5
Cost of Programmes	...	1	16	9	Interest on Deposit Account	...	-	5	-
Printing and Postage	...	2	14	8					
Stationery	...	-	13	10					29 12 7
Cheque Books and Bank Charges	...	-	7	6					
Insurance	...	-	5	-					
Audit Fee	...	-	10	6					
				28 4 9					
„ Copies of <i>The Townswoman</i> purchased	...			3 12 -	„ Copies of <i>The Townswoman</i> sold	...			3 11 4
„ Publications, etc.:					„ Publications, etc.				
Stock as at October 28th, 1938	...	2	5	-	Sold during year	...	2	15	-
Purchased during year	...	2	18	6	Stock as at October 17th, 1939	...	2	14	6
				5 3 6					5 9 6
„ Delegates Pooled Fares and Expenses:					„ Delegates' Fares Pool Refunds:				
Federation Council Meetings	...	1	5	-	Federation Council Meetings	...	-	9	8
Annual Council Meeting	...	2	5	-	Annual Council Meeting	...	-	4	6
				3 10 -					- 14 2
„ Affiliation Fees to Federation (at 2d. per Member on 88 Members)	...			- 14 8					39 7 7
„ Affiliation Fee to N.U.T.G. (being one quarter last year's Subscriptions £8 16s. od.)	...			2 4 -					
„ Voluntary Gift to N.U.T.G.	...			6 - -					
„ Depreciation on Equipment at 5 per cent. p.a.	...			- 5 -					
				49 13 11	„ Surpluses transferred from Income and Expenditure Accounts:				
„ Deficit transferred from Income and Expenditure Account:					Charity Fund (Account 1)...	...			- 6 3
General Fund (Account 4) Outings	...			- 5 5	Whist Drives Fund (Account 2) ...	...			6 1 8
„ Net Surplus carried to General Fund on Balance Sheet	...			1 11 7	Garden Party Fund (Account 3) ...	...			5 15 5
				£51 10 11					£51 10 11

APPENDIX

NOTES FOR DRAWING UP THE BALANCE SHEET:

A Balance Sheet is drawn up to show the financial position of the Guild or Federation at a certain date. For this purpose all the Assets must be entered on the right-hand side and the Funds, which they represent, on the left-hand side.

ASSETS

These Assets usually consist of:  
 (i) EQUIPMENT. The Balance as shown on the previous year's Balance Sheet is first entered in the inside column, to this is added the equipment purchased during the year. These two items are then totalled in the inside column.

An amount is then deducted for depreciation. The net total is then extended to the end column. The depreciation must also be entered in the space provided in the General Fund Income and Expenditure Account.

(ii) STOCK of Publications. This must be revalued at the end of each year, and a list should be prepared in detail showing the exact quantity of stock held and the cost price. The total of the list will represent the value of the stock at cost, and this figure will be entered on the Balance Sheet, and also on the right-hand side of the General Fund Income and Expenditure Account in the space provided. The figure for the value of stock at the end of the previous year must be entered on the left-hand side of the Income and Expenditure Account.

D.

TOWNSWOMEN'S GUILD

BALANCE SHEET AS AT OCTOBER 17th, 1939

LIABILITIES		£	s.	d.	ASSETS		£	s.	d.
I. General Guild Funds:					I. Equipment, at cost, less depreciation:				
Balance as at October 28th, 1938	...	36	17	-	As at October 28th, 1938	...	5	-	-
Add Surplus per General Income and Expenditure Account	...	1	11	7	Add Purchased during year	...	-	-	-
				38 8 7					
II. Earmarked Funds:					Less Depreciation	...	-	5	-
Classes Fund Account 1:									4 15 -
Balance as at October 28th, 1938	...	-	12	-	II. Stock of Publications for Sale	...			2 14 6
Add Surplus for the year	...	-	18	3					
				1 10 3	III. Cash Balances:				
III. Charity Funds:					Bank:				
Balance as at October 28th, 1938	...	-	-	-	Balance on Current Account	...	22	10	7
Add Surplus for the year	...	-	6	3	Balance on Deposit Account	...	10	5	-
				- 6 3					32 15 7
				£40 5 1	(Signed).....				
					Chairman.				
					.....				
					Hon. Treasurer.				
									£40 5 1

APPENDIX

AUDITORS REPORT

I/We have examined the above Balance Sheet with the Books and Vouchers of the Townswomen's Guild produced to me/us and I/we certify it to be correct in accordance therewith and with the information and explanations given to me/us.

Dated.....

..... Auditor/s.

E.

## ABSTRACT ON THE FRONT OF THE FORM FOR THE GUILD BALANCE SHEET

TOWNSWOMEN'S GUILD

## ABSTRACT FROM RECORDS 1938-9

Membership at beginning of financial year ...	88
Membership at close of financial year ...	100
Accounts due and unpaid at the date of <i>this</i> Balance Sheet :	
N.U.T.G. quarterly a/c ...	19s. 6d.
Accounts due and unpaid at the date of the <i>previous</i> Balance Sheet :	
N.U.T.G. quarterly a/c ...	18s. 2d.
Summary of Income and Expenditure dealt with during the year :	

EXPENDITURE	£	s.	d.	£	s.	d.	INCOME	£	s.	d.	£	s.	d.
GENERAL FUNDS ...	49	13	11				GENERAL FUNDS ...	39	7	7			
Less Stock at October 28th, 1938	2	5	-				Less Stock at October 17th, 1939	2	14	6			
				47	8	11					36	13	1
GENERAL FUND ACTIVITIES :							GENERAL FUND ACTIVITIES :						
Garden Party ...				19	16	8	Garden Party ...				25	12	1
Outings ...				22	14	5	Outings ...				22	9	-
Whist Drives ...				12	3	4	Whist Drives ...				18	5	-
EARMARKED FUNDS :							EARMARKED FUNDS :						
Handicraft Classes ...				7	-	3	Handicraft Classes ...				7	18	6
CHARITY FUNDS :							CHARITY FUNDS :						
Whist Drive ...				5	7	6	Whist Drive ...				6	-	-
Total ...				£114	11	1	TOTAL ...				£116	17	8

## APPENDIX 24

## The Funds of the National Union

The following resolution was adopted at the Annual Council Meeting, March 1934.

That, while recognising with gratitude the magnificent response of many Townswomen's Guilds to the special appeals made by the President in 1932 and 1933, the Townswomen's Guilds in annual council assembled, having full confidence in the value and growing success of the Townswomen's Guild movement, undertake to raise the money necessary for its support.

That with this end in view, the National Union at each annual council meeting will approve a budget of income and expenditure for the year, which shall include a statement of the sum needed, over and above the amount due by affiliation fees and any grants available from public bodies, to make ends meet. The share of this sum for which each Townswomen's Guild is responsible shall then be calculated according to its circumstances, within two months of the annual council meeting, and shall be raised by the members of that Guild as a joint effort before the end of the financial year (December 31st).

No Guild to be included in the scheme until it has been formed one year.

## APPENDIX 25

## Qualified Auditors

Under the Municipal Corporations (Audit) Act, 1933, the following bodies are recognised for the purposes of audit :

The Institute of Chartered Accountants in England and Wales; the Society of Incorporated Accountants and Auditors; the Society of Accountants in Edinburgh; the Institute of Accountants and Actuaries in Glasgow; the Society of Accountants in Aberdeen; the London Association of Certified Accountants, Limited; the Corporation of Accountants, Limited. [T.G. and Fed. XIII.G.2.]

## APPENDIX 26

## Affiliation to other Societies

(T.G. and Fed. XIV.C)

The Executive committee has already agreed that Guilds and Federations may affiliate to the following societies :

Auto Rambling Clubs Association; British Drama League; Community Associations; Council for the Preservation of Rural England; County Women's Bowling Associations; English Folk Dance and Song Society; Local Councils of Social Service; National Gardens Guild; Scottish Country Dance Society; Workers' Educational Association.

Should a Guild or Federation wish to affiliate to any other society application for permission must be made to the National Union.

## APPENDIX 27

## Entertainments Duty

Duty is chargeable on all payments exceeding 6d. for the admission of persons to any entertainment as spectators or members of an audience. Thus it is chargeable on payments for admission to see or hear an entertainment such as a dramatic show, concert or exhibition, but not on payments to take part in an entertainment such as a dance or whist drive. The rates of duty vary according to the price of admission and are set out in leaflet No. 17 issued by the Board of Customs and Excise. Duty is not payable on a free or complimentary ticket, provided this is clearly marked as such. But if payment for admission is made indirectly, e.g. by the purchase of a programme or compulsory contribution to a collection, then these payments are regarded as payments for admission, and duty is chargeable at the corresponding rates. When the entertainment is of a mixed character, part only being taxable, if combined tickets of admission are used then a proportionate duty must be paid. The amount chargeable is settled by the Board of Customs and Excise, and in these cases full particulars of the proposed entertainment must be sent not less than 14 days before the entertainment to the Board of Customs and Excise, Custom House, London, E.C.3, who will assess accordingly the proportion of duty payable.

## METHOD OF PAYMENT

Payment is made either by Government tickets which may be purchased at the Customs and Excise Offices named in the appendix to leaflet No. 17, or by adhesive excise stamps that have to be securely affixed to the tickets before they are sold. The stamps can be purchased in any quantity at any Head or Branch Post Office and certain Sub-Offices, or at the Customs and Excise Offices mentioned above; or they may be ordered by post from the Collector of Customs and Excise, London or Edinburgh. Sometimes the entertainment may be held in a place where the Board has authorised the payment of duty without the use of Government tickets or stamps, in which case arrangements should be made with the proprietor of the place of entertainment for details of the payments for admission to be included in his weekly Returns to the Custom and Excise Department. Allowance can be claimed on unused Government tickets or stamps or on unspoilt stamps affixed to tickets that have not been sold (see paragraph 16 of the Leaflet). Applications for such allowance may be made either personally to Collectors of Customs and Excise or by post to the Accountant and Comptroller-General, Entertainments Duty Branch, Custom House, London, E.C.3.

Tickets must have the price of admission clearly marked on them, stating whether it includes the duty or not. Those collecting tickets at the entrance to an entertainment must tear each ticket in two across the duty stamp returning one part to the member of the audience and retaining the other. An Officer of Customs and Excise is entitled to demand to see both parts of any ticket. Those responsible for the entertainment may not destroy the collected portions of tickets until the afternoon of the day following the conclusion of the entertainment, or mix them with those collected for a performance held on a different day.

## EXEMPTION FROM ENTERTAINMENTS DUTY

The following are the three most likely occasions on which a Guild may claim exemption on an entertainment for which normally duty would be payable :

- An entertainment in aid of a "charity."
- A competitive festival.
- An exhibition of work resulting from Guild members' own industry.

## (a) IN AID OF A CHARITY

(i) If the whole of the takings are to be given to a recognised charity, and none of the cost of the entertainment is met from the proceeds or from funds belonging to the benefiting society, exemption from duty may be claimed. The "proceeds" of an entertainment include all gross takings from side-shows, refreshments, etc. In this case application for exemption should be made on Form E.D. 12, obtainable from any Customs and Excise Office, as long as possible before the date of the entertainment, and at least 14 days before it takes place.

(ii) If the whole of the net proceeds are to be given to a recognised charity, and the whole of the expenses of the entertainment including side-shows and the provision of refreshments, if any, do not exceed 50 per cent. of the total receipts, rebate of duty may be claimed.\* In this case the duty ought to be paid in the normal manner and reclaimed afterwards. Applications may be made in advance, however, and relief from the use of stamps may be granted if the particulars of the performance given to the Customs and Excise officials indicate a reasonable prospect of the expenses being less than half the takings. When such relief is granted a deposit has to be made to cover the duty likely to be payable in the event of the conditions not being fulfilled. Application for this arrangement should be made on form E.D. 14 as long as possible before the date of the entertainment, and at least 14 days before it takes place.

The general funds of both the National Union and Federations are recognised by the Board of Customs and Excise for the purpose of exemption from entertainments duty, as "charitable purposes," so that money-raising efforts in aid of those funds may be eligible for exemption.

Full details of these methods of obtaining relief from duty are given in the Customs and Excise Leaflet No. 5.

## (b) COMPETITIVE FESTIVALS

A musical or dramatic festival at which Guild dramatic groups and choirs compete with each other in the presence of a judge who gives a reasoned oral adjudication before the audience may be exempt from duty. But the entire programme must be competitive if the public are to be admitted without payment of Entertainment Duty. If there is to be a united performance of all the competing choirs of one of the songs it is best for it to be stated on the programme (if this is printed) that this is one of the competitive songs on which the choirs individually are judged. In any case, when exemption from Entertainments Duty is asked for, it is important to make it clear that this apparently non-competitive item on the programme is, in fact, a part of the examination.

## (c) HANDICRAFT EXHIBITIONS

Exemption from payment of entertainment duty may be applied for in the case of Townswomen's Guild exhibitions when the handiwork is that of Guild members. It is not permissible, if exemption is to be asked for, to include a loan exhibit of any kind, whether modern or antique. Nor may the exhibition include works of graphic art or sculpture unless they are executed and exhibited by artists whose main occupation is such art or sculpture. The work exhibited must be such as could be described as the products of an industry, but it may include displays of skill by workers, or of materials, appliances, etc., used in the production of the work.

\* If a Federation, and not a Townswomen's Guild, is organising a money-raising effort in aid of some "charitable purpose" exemption may be claimed in any case where the whole of the net proceeds are devoted to the charity. The claim should be made on form E.D. 40 at least 14 clear days before the date of the event.



In cases that come under the headings (b) and (c) application for exemption must be made by letter to the Commissioners of Customs and Excise, Custom House, London, E.C.3, at least 14 clear days before the date of the entertainment, and when it is a handicraft exhibition a copy of the last annual balance sheet of the Guild or Area Federation, and a full programme of the exhibition attached.

APPENDIX 28

Licensing of Halls for Performances

Any hall in which a performance of a dramatic or musical work of art is to take place has to be licensed by the local authority for this purpose. Proprietors of a hall usually possess such a licence, but Guilds are advised to make sure that this is so before booking a hall for any performance.

Guilds should also make themselves conversant with local fire regulations—naked lights, for instance, are forbidden.

All points are very fully given in *The Law of the Amateur Stage* by Dudley Page, price 5s. Consult it at your library.

APPENDIX 29

Royalties

Royalties are due on the public performances of many plays and songs, and this includes performances for which there is no charge for admission, such as a Guild meeting. Permission to perform a play should be made to the publishers or agents before the play is put into rehearsal, as it is by no means safe to presume that a play is released for amateur performance.

Public play readings are also subject to royalties.

The majority of copyright musical works (other than oratorios, musical plays and similar productions) are controlled in the British Empire by the Performing Right Society, Ltd., whose practice is to issue licences authorising the use of its entire repertoire to the proprietors of premises at which music is publicly performed, or alternatively to the promoters of the musical entertainments there; but the society does not require fees by performers as such.

The consent of the Performing Right Society is necessary for a public performance of copyright music, whatever may be the means of performance, e.g. wireless, orchestra or gramophone. Promoters of entertainments should therefore ascertain whether the premises at which the performances are to be given are covered by a licence issued by the society, and if not, should make application for particulars as to the fee payable to:

The Secretary, The Performing Right Society, Ltd., 33 Margaret Street, London, W.1.

APPENDIX 30

Licences for Gramophone Records

The licence of Phonographic Performance, Ltd., must be obtained before gramophone records are played publicly in any circumstances whatever. Annual, Periodic, Comprehensive and Temporary Licences are available for all occasions, premises or performances. There is a Special Comprehensive Licence for amateur dramatic societies, and an Occasional Licence for sports meetings, flower shows, exhibitions, dances, etc.

Where copyright music is performed the licence of the Performing Right Society is also necessary.

By special arrangement with the English Folk Dance and Song Society certain records may be played publicly at festivals and displays without fee or licence, but these are the only records and occasions for which exemption is granted.

Information, application forms for licences and the catalogues for exempted folk dance records may be obtained from:

The Secretary, Phonographic Performance, Ltd., 144 Wigmore Street, London, W.1.

APPENDIX 31

Brief History of the Movement

Townswomen's Guilds are the natural development of the women's movement begun in the nineteenth century. For they aim at giving women opportunities for self-education so that they may the better equip themselves to discharge their duties as responsible citizens. It is fitting, therefore, that the National Union of Townswomen's Guilds should be the direct outcome of the National Union of Women's Suffrage Societies, the oldest and largest national organisation guiding the constitutional movement for obtaining the rights of citizenship for women, which after the granting of the partial franchise to women in 1918, became the National Union of Societies for Equal Citizenship.

It was as a result of a meeting of the Ladies' Discussion Society in 1865 in Kensington, at which the question of the enfranchisement of women was debated, that the first committee for women's suffrage was formed in 1866. Its purpose was to collect signatures for the petition which John Stuart Mill later presented to Parliament and on which the names of many famous women appeared, such as Florence Nightingale, Josephine Butler, Emily Davis, Francis Mary Buss, and Dorothea Beale.

Through many vicissitudes, a national organisation grew up which in 1897 took the title of National Union of Women's Suffrage Societies, with Millicent Garrett Fawcett, who had been in the movement from its inception, as president. This linked the constitutional suffrage societies throughout Great Britain which were endeavouring to educate public opinion to recognise the justice of women being granted the responsibilities of citizenship. The struggle to redress such wrongs as a married woman not having the right to share with her husband the guardianship of their own children, or to retain wages which she herself had earned, was inevitably long drawn out, while women were classed legally with lunatics and infants. Politicians do not pay very much attention to people who have not a direct share in their return to power. Women sought the vote in order that they might obtain freedom from the disabilities laid upon them because of their sex by law and custom. Until they received the status of citizens, women could not serve the community as they wished to by taking a share of the responsibility of citizenship.

Immediately the Great War broke out active propaganda for the vote ceased, and the N.U.W.S.S. and a large number of its affiliated Societies offered the experience of their organisation to the country in its emergency. Thus the Scottish Women's Hospitals under Dr. Elsie Inglis, were organised by the Scottish Suffrage Societies, and the London Suffrage Society helped the Government to deal with the flood of women, mainly inexperienced and unskilled, who volunteered their services.

APPENDIX 33

N.U.T.G. Publications, Stationery and Equipment

(NOTE.—The latest additions and up-to-date list will be found in "The Townswoman")

	s.	d.
Annual Report ... ..	...	3
*History of N.U.T.G. ... ..	...	1/2
<i>The Townswoman</i> ... ..	...	2
*Cover for <i>The Townswoman</i> ... ..	1	6
*T.G. Handbook ... ..	...	6
Constitution and Rules for Townswomen's Guilds, Federations and the National Union ... ..	...	2
*How to Plan the T.G. Programme ... ..	...	1
Programme Planning for T.G.'s ... ..	...	1
The Home of To-morrow ... ..	...	1
The Townswoman's Book of Food ... ..	...	6
The Townswoman's Book of Gardening ... ..	...	6
The Townswoman's Book of Pattern Design ... ..	...	6
Handicraft Handbook of Reference ... ..	1	0
Don'ts for Embroidery ... ..	...	1
*Of Embroidery, by E. Hamilton Smith ... ..	...	2
Handicraft Leaflets describing schools and lectures <i>free</i>		
No. 1. Rugs knotted on canvas ( <i>School</i> )		
No. 2. What colour can do to handicraft ( <i>Lecture</i> )		
No. 3. Patchwork Inlay ( <i>School</i> )		
No. 4. Candlewick tufting ( <i>School</i> )		
No. 5. Afghan Crochet ( <i>School</i> )		
No. 6. Woven rugs ( <i>School</i> )		
No. 7. Template Making and Design for wadded quilting ( <i>School</i> )		
No. 8. Embroidery Cross Stitch — samplers ( <i>School</i> )		
*T.G. Pocket Diary ... ..	1	0
*T.G. Badge ... ..	1	0
*Tea Badges, red or green ... ..	...	3
*Plain Badges ... ..	...	2
Chairman's Hammer ... ..	4	6
*Blacklead Pencils in Guild colours ... ..	...	2
Headed T.G. notepaper, pad of 100 sheets ... ..	1	3
Ditto, interleaved with two carbons for making pen copy ... ..	...	2 0
Plain notepaper to match above, pad of 100 sheets	...	9
*Correspondence Cards (with badge in colour) per 100 ... ..	1	6
*Postcards for calling meetings, per 100 ... ..	1	3
*Postcards for calling committee meetings, with agenda, per 100 ... ..	1	3
*Posters, with badge only, per dozen:		
Large size ... ..	...	10
Small size ... ..	...	8
*Programme Blanks (with badge in colour):		
5 1/2 in. by 7 in., per 100 ... ..	...	2 0
5 1/2 in. by 10 1/2 in., per 100 ... ..	...	2 6
Analysed Account Book ... ..	...	4 6
Subscription Receipt Book, R.1 ... ..	...	5
Duplicate Receipt Book, R.2 ... ..	...	5
Receipt Book, R.3 ... ..	...	4

When peace came, a limited number of women possessing special qualifications was granted the vote. The National Union, while continuing to work for the complete enfranchisement of women on the same terms as of men, turned its attention, under the leadership of Miss Eleanor Rathbone, to the reforms for which women had sought the vote. During the ten years that followed much was achieved, including reforms of such peculiar concern to women as equal rights of parents in the guardianship of their children, the grounds for divorce of either spouse being made the same, the legitimisation of children on the subsequent marriage of their parents, the safeguarding of all interests concerned with the adoption of children, the raising of the age of marriage from 12 for girls and 14 for boys, to 16 years. The National Union, under the title of National Union of Societies for Equal Citizenship, took an active share in the promotion of these and many other enactments, and these years saw women for the first time appointed as magistrates and jurors, and their entry into the legal and many other professions.

At last, in 1928, women were granted the vote on exactly the same terms as men, and at the Annual Council Meeting that year Dame Millicent Fawcett urged the National Union to go forward with the education of the new citizens. With this object in view the Townswomen's Guild movement was formally launched in March 1929, five experimental Guilds having been successfully formed at the beginning of that year. By 1932 the movement had grown to such an extent that the National Union was reconstituted as the National Union of Guilds for Citizenship, all political activities being given up, and the education of women as citizens becoming its sole work. At the Annual Council Meeting, 1933, when there were over 150 Townswomen's Guilds within the Union, the title of National Union of Townswomen's Guilds was adopted.

APPENDIX 32

\* Declaration Forms for Guilds and Federations

T.G. and Fed. XIV.D.1

The { members of the  
delegates forming the Council of the.....

..... { Townswomen's Guild read the  
Federation

{ Townswomen's Guild Constitution and Rules in full  
Federation

at the { Guild meeting on.....  
Council

and passed a resolution agreeing to carry out the objects and constitution as printed in the Constitution and Rules for { Townswomen's Guilds  
Federations

Signed.....  
Chairman  
(President in Scotland)

Date.....

\* Separate forms are printed for the use of Guilds and Federations, and are issued free to them annually.

\* Special discount rates are given for quantities

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T.G. XIII.A.5	Paras. 147-150; 171	Fed. IX.1	Paras. 99-101	N.U. IX.G.3	Para. 214

INDEX AND GLOSSARY

NOTES

- References in Roman figures are to the constitutions concerned.
- Para.—Paragraph in the handbook.
- App.—Appendix in the handbook.
- A stroke / between two words means that the sentence should be read twice, once with the word(s) before the stroke and the other time with the word(s) after the stroke, e.g. "made by a Guild/a Federation Council in addition to . . ." should be read as "made by a Guild in addition to . . ." and also as "made by a Federation Council in addition to . . ."

<b>Absentees</b> ]	... ..	see ATTENDANCES	<b>Appeal, Right of</b> ... ..	T.G. XV.5; Fed. XV.6; N.U. IX.G.5; Para. 213
<b>Accounts</b>	... ..	see also AUDITED ACCOUNTS	<b>Appendix.</b>	Further treatment of a particular subject
		T.G. and Fed. XIII.F.4; 8; Para. 163	<b>Appoint.</b>	To fill a vacancy/vacancies without an election, because there is only one candidate/only as many candidates as there are vacancies
		T.G. and Fed. XIII.F.2; Para. 146	<b>Appreciation.</b>	Judgment based on understanding
		T.G. and Fed. VII; XI.A; N.U.VI; IX.A; Para. 2	<b>Approve.</b>	To sanction; to give permission to take action
<b>Ad hoc sub-committee</b>	... ..	see COMMITTEE	<b>Arts.</b>	Music, both vocal and instrumental, including percussion bands; drama; mime; choral speaking; folk and other forms of dancing; etc.
<b>Adjourn.</b>	To break off to recommence later	App. 17	<b>Assets.</b>	Money and goods owned
<b>Administration.</b>	The arrangement of affairs; the management of money	T.G. and Fed. VII; XI.A; N.U.VI; IX.A; Para. 2	<b>Attendances</b> ... ..	T.G. and Fed. XI.E.1; N.U. IX.E.1; Para. 22-24; 103; 129; 131; 153; 197
<b>Affiliation</b> ... ..		T.G. and Fed. XIV.A.3	<b>Audit.</b>	Examination and verification of the accuracy of the books and accounts by an independent qualified accountant
<b>—Fees.</b>	The dues payable by Guilds to the Federation; and by Guilds and Federations to the National Union	T.G. XIII.C.1-3; D.1-3; Fed. VI.2-5; XIII. C.1-3	<b>—Interim.</b>	An audit carried out at any time other than the end of the financial year, e.g. on a change of treasurer
<b>—to other organisations</b>	... ..	T.G. and Fed. XIV.C; App. 26	<b>Audited accounts.</b>	Accounts that have been examined and verified by the auditor
<b>Agenda paper</b> (commonly called the Agenda). List of the things to be done by the meeting		T.G. VIII.A.3 and Fed. VIII.A.2; Para. 13; 86; 203; 216-219; App. 2(4)		T.G. VIII.B.2 (d); XIII.G.2; XV.1; Fed. VIII.B.2 (c); XIII.G.2; XV.2; N.U.VII. A.6(b); XI.C.4-5; App. 23; 25
<b>Alternative procedure</b> ... ..		Para. 80	<b>Auditor.</b>	A qualified accountant who is appointed to carry out the audit of the books and accounts and to certify that the balance sheet is in accordance therewith
<b>Amendment.</b>	An alteration proposed to a resolution by someone whose views would not be met by either the acceptance or rejection of the resolution as it stands. An amendment must take the form of a proposal to omit and/or add, insert, substitute, certain words. Every amendment should be put to the vote before the original resolution. Each amendment that is carried must be incorporated in the original resolution which is put to the vote in its amended form. If no amendments are carried, the resolution is put to the vote in its original form	App. 1	<b>Authoritative Body.</b>	The body in which control is vested
<b>Amusement.</b>	Pleasant diversion		<b>Authority</b>	
<b>Annual meeting</b> ... ..		see ACCOUNTS; MEETING; REPORT	<b>—of the Committee.</b>	Power to act given to the committee by the Constitution and Rules, or by resolution of the Guild, or the Federation Council

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**Authority** ... see also BUDGET  
**—to incur Expenditure; Authorisation of Expenditure.** Permission to spend a defined amount for a specified purpose; given by the Guild/or the Federation Council to the committee (or to a delegate, representative, observer); if necessary, passed on by the committee to a sub-committee or member  
 T.G. and Fed. XI.A.4

**—to pay; Authorisation of Payment(s).** Permission given by the committee to the treasurer to pay bills  
 T.G. XIII.A.5; Fed. XIII.A.4; Para. 139

**Balance Sheet.** A statement in prescribed form at a given date showing balances of the funds and the assets which represent them  
 T.G. and Fed. XIII.G.4; 5; App. 23.D

**—the Budget.** To decide how to raise the money to meet an anticipated deficit  
 see also BUDGET

**—Unexpended** ... Para. 150

**Ballot.** A system of voting under which the vote given by each voter remains secret  
 T.G. and Fed. XII; N.U. IX. G.6; X; Para. 94; 107; App. 8-10

**—Paper.** The paper on which a voter records a vote or votes by means of a cross or crosses; under the Transferable Vote system, the paper on which a voter records his/her order of choice by means of numbers  
 App. 10

**Bank Account** ... T.G. and Fed. XIII.F.1; N.U. XI.C.1; Para. 140

**—Without Deduction.** To pay into the bank the whole of the money collected  
 T.G. XIII.A.5; F.2; Fed. XIII.A.4; F.2

**Basis of Calculation.** The item(s) to be considered when calculating

**Budget.** An estimate of anticipated income and expenditure ...  
 T.G. VIII.A.5; Fed. VIII.A.3; XIII.D.4; N.U. VII.A.6 (c); Para. 52; 143-146; 170; 184; 185; 218; 219; App. 19

**—Supplementary.** Additional budget(s) made necessary because the original budget has proved inadequate  
 Para. 144

**Business** ... T.G. VIII.A.3; Fed. VIII.A.2; Para. 7; 12-19

**—Competent.** Matters which the meeting is entitled to discuss

**Capitation Fee.** A fee reckoned at so much a head  
 T.G. XIII.C.2; D.2; 3

**Cars for delegates** ... Para. 155

**Casting vote.** The deciding vote which a chairman may give (if empowered by standing order) in the event of an equality of votes

**Chairman** ... see also OFFICERS  
 T.G. and Fed. XI.F.3; N.U. IX.F.3; Para. 89; 91-96; 98; 109; 130; 134; 202; App. 1

**Charities.** Organisations for assisting those who in the opinion of the supporters need, and ought, to be assisted  
 Para. 56-62

**Cheque** ... T.G. and Fed. XIII.F.3; 5; N.U. XI.C.2; Para. 150

**Choral Speaking.** The simultaneous speaking by several people of passages of prose or poetry

**Citizens.** A group living in the same locality; in a special sense, parliamentary and local government electors

**Civics.** Matters concerned with the rights and duties of citizens  
 Para. 6; 7

**Classes** ... Para. 45; 47; 48; 53-55; 172, 173

**Closure** ... App. 17

**Collections** ... Para. 18; 19; 176

**Committee.** A formally elected or appointed group of persons to which administration is "committed" (i.e. entrusted)  
 see MEETING-COMMITTEE. T.G. VIII.B.2 (c); XI; XIII.E.2; Fed. VIII.B.2 (b); XI; XIII.D.3 and 4; E.2; N.U. IX; XI. D.2; Para. 14-16; 104-109; 198-200; 210-212

**—Meeting** ... see MEETING

**—, Membership of** ... T.G. and Fed. XI.B; N.U. IX.B; Para. 80

**—, Sub-committee.** A body of persons appointed by a committee for the performance of specified delegated work. A standing sub-committee is appointed for work of a continuous nature; an *ad hoc* sub-committee for one piece of work only  
 T.G. XI.C.3; E.5; F; XIII.A.4-6; Fed. XI.C.3; E.5; F; XIII.A.3-5; N.U. IX.C.4; E.5; F; Para. 98, 110-128; 147; 201

**—, Finance** ... Para. 126

**—, Programme** ... Para. 127

**Commitment.** A promise made to undertake future action involving expenditure

**Common meeting ground** ... T.G. II.2; V.9; Fed. II.2; V. 13; Para. 57; 154; 184; 185

**Conduct of business** ... see PROCEDURE

**Constitution.** The fundamental principles by which a society is governed  
 Pages 1-22

**Controversial.** On which there is a difference of public opinion

The meaning given to words and phrases in this glossary is that in which it is generally used in the text; in most cases there are many other meanings which, owing to lack of space, cannot be given here.

**Co-option.** The right of existing members of a committee/sub-committee to elect/appoint new members to that committee/sub-committee  
 T.G. XI.B.4; E.2 (a); F.2; Fed. XI.B.3; E.2; F.2; N.U. IX. B.4; E.2; F.2; Para. 98; 131

**Correspondence** ... Para. 19; 133-135

**Council.** The authoritative body of (a) the National Union; (b) a Federation

**—Federation** ... T.G. X; XIII.D. 4; Fed. VIII; XIII.D; Para. 100; 108; 109; 195; 196; 198; 200-205

**—National Union** ... T.G. IX; XIII.C. 3-7; Fed. IX; XIII.C.3-7; N.U. VII; Page 23; Para. 108; 109; 216-219

**Creed.** A set of opinions on any subject; a system of religious belief  
 T.G. II.2

**Criticise.** To examine and comment with understanding of the subject

**Debate.** Argument on a motion for amusement only, and result therefore not binding on the Guild/Federation; the motion to be debated must be an affirmative statement beginning with the words "This meeting is of the opinion that ..."; the chairman, proposer and opposer, and generally also one supporter each of proposer and opposer should be selected in advance; a time limit should be set to speeches

**Declaration Form** ... T.G. XIV.D.1; Fed. V.4; XIV. D.1; Para. 32; 208

**Deficit.** The amount by which expenditure exceeds income  
 Para. 146

**Defined.** Limits clearly laid down by resolution

**Delegate.** A member elected/appointed by a Guild or by a Federation Council to act on its behalf at meeting(s) of the Federation or National Union Council  
 see also OBSERVER; REPRESENTATIVE  
 T.G. IX.1; XI. 4; XIII.C.3; 4; D.4; Fed. VIII: VIII.B. 3; IX.1; X.1; XIII.C.3; 4; 8; 9; D.1; 2; Para. 98; 99-103; 108; 109; 151-150; 194

**Delegating work.** Entrusting work to a group or to an individual, while retaining responsibility and control  
 Para. 20; 110-112; 119; 120; 133; 136; 137; 179; 198-200

**Democratic society.** A society in which control is vested in the whole body of members

**Demonstrator** ... App. 3

**Depreciation.** An item in a balance sheet covering allowance for wear and tear

**Direct Negative.** A bare contradiction of a resolution, and therefore not permissible as an amendment; in Scotland a direct negative may be moved as a counter-proposition; in England and Wales the correct method is to speak and vote against the resolution

**Discussion.** Examination by methodical reasoning; in a special sense, speeches for and against a proposition  
 App. 17

**Dissolution** ... T.G. and Fed. XIV.B; N.U. IX.G.4; Para. 81

**Dissolve.** To put an end to

**Division.** The separation of members into two groups ("ayes" and "noes") in order to count their votes

**Earmarked Funds** ... see FUNDS

**Education** ... T.G., Fed. and N.U. II and III; Introduction, page 25; Para. 4; 186

e.g. (*exempli gratia*). For example.

**Elect.** To choose (by voting) when there are more candidates than there are vacancies

**Elections** ... T.G. XI.D; E.2 (b); XII; Fed. VIII.B.3 (b); XI.D; XII; N.U. IX.D; X; Para. 80; 88; 91-96

**Entertainment Duty** ... App. 27

**Estimate.** An approximate calculation

**Executive.** Entrusted with putting expressed wishes into effect

**—Committee** ... see MEETING AND COMMITTEE

**Exemptions** ... T.G. XIV.A.4.D. 4; Fed. VII.2; XIV; D.4; N.U. IX.G.3; Para. 214

**Ex officio.** By right of the office held  
 T.G. and Fed. XI.C.3; N.U. IX.C.4; Para. 122

**Expenditure** ... see AUTHORITY TO INCUR EXPENDITURE

**Fares** ... see TRAVELLING EXPENSES

**—Pool** ... see POOL

**Federation** ... Fed. I-XV; Para. 151-160; 178-208

**—New** ... Para. 182; 214

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**Fees** ... see also (a) AFFILIATION FEE (b) SERVICES RENDERED; *Para.* 172; 173; 194

**Finance** ... T.G. XIII; Fed. VIII.A.4; XIII; N.U. XI; *Para.* 138-177; 202; 203

**Financial**  
**—Procedure** ... T.G. and Fed. XIII. A. F. G; N.U. XI. C; *Para.* 138-150  
**—Statement.** A statement drawn up from the books at any time to reveal the financial position ... T.G. VIII.A.3 (b); Fed. VIII.A.2 (b); *Para.* 141  
**—Year** ... T.G. and Fed. XIII.G.1; N.U. XI.C.3

**Formation of Guilds and Federations** T.G. and Fed. XIV.A; N.U. III.1; V.1 and 2

**Functions.** (1) Duties; sphere of action. (2) Social events ... T.G. and Fed. III; XI.A; N.U. III; IX. A; *Para.* 109

**Funds**  
**—Ear-marked.** That part of the total assets set aside for particular purposes T.G. XIII.A.4; Fed. XIII.A.3; *Para.* 145  
**—Guild and Federation General.** That part of the total assets which may be used only for the benefit of the whole Guild/Federation (including gifts to the N.U. and Federation) unless a resolution is passed under T.G. XIII.A.3; Fed. XIII.A.2  
**—National Union** ... N.U. V.8; XI.A  
**Gramophone Records—Licence for** ... *App.* 30  
**Groups** ... *Para.* 42-46; 53-55; 82  
**Guild** ... T.G. I-XV. Introduction, page 25; *Para.* 1-82  
**—Finance** ... see FINANCE  
**—New** ... T.G. XIV.D.4; *Para.* 156; 192-194; 214  
**Halls—Licensing of** ... *App.* 28  
**Handicrafts** ... *Para.* 6; 7  
**Homecraft** ... *Para.* 6; 7  
**Honorarium.** A sum (less than the recognised fee) paid in acknowledgment of services see SERVICES RENDERED  
**Honorary.** Serving without pay; generally written "hon." but not to be confused with the same abbreviation for "honourable member" (a term used in formal assemblies when referring to another member)  
**Honorary officers** ... see OFFICERS

**Hostess** ... *Para.* 21  
**i.e. (id est).** That is  
**Imprest** ... see PETTY CASH  
**Income and Expenditure Account.** An account showing the actual income over a period together with the expenditure chargeable against it. The resulting balance is called a surplus or deficit  
**Informal.** Without stiffness ... *Para.* 7-11  
**Joint Conference** ... Fed. V.10; VIII. A.2 (c); X; XIII.C.8; 9; N.U. V.4; VIII  
**Lecturer** ... *App.* 3  
**Legal Powers** ... T.G. and Fed. XIII.B; N.U. XI.B  
**Laid on the table; laid on the table sine die; laid on the table until called for.** In abeyance; action indefinitely postponed  
**Local**  
**—Authority** ... Fed. V.7; *Para.* 48; 101  
**—Rule.** A rule which may be made by a Guild/a Federation Council in addition to, but not conflicting with, those laid down in the Constitution and Rules  
**Maintenance allowance; subsistence allowance.** A sum of money not exceeding 15s. for twenty-four hours granted by a Guild/a Federation Council to meet expenses of board and lodging necessarily incurred by a member who has been elected/appointed to act on its behalf and to members of the National Union Executive committee  
**Majority**  
**(a)** A majority (sometimes called a simple majority) = the greater part of all the members, i.e. at least one more than half; except in the case of elections, when it means at least one vote more than the next candidate  
**(b)** A  $\frac{2}{3}$  majority (or a  $x$  majority) =  $\frac{2}{3}$  (or  $x$ ) of all the members  
**(c)** A majority (or a  $x$  majority) of members present and voting = the greater part (or  $x$ ) of those voting at the meeting; those abstaining from voting and absentees, not being reckoned  
**(d)** A majority of  $x = x$  more in favour than against; or  $x$  votes more than the next candidate  
**(e)** A clear, sometimes called an absolute, majority (used in elections of three or more candidates) = more than the total of all the other votes cast

The meaning given to words and phrases in this glossary is that in which it is generally used in the text; in most cases there are many other meanings which, owing to lack of space, cannot be given here.

**Meeting.** An assembly of persons; the persons assembled  
**—Annual** ... see COUNCIL NATIONAL UNION T.G. and Fed. VIII.B; N.U. VII.A; *Para.* 83-90; 204; 207  
**—Committee** ... T.G. and Fed. XI.E; N.U. IX.E; *Para.* 104-109; 123; *App.* 5  
**—Extraordinary.** A meeting held out of the ordinary course; for procedure, see Special Meeting  
**—Federation** ... Fed. VIII.A; *Para.* 206  
**—Guild** ... T.G. VIII; XI. A.1; *Para.* 1-28; *App.* 4  
**—Notice of.** Due and adequate intimation, issued by the proper officer, of the date, time and place of meeting  
**—Officers** ... *Para.* 132  
**—Open.** Open to the public ... *Para.* 206  
**—Special (or Extraordinary).** A meeting held out of the ordinary course, generally either for reasons of urgency, or because a particular matter has to be discussed at length  
**—Sub-committee** ... see COMMITTEE  
**—Valid.** Competent to transact business. A meeting is only valid if the following conditions are fulfilled:  
**(a)** Proper notice has been given to all who are entitled to attend  
**(b)** It is held in accordance with the regulations  
**(c)** It is held at the proper time and place  
**(d)** The properly appointed/elected person is in the chair  
**(e)** A quorum is present  
**Member** ... *Para.* 63-79; 108; 109  
**—New** ... T.G. VI.3; 5; *Para.* 63; 64; 72; 74; 115  
**Membership** ... T.G. VI; XIV. A.5; Fed. VI; N.U. VII.1; *Para.* 65-71  
**—Termination of** ... T.G. VI.6; 7; *Para.* 67; 68; 76-78  
**Methods.** Planned ways of carrying out principles T.G., Fed. and N.U. V; *Para.* 37-52; 109; 181; 186  
**Mime.** Acting, i.e. conveying thoughts or feelings to other people, without the use of words. Mime may be studied as the foundation of acting or as an art in itself  
**Minutes.** The record of proceedings at a meeting *Para.* 116; *App.* 12  
**Minuted.** Recorded in the minutes ... T.G. and Fed. XIII.F.4; *Para.* 114; 139  
**Money-raising effort** ... *Para.* 170; 171  
**National Savings Movement** ... T.G. XIII.A.7  
**National Union** ... N.U. I-XIII; Introduction, page 25. *Para.* 181-183; 209-229  
**—History** ... *App.* 31  
**Nem. con.; nem. diss. (nemine contradicente, nemine dissentiente).** No one having contradicted; used when all who have voted have expressed the same opinion, but some have abstained from voting  
**Next Business** ... *App.* 17  
**Nominate.** To propose for election/appointment to an office  
**Nomination paper.** The form on which the proposer makes and signs a nomination or nominations  
**Nominations** ... see ELECTIONS  
**Non-Guild members** ... *Para.* 53-55; 98  
**Non-Party.** Not connected with any political party T.G., Fed. and N.U. IV  
**Non-Sectarian.** Not connected with any religious body T.G., Fed. and N.U. IV  
**Notices** ... *Para.* 18; 19  
**Notice of Meeting** ... see MEETING  
**Objects.** Purpose; reasons for existence ... T.G. II; V.8; XIII.A.1; Fed. II; V.12; XIII. A.1; N.U. II; V.8; *Para.* 109  
**Observer.** A member appointed by a Guild/a Fed. Council to attend a meeting on its behalf; Guild and Federation observers may not take part in discussion at any meeting; neither may they vote, with the exception of a Guild observer at a Federation Council meeting, who may vote according to the instructions of her Guild see also DELEGATE REPRESENTATIVE T.G. X.3; *Para.* 152; 196  
**Office.** Position with duties attached to it T.G. and Fed. XIII. E.2 (b); N.U. XI.D.2 (b)  
**Office bearers** ... Preface. Page ii  
**Officers** ... T.G. VIII.B.2 (b); XI; XIII.E. 2; Fed. VIII.3; B.2 (b); XI. XIII.E.2; N.U. IX.C; D.6. XI.D.2; *Para.* 87; 88; 89; 90; 93; 108; 109; 122; 129; 130; 132; 198-200  
**Optional.** Not bound to be adopted *Para.* 80; 198-200  
**Other organisations** ... see also AFFILIATION. *Para.* 191

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**Out-of-pocket expenses.** Expenses (over and above board and lodging and fares) necessarily incurred by a member who has been elected/appointed by a Guild/a Federation Council to act on its behalf and by members of the National Union Executive committee see SERVICES RENDERED

**Panel of Speakers and Demonstrators.** List of recommended speakers and demonstrators Para. 188-190

**Party** ... see POLITICAL PARTY  
T.G. II.2  
Para. 142

**Pass book** ...

**Payment** ... see CHEQUE AND ACCOUNTS

**Penalties** ... T.G. VI.4; XIII. C.3; Fed. XIII. C.3

**Petty Cash.** A sum of money given out by the treasurer for the payment of small expenses ... T.G. XIII.A.6; F.6; 8; Fed. XIII.A.5; F.6; 8; Para. 148; 149

**Philanthropic.** Supporting a charity see also CHARITIES  
T.G. XIII.A.2

**Point of Order.** Notice of any informality or irregularity in procedure or proceedings at a meeting; any member may raise a point of order provided that she does so immediately; the member who has been interrupted must resume her seat and remain seated until the point has been settled

**Policy.** A course of action based on a principle or principles Fed. VIII.A.4; N.U. V.9; IX. A.6; Para. 202-203

**Political.** Connected with the science and art of government  
—**Activities.** Taking political action in order to secure what the supporters believe to be a reform; formulating an opinion/opinions on a political matter/matters  
—**Party.** Group of people holding specified beliefs as to the best form of national and/or local government  
—**Study.** Examination of a political matter/matters for the purpose only of acquiring knowledge

**Pool (fares).** A common fund to which all Federations and/or Guilds contribute in order to equalise travelling expenses T.G. XIII.C.3-7; D.4; 5; Fed. XIII.C.3-9; D; N.U. VII.2-5; IX.G.7; Para. 151-156; 194

**Post Office Savings Bank** ... Para. 140

**Power.** Right to act ...

**President** ... T.G. and Fed. VIII.B.2 (a); N.U. VII.A.6 (a); IX.A.3; Para. 80; 97

**Previous Question** ... App. 17

**Principle.** A guiding belief

**Problems** ... Para. 40; 41; 53-62; 95; 96; 183; Para. 105; 178

**Procedure.** Method of conducting business at a meeting

**Proceedings.** Business transacted at a meeting

**Profit or Advantage, direct or indirect.** Personal gain, in any form whatsoever see SERVICES RENDERED

**Programme** ... T.G. VIII.A.4; 5; Fed. VIII. A.3; N.U. VII. A.6 (c); Para. 29-36; 184; 218

**Propaganda.** Any form of endeavour to secure support for one side in a controversial matter

**Proxy Voting.** Voting by a substitute or deputy T.G. VIII.B.4; Fed. VIII.B.5; N.U. VII.A.13

**Publications** ... N.U. V.5; Para. 43; 115; 226; 227; App. 33

**Putting the Question.** Putting the resolution to the vote App. 17

**Quorum.** Minimum number of members (as laid down by Constitution and Rules, or by Standing Order) whose presence is necessary for the transaction of business T.G. VIII.B.3; C.3; XI.E.3; Fed. VIII.B.4; C.3; XI.E.3; N.U. VII.A.12; B.3; IX.E.3

**Records** ... Para. 116; 117; 135

**Receipts** ... Para. 65; 164; App. 18.H(3)

**Recommendation.** Advice given by the subordinate to the appointing body (e.g. by a sub-committee to the committee, or by the committee to the Guild/the Federation Council) Para. 108

**Refer back.** Ask a subordinate body to give further consideration to its recommendation, either because it is not satisfactory in its present form or because fresh circumstances have arisen

**Register** ... Para. 22-24

**Relaxation.** Change from serious study Para. 7-11

**Remuneration.** Money payment or other reward for services rendered see SERVICES RENDERED

**Report** ... T.G. VIII.A.3(a)-(c); Fed. VIII. A.2 (a)-(c) Para. 28; 187; 225

—**Annual** ... T.G. VIII.B.2 (d); XV.1; Fed. VIII. B.2 (c); XV.2; N.U. VII. A.6 (b); Para. 84; 85

—**of the Financial Position** ... see FINANCIAL STATEMENT

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**Representative (noun).** A member who is elected/appointed by a Guild/a Federation Council to attend a meeting on its behalf; she may join in the discussion, but may not vote; and she may not commit the appointing body to any principle or policy see also DELEGATE. OBSERVER.  
T.G. XV.3; 4; Fed. XV.4; 5; N.U. IX.G.2; Para. 215

**Representative (adj.).** Typical of a community

**Rescind.** To cancel; a resolution should not be rescinded unless notice has been given to all the members

**Resignations** ... T.G. XI.E.2; Para. 130  
Para. 202

**Resolution.** (1) A decision or a formally expressed opinion of a meeting; (2) any proposition submitted for the consideration of a meeting

**Responsible.** Liable to be called to account T.G. and Fed. XI. A; N.U. IX.A. Para. 2; 3  
App. 6; 8-10

**Returning Officer.** The person responsible for the conduct of an election

**Round Table Conference** ... Para. 37-41

**Royalties** ... App. 29

**Rules** ... T.G. and Fed. XIV.D; N.U. XIII

**Ruling.** Interpretation of an existing regulation; decision on a question of procedure not covered by existing regulations

**Safeguard.** Rule(s) giving security and/or protection Para. 138

**Sales Table** ... Para. 25; 174; 175

**Savings Group** ... T.G. XIII.A.7

**Sectarian.** Connected with a religious body T.G., Fed. and N.U. IV

**Secretary** ... see also OFFICERS  
App. 2  
Para. 137

—**Assistant** ... T.G. XIII.A.3  
Fed. XIII.A.2

**Sectional activities.** Activities that take place at a time other than the regular business meeting and in which a part only of the members share

**Service to the Community** ... T.G. III.2; Fed. III (b); N.U. III.2 (b)

**Services rendered** ... T.G. and Fed. XIII.E; N.U. XI.D. Para. 155; 157-160  
Para. 25

**Shop Hours Act** ...

**Sine die.** Without naming a day; indefinitely

**Social Intercourse** ... see RELAXATION

**Specify.** To mention definitely items, details, etc.

**Standing Orders.** The rules adopted for the conduct of business T.G. XI.D.1 (b); T.G. and Fed. XI.E.3-5; F.1; N.U. IX. E.3-5; F.1; Page 23; Para. 105; 128; 157-160

**Study.** Devotion of time and thought to acquiring knowledge T.G. III.2; Fed. III.(b); N.U. III. 2(b); Para. 7; 58; 186; 221

**Sub-Committee** ... see COMMITTEE

**Subordinate Body.** Under orders; without power to act unless permission/instruction has been given

**Subscriptions** ... T.G. VI.2-4; Para. 66-68; 75; 168

**Subsistence Allowance** ... see SERVICES RENDERED

**Surplus.** Excess of income over expenditure Para. 146

**Suspended.** Made temporarily inactive

**Teller.** One who counts the votes App. 6; 8-10

**Termination of membership** ... see MEMBERSHIP

**Terms of reference.** Statement of the work that has been "referred" to a sub-committee, with a precise list of the delegated powers and duties T.G. and Fed. XI.F.1; N.U. IX.F.1; Para. 113-127; 201

**Third party risks** ... Para. 167

**Tie.** Equal number of votes cast for two or more candidates Para. 94

**Townswomen's Guild** ... see GUILD

**"Townswoman"—The** ... N.U. V.5; IX.A. 4; Para. 115; 220-225

**Trading** ... see also SALES TABLE  
T.G. XIII.B.2; Fed. XIII.B.4; N.U. XI.B.4

**Travelling expenses** ... see SERVICES RENDERED

**Treasurer** ... see also OFFICERS  
Para. 109; 138-177; App. 18

—**Assistant** ... Para. 147; 165; 172

**Unanimous.** All of the same mind

—**Vote.** Everyone present voting, and all expressing the same opinion

**Vacancies** ... T.G. XI.E.2; Fed. VIII.3; XI.E. 2; N.U. IX.E.2

**Vice-chairman** ... Para. 130

**Vice-president** ... see PRESIDENT

**Visitors** ... Fed. VIII.B.6; N.U. VII.A.14; Para. 79; 204-206

**Visits** ... Para. 49-52

The meaning given to words and phrases in this glossary is that in which it is generally used in the text; in most cases there are many other meanings which, owing to lack of space, cannot be given here.

INDEX AND GLOSSARY

**Vote** ... .. see MAJORITY;  
UNANIMOUS  
—**Instructed** A vote cast by a dele-  
gate / representative / observer  
according to the instructions  
given by the Guild/the Federa-  
tion Council T.G. X.3; Para.  
101  
two more candidates than  
there are vacancies; the voter  
may indicate his/her order of  
choice of all the candidates, by  
putting "1, 2, 3," etc. against  
their names  
**Voting** ... .. Para. 101; 102;  
194-196  
**Warrant** ... .. see CHEQUE

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TOWNSWOMEN'S GUILD

ABSTRACT FROM RECORDS, 19.....

Membership at the beginning of financial year.....  
 Membership at close of financial year ... ..

Accounts due and unpaid at the date of *this* Balance Sheet :

..... £.....  
 ..... £.....  
 ..... £.....  
 ..... £.....  
 ..... £.....

Accounts due and unpaid at the date of the *previous* Balance Sheet :

..... £.....  
 ..... £.....  
 ..... £.....  
 ..... £.....  
 ..... £.....

SUMMARY OF INCOME AND EXPENDITURE DEALT WITH DURING THE YEAR 19.....

EXPENDITURE			INCOME		
	£ s. d.	£ s. d.		£ s. d.	£ s. d.
General Funds			General Funds		
Less Stock at.....Oct.			Less Stock at.....Oct.		
19..... ..			19..... ..		
General Fund Activities			General Fund Activities		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
Earmarked Funds			Earmarked Funds		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
Charity Funds			Charity Funds		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
..... ..			..... ..		
Total ... ..	£		Total ... ..	£	

TOWNSWOMEN'S GUILD

BALANCE SHEET

as at

..... October, 19 .....

---

TOWNSWOMEN'S GUILD

INCOME AND EXPENDITURE ACCOUNT

for the period from

..... October, 19.....

to

..... October, 19.....



INCOME AND EXPENDITURE ACCOUNT FOR THE PERIOD

**GENERAL**

EXPENDITURE	£	s.	d.	£	s.	d.
To General Expenses :						
Hire of Guild Meeting Room, etc. ... ..						
Hire of Committee Room, etc. ... ..						
Speakers' Fees and Expenses ... ..						
Teas ... ..						
Representatives' Fares and Expenses ... ..						
Cost of Programmes ... ..						
Printing and Postage ... ..						
Stationery ... ..						
Cheque Books and Bank Charges ... ..						
Insurance ... ..						
Audit Fee ... ..						
.....						
.....						
.....						
.....						
„ Copies of <i>The Townswoman</i> purchased ... ..						
„ Publications, etc. :						
Stock as at ..... October, 19.....						
Purchased during year ... ..						
„ Delegates' Fares and Expenses :						
Federation Council Meetings ... ..						
N.U.T.G. Annual Council Meeting ... ..						
„ Affiliation Fees to Federation						
(at .....d. per Member on ..... Members) ... ..						
„ Affiliation Fee to N.U.T.G.						
(being ¼ last year's Subscriptions £.....s.....d.)						
„ Voluntary Gift to N.U.T.G. ... ..						
„ Depreciation on Equipment ... ..						
„ Deficit(s) transferred from Income and Expenditure						
Account(s) :						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
„ Net Surplus carried to General Fund on Balance						
Sheet ... ..						
£						

TOWNSWOMEN'S GUILD

FROM ..... OCTOBER, 19..... TO ..... OCTOBER, 19.....

**FUND**

INCOME	£	s.	d.	£	s.	d.
By General Income :						
Members' Subscriptions ... ..						
Donations received ... ..						
Visitors' Fees ... ..						
Teas ... ..						
" Sales Table " ... ..						
.....						
.....						
.....						
.....						
.....						
.....						
.....						
.....						
.....						
.....						
.....						
Interest on Deposit Account ... ..						
„ Copies of <i>The Townswoman</i> sold ... ..						
„ Publications, etc. :						
Sold during year ... ..						
Stock as at ..... October, 19.....						
„ Delegates' Fares Pool Refunds :						
Federation Council Meetings ... ..						
N.U.T.G. Annual Council Meeting ... ..						
„ Surplus(es) transferred from Income and Expendi-						
ture Account(s) :						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
..... Fund (Account .....)						
„ Net Deficit carried to General Fund on Balance						
Sheet ... ..						
£						

183754

PAMPHLET