

Towards Better Practice

A Guide for Newman Association Circle Committees

The **NEWMAN**
ASSOCIATION

Towards Better Practice

October 2005

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Foreword

As its name suggests, this booklet is a guide to encourage better practice in running a Newman Circle. The Newman Assembly weekend held in October 2003 in Leeds asked that such a guide should be produced. It is based on individual experiences in running a Circle, guided by the views of Circle representatives at the Assembly, and Circles have been consulted about earlier drafts. To give some context, the guide also gives the background of the Association and indicates the way that it is managed nationally, together with key texts.

There is no suggestion of trying to impose uniformity on Newman Circles. Whilst all Circles are trying to pursue similar objectives, they tend to have different styles, reflecting their history and the personalities of those on the Committee. But while the Council of the Newman Association encourages variety in what Circles do and how they do it, there is a need to ensure that all Circles maintain similar minimum standards, and that Circles provide mutual encouragement, for example by offering good programmes and by keeping proper accounts. But there are lots of different and acceptable ways of doing all sorts of things – hence better, rather than best, practice.

Some Newman Association members may be experts in the field of subatomic particles, or in dialectical materialism, or in irregular Portuguese verbs, but experience has shown that the prospect of taking office in a Newman Circle may still fill them with uncertainty about what must be done and what is optional. So this guide is especially intended to make life easier for new Circle committee members and so to encourage members to serve on Committee.

The Council of the Newman Association commends the Guide to Circles but will be happy to receive comments and suggestions designed to improve periodic revisions.

Maureen Thomas, *President (2003-5)*

Ian Jessiman, *President (2005 -)*

About this guide

The guide is arranged in two main parts as follows:

- Part A – Background and management of the Newman Association
 - Some background information on the Association and its objectives
 - The role of Council
 - Communication between the Council, Circles and members
- Part B – Advice for Circle Committees
 - An introduction to model Circle Constitutions
 - Guidelines for running a Circle
- Part C – Appendices

Three appendices then contain the constitutions of the Association and of Circles, and material on running a Conference.

PART

A

Background and Management of The Newman Association

What is the Newman Association and what does it do?

Historical background

At meetings held on April 10/11, 1942, resolutions were passed to replace the University Catholic Federation (until then representing both undergraduates and graduates) with two societies – The Newman Association (graduates) and the Union of Catholic Students (undergraduates). For many years the Newman Association was exclusively an organisation for Catholic University graduates although Catholic "non-graduates" could become Associates. On April 23, 1947, the Association was incorporated as a Company Limited by Guarantee without a share capital, with the following main objects (as amended later to ensure charitable status which was granted in 1990).

A. To further the mission to the world of the Christian religion with particular reference to the Roman Catholic Church and in the light of the life and work of the Venerable John Henry Newman, by promoting greater understanding of the Christian faith and the application of its principles to the contemporary world.

B. In furtherance of the above object, the Association shall have power:

- (i) To organise conferences, meetings, study groups and discussion groups;
- (ii) To make representations in matters of Christian interest;
- (iii) To publish books, periodicals, papers, pamphlets and articles; and
- (iv) To publicise in any way the results of study and research undertaken in the promotion of its object.

The Newman Association's Constitution is considered further in Appendix 1: the Memorandum and Articles of the Newman Association. A fuller history is given in the booklet *A Use of Gifts. The Newman Association 1942 -1992*, published by the Association in 1992 (ISBN 1 873276 01 X)

The Association flourished in its early years, and at its peak in the 1950s had close on 3000 members. Thanks to the generosity of a benefactor, the Association had its own premises in London at Portman Square from 1948 to 1963, and from then until 1977 in Carlisle Street. In those days it was common for members to join on leaving University, and the Association had something of a reputation as a marriage bureau where the nice young Catholic from University could find a suitable spouse!

In the 1970s membership started to decline, and the first of the steps taken to reverse the process was to offer full membership of the Association to Catholic non-graduates, and also to offer a "cut-price" joint membership to married couples (essentially a money raising gesture, because prior to then it was the norm for only one of a couple to be a member).

With the Newman Association open to all Catholics, both graduates and non-graduates, it was resolved in 1993, in accordance with the ecumenical spirit of the times, to admit baptised non-Catholic Christians as Associate members. Nevertheless, it was also resolved then to preserve the essential Catholic nature of the Association by confining membership of its governing Council to Full Members (i.e. Catholics). Although Associate members are welcome on the committee of a local Circle, they cannot take the chair of the Circle.

Over the sixty-plus years since its formation, the Newman Association has therefore come a long way from being an exclusive Catholic graduate organisation to one that today welcomes all baptised Christians. Nevertheless, its roots mean that it is still in practice very largely a "white middle class" organisation, and Council is anxious to extend its inclusiveness to all, regardless of race, who are interested in its objectives. The Association is for example a corporate member of the Catholic Association for Racial Justice (CARJ).

Current activities and objects

Notwithstanding the distance the Newman Association (and the Church and the world generally) has travelled since the Association's foundation, the objectives of 1947 remain as valid or even more important than ever. For example, they were fully endorsed at the 2003 Newman Assembly, which again stressed the obligation on the Association to pursue vigorously Newman's wish to see an educated laity in the Church.

Most of the work of the Association is done by its local Circles, which arrange talks and social and other events for their members. In addition a number of special interest groups or committees operate, which are either part of or affili-

ated to the Association. A full list of current groups and contacts is available from the national Secretary.

Popular misconceptions

Experience of recruiting friends to join the Newman Association shows that it is often as important to stress what the Newman Association is not, as well as what it is. The topic of marketing the Newman Association and your Circle is considered more fully in Guidelines For Running A Circle, its Programme and Other Activities, but some of the points that have arisen may be mentioned here:

- The Newman Association is not just about John Henry Newman - there are other bodies which are specifically and exclusively dedicated to considering him and his works, and pursuing the cause for his canonisation e.g. the Friends of Cardinal Newman. Our concern is more general, to apply his wish for an educated laity in today's world, although arguably our National and Circle programmes could sometimes do more to reflect the work of England's most important theologian;
- We seek not to be cliquey or intellectually exclusive. This was almost certainly a just criticism in the past when the Newman Association was exclusively Catholic and graduate (and at a time when going to University was in itself much more exclusive than today). Because some potential members may have memories of the Newman Association in years gone by, it is still important to demonstrate that the Newman Association is open to all, e.g. by ensuring that talks are held in public venues and by welcoming visitors to meetings;
- We are not a cult or "Church within the Church", and there is no hidden agenda. The only membership requirement is that those joining must be baptised Christians.
- Our talks are open to all. We are not in competition with Church parish organisations; on the contrary, we aim to co-operate with them and provide a meeting point with a wide perspective for the many different parishes covered by most Circles. The Newman Association welcomes all (members and guests alike) to its talks.

The Newman Association recognises fully that we are all brothers and sisters in Christ; with this Gospel principle in mind, we welcome applications for membership or associate membership from Catholics or other baptised Christians from all ethnic and cultural groups. As mentioned above the Newman Associa-

tion is a corporate member of the Catholic Association for Racial Justice (CARJ) and fully supports its aims.

The Role of Council

The Council of the Association is responsible for the Newman Association's national identity, forward planning and finance. Members of the Council are both Directors of the company by which the Association is constituted, and trustees of its property, all of which is held in charitable trusts and must therefore be applied exclusively for the charitable objects of the Association. Members of Council do not receive payments or honoraria and are only reimbursed for expenses (e.g. travelling).

National activities

Activities of the Association for which the Council is responsible include:

- **Newman Journal**

Publication of The Newman Journal three times a year (January, May and September).

- **Pilgrimages**

The arrangement of occasional pilgrimages.

- **Conferences**

The arrangement of National Conferences and similar events.

In practice, few conferences are actually organised by Council – most are arranged by local Circles or groups, with Council taking a co-ordinating and support role (e.g. by way of providing expertise in conference organisation, publicity to all members through The Journal, and the provision of financial assistance to provide a guarantee against loss).

- **Links**

Maintaining the Association's affiliation to Pax Romana, the International Catholic Movement for Intellectual and Cultural Affairs.

Council is also responsible for developing and maintaining links with other national organisations (e.g. the National Council of Lay Associations, the National Board of Catholic Women and the Catholic Association for Racial Justice), and also for co-ordinating responses to occasional consultations e.g. by the Catholic Bishops Conference.

Council's administrative work

The principal work of Council is essentially a combination of management and administration – to provide an atmosphere within which local Circles can flourish, and to ensure compliance with all the statutory obligations to which the Association is subject, both as a charity and as a registered company. Under this head, Council's responsibilities include:

- The arrangement of the Annual General Meeting, the election and retirement by rotation of Council members, and the making of all necessary returns required under legislation relating to companies and charities;
- The budgeting for the provision of finance adequate both for the needs of the Association as a whole and of its Circles. In consequence this also means determining the appropriate level of subscription payable by members and the level of allocation of funds to individual Circles;
- The admission of new members, the maintenance of a comprehensive membership database, and the collection of subscriptions from members;
- The publication of literature about the Association for publicity use by Circles, together with the provision of membership application forms, and the maintenance and development of a comprehensive website to give prospective members (and existing members and Circle committees) a convenient way of finding out more about the current activities of the Association and each of its Circles;
- The appointment of Council members to link up with each Circle, to provide a convenient point of contact between the Circle and Council, and the despatch by e-mail of a regular newsletter, detailing latest decisions of Council and other matters of current concern, to the Secretary of each Circle or other nominated recipient;
- The arrangement of occasional meetings or Assemblies of representatives of Circles, to discuss and consider ways in which the Association should develop.

Communication between Council, Circles and Members

Many Circles have felt that they are distanced both geographically and psychologically from the Association Council. One of the reasons for holding the Leeds Assembly in 2003 was to dispel this feeling and to establish good working relations between the two groups – after all, Council, Circles and unattached members are one organic body, the Newman Association.

Communication media

It is recognised that communication is essential in maintaining the Newman Association as an entity. The Newman Journal is one means, and is particularly valuable for the unattached member.

Association News

At one time Circles were sent copies of Council Minutes, but it was realised that this was inappropriate, as unapproved Minutes had no status, and by the time they were approved some months could have elapsed – and above all, the best of Minutes make unappealing reading to those not present at the meeting.

From 2002, under the initiative of Kevin Lambert, a report has been sent out to Circles after each Council Meeting, called *Association News*. In addition to reporting what Council had discussed, it gives up to date details of important Newman Association events – lectures, conferences – and of other occasions likely to interest Newman Association members.

The intention is that Association News (or the information in it) should be made available to Circle members through the Circle organisation. Council does not have the facilities for mailing it to individual members.

Circle Links

At worst, in the past, Circles have foundered and Council has had no prior knowledge, when it might have been possible to put a rescue plan into operation. So Council has also set up links with a nominated Council member covering to each Circle, so that the Circle Officers have a single point of contact for raising issues or discussing problems.

Websites

The biggest advance in communication has been the introduction of websites. These are intended both as a means of contact for members and as a marketing tool. A website is particularly valuable when there is a national conference, or when a Circle organises some special event. It is recognised that not everyone has access to the Internet, but coverage grows all the time. A national Association website www.newman.org.uk was set up about five years ago, and several Circles now have their own websites.

Council recognises that there is a significant challenge in maintaining up to date information about all the Association's events. The national Webmaster needs to have Circle information as soon as it is available – something which applies to the Newman Journal as well. In practice the best approach, wherever possible, may be to encourage an easy flow from central information on the national website to local information/programmes on individual circle web sites. Council recognises this is an area for significant future development.

PART

B

Advice for Circle Committees

A Model Constitution for Circles

A copy of a Model Constitution For Circles forms part of this guide (Appendix 2), and a résumé follows. The Circle Constitution could be described as a mini-version of the document governing the Association as a whole. It falls into two parts, the Statutes, which are mandatory and can only be changed by a Resolution of the Council of the Association, and the Byelaws, which can be amended by resolution at a general meeting of the Circle, provided that any changes are not inconsistent with the Statutes, nor with the Memorandum and Articles of the Association. Familiarity with the Model Constitution should make running a Circle a smoother operation.

Statutes

These start by defining the name, area of activity and aims of the Circle, and the categories of membership, following the pattern of the Memorandum and Articles nationally, as well as the conditions for making any changes (including a change of name) or for winding up the Circle.

The Circle's financial year should coincide with the Association's year, ie 1 February to 31 January, unless otherwise agreed with Council. The reason is that as one charity, the Association needs to be in a position to be aware of all its assets and liabilities as at 31 January. A Circle Annual General Meeting is required every year at three weeks' notice. The date each year can vary at the Circle Committee's choice, but the financial report should refer to the year ending the previous 31 January. As well as a financial report and the appointment of honorary auditor/examiner, the AGM agenda should include: a report on the previous year's activities and the election of new committee. A Circle Extraordinary General Meeting can be convened at two weeks' notice on written request of six eligible members of Circle. Both an AGM and an EGM require a quorum of the

greater of 6 members or 10% of the Circle membership, up to a maximum of 25 members.

The Circle is run by a committee as specified by the Byelaws; all committee members must be members of the Circle. The Chairman, Chaplain (if any) and not less than one half of the other members of the Committee shall also be Members of the Association, i.e. other committee members can be Associate Members of the Association.

The Circle must appoint a treasurer who shall be a member of the Committee. Circle funds must be held in a bank account of "The Newman Association (XXX) Circle", with appropriate rules for cheque signing as indicated in the Guidelines section below. The Circle treasurer is responsible for receiving, paying in to the Circle's bank account and disbursing all monies on behalf of the Circle, and for preparing an account of the finances to be examined and certified by the honorary auditor/examiner, and presented in writing to the Circle members at the AGM. This auditor/examiner shall not be a member of the Committee.

Any Circle requiring a waiver from any provision of its Constitution (for example, a smaller Circle might wish to have a waiver on the quorum requirement) should apply in good time to the national Secretary.

Bye-laws

These are really the day-to-day requirements, such as the following.

- A committee comprises the Chairman, Secretary and Treasurer (the officers), the immediate past-Chairman, three other Circle members, and the Chaplain, if appointed. Not more than four other members may be co-opted, for special purposes. A Vice-Chairman may be appointed if considered necessary. The Statutes (see above) govern how Committee roles may be filled by Members or Associates.
- The Committee is elected at each AGM for one year, but can be re-elected subject to certain provisions; the chairman may not serve more than two consecutive years, and other committee members not more than four consecutive years. These restrictions are intended to prevent the same people running a Circle indefinitely.
- Nominations should be in writing with proposer and seconder and consent of nominee. A contested election for any position should be by secret ballot.
- A Circle Committee, after consultation with the National Chaplain, may appoint a chaplain.

A Model Constitution for Circles

- Circle committee meetings require 7 days notice.
- Appropriate people may be invited to committee meetings as observers/special advisers, but with no entitlement to vote. Any member of the Association Council may attend as an observer but cannot vote unless a member of that committee.
- A committee has powers to ask a member to resign from the committee, or to deem that the office or membership of the committee has lapsed, but only by a two-thirds majority of those present and voting.
- The Secretary shall keep proper minutes of all Committee proceedings and non-financial records, keep members informed of what is going on, keep the committee in contact with the Council of the Association, maintaining a file of communications from the Association, and pass such records and files to the succeeding secretary. Some of these functions may be delegated, as indicated below.

Guidelines for running a Circle, its programme and activities

The Circle constitution, particularly the byelaws, forms the framework for running a Circle. It is a formal legal document and should remain a point of reference for Circle Officers.

In practice, the running of a Circle, particularly a small one, is a much less formal affair, and no one should take fright at the prospect of serving on a Circle committee. For the benefit of those new to it, or those wondering if they should accept an invitation to serve, here is a brief rundown of the "duties" involved.

Role of Chairman

The Chairman is likely to be the "public face" of the Circle and will on most occasions take the chair at meetings of the committee/General Meetings, with a casting vote. Similarly at public meetings of the Circle, the chairman will welcome those present, especially new members, introduce the speaker, moderate any discussion and arrange beforehand for a vote of thanks to be given at the end.

Secretary

In principle many of the responsible tasks in running the Circle appear to fall on the Secretary. In practice, to avoid overburdening one person, it is advisable to delegate some aspects to one or more other committee members. At least one Circle has delegated the task of organising meeting to a small subcommittee of the Circle Committee. Several circles have found that it is helpful to create further coordinated posts e.g. one to handle publicity, another to run the social events, and another to keep a record of members and visitors to meetings. In that case the Secretary then becomes responsible for keeping Minutes, calling meetings (AGM, committee), and, with the Chairman, for seeing that things are

run in accordance with guidelines. But Circles are free to choose other arrangements that suit them.

Early each year the national Secretary will ask for a report of the Circle's activities – both for the Association's records and possibly for publication in an Annual report. Later in the year the National Secretary will ask for an update on new officers. Communication with the national Membership Registrar will keep both sides up to date with Circle membership. The Membership Registrar can also provide address labels for Circle members.

Applications for membership (including associate membership) are usually made through the Circle Secretary: these should be forwarded with the first year's subscription to the national Membership Registrar, who will present them to Council for approval. In practice the names go on the mailing list straight away. The Membership Registrar should notify the Circle Secretary of any member moving into the Circle area, or of any direct application for membership appropriate to that Circle.

The Chairman, Secretary and any other Committee members should also keep receipts of any expenditure on Circle business, to reclaim from the Circle Treasurer.

Stationery

Newman Association stationery is available through the national Secretary. It is recognised that Circles will often wish to print their own letterhead in the course of word processing. Circles are asked to keep to a house style based on the Association stationery.

Circle Treasurer

The Circle Treasurer plays a key role. The role does not require an accountant, but someone accurate and numerate (we assume all Newman Association members are honest!). The bank account (interest bearing where possible) is set up in the name of Newman Association (Registered Charity No.1006769) – XXX Circle. Typically the Chairman, Treasurer and Secretary are signatories. The Model Constitution currently indicates that each cheque should be signed by any two of them, but Council has agreed that cheques for amounts not exceeding £200 need have only one signature. After any change of officer there should be a change of the bank mandate.

Financial year

The Circle's financial year should run from 1 February to 31 January to coincide with the Association's national accounting year.

The Treasurer will:

- Record all transactions.
- Keep a petty cash account.
- Prepare the Circle's income and expenditure account and balance sheet to be independently examined in time for the Circle's AGM.

The AGM is unlikely to take place before March but should take place before July. Once approved at the AGM, the Circle accounts should be sent to the National Treasurer.

Circle finances

Circle income will be largely from the annual allocation from Council, according to the formula in current operation, and from any admission charges made to meetings or to social functions. Any entrance charge for a meeting need to be set in such a way not to discourage people from joining the Association – e.g. entrance for Association members could be at a lower rate or free.

Expenditure has to be tailored to projected income, and the Treasurer needs to budget for cost of halls, speaker's fees, publicity, stationery, postage, photocopying. Social events are likely to incur catering costs – and it will probably be desirable to account for each social in a sub-account. Projected expenditure needs to be discussed in Committee where individual members may have contacts that can provide services more cheaply. Use of e-mail can reduce postage costs considerably.

New Circles receive a start-up grant; and Council is always happy to consider applications for additional funding for special projects, e.g. a conference, special lecture or publicity event.

Each year the national Membership Registrar sends the Circle Treasurer a list of Circle members showing whether or not they are currently paid up. Members who have not paid receive two reminders before they are removed from membership. An extra reminder from someone local like the Circle Treasurer may well produce quicker positive response! Members whose subscriptions are in arrears continue to receive the Newman Journal until they resign or their membership is discontinued by Council – in practice they currently get about 12 months grace in this respect.

Running a programme

Running a Circle programme of meetings will depend very much on local interests and opportunities; some Circles like to run to a theme for a season, others prefer a mixed programme. Consultation at meetings and the AGM can help here.

Finding speakers is always a major concern. Those in urban areas, especially with a university, may well find it easier. If in doubt, contact other Circles to see whether they have had someone interesting (programme lists are given in the Newman Journal and on the website), share information; look at events advertised in the Catholic press. Remember that it helps greatly to plan meetings well in advance – even if a few slots are left for current issues. Good speakers are in demand and it helps to get engagements into their diaries a year or more ahead. At one time a "Speaker's Handbook" was mooted, but the project proved too cumbersome and too difficult to keep up to date. An annual programme card should be prepared for members, and to use for publicity as well

In the past the Newman Association has had a reputation in some quarters for meanness in remunerating speakers. The Newman Assembly in 2003 revealed a great disparity in fees paid, from £20 to £50 per talk; after discussion, not less than £50 plus reasonable travelling expenses was recommended. A fee should always be offered when making an invitation, even if it has to be prefaced "The Newman Association is not a wealthy body...!" Entertainment expenses can sometimes be curtailed if a Circle member can offer bed and breakfast.

Most Circle programmes include a day of recollection in some form – possibly at a nearby retreat centre or another suitable place; some Circles, especially those with an ordained chaplain, are able to have Mass regularly, either before a meeting or separately.

Social functions are an integral part of any group of people: many Circles have a social event to open the season, then a Christmas or NewYear party, and a reception after the AGM encourages attendance – and ensures that the business is promptly completed.

Because of the Newman Association's charitable status, all talks and non-business meetings must be open to the public (if necessary, on payment of a fee) and ideally should be held in easily accessible public venues. It is recognised that small Circles sometimes find it more appropriate to meet in a member's house for most meetings, booking a hall only when a key speaker is likely to attract a large attendance. While this approach produces a friendly supportive atmosphere for existing members, the drawback is that potential new members may be

Guidelines for running a Circle, its programme and activities

deterred from what they see as a "private affair" requiring personal invitation/ approval. Many Circles have a nucleus of members of long standing, and it can be difficult for newcomers to feel immediately at home – hence the importance of an open meeting as possible, with a warm welcome both from the chair and from other members.

Business meetings (e.g. an AGM) may be private, as may social events provided they are essentially ancillary to the main work of the Association and not subsidised in any way from Newman Association funds. Ideally, and so as not to affect the Newman Association's charitable status, social events etc should be run with the aim of making a profit to raise funds for the Circle's main activities.

Organising these events – booking halls, arranging speakers, often falls on the Secretary, though this can be delegated, at least for some meetings/events. For effective delegation, there needs to be clear guidance and record within the Committee as to who is doing what.

Publicity and marketing

The Newman Association aims to make itself known both nationally and locally. Probably the best form of advertisement is a large successful public meeting or a national conference organised by the Circle. Such meetings alert people to the existence and activity of the Association locally and make them want to find out more.

Council is always delighted when a Circle wants to host a national conference! Separate guidelines/suggestions for doing this are included in Appendix C.

For such major events to succeed they need publicity – posters, press contacts, word of mouth.... Press advertising is generally too costly for Circle publicity, but distribution of the programme card or list of meetings at other events, local Catholic press, local radio, Churches Together in England/Scotland and Cytun in Wales, as well as the more obvious ones of parish notices, pastoral councils, can reach a wide audience.

The more professional looking the publicity material the better. Council will consider further how standard formats or templates may help – and the offers to Council from Circles of "what works for us" are welcome.

Local links

As part of the local Church, a Newman Circle needs to make itself known to the local Catholic clergy, to invite parish priests to meetings and ask them to give publicity. This is not always easy; in the past some parish priests may have been

jealous of their territory and may not have welcomed national bodies or else may have been suspicious of the Newman Association. Establishing a happy relationship with local clergy is very important and can only be achieved by personal contact. Arranging joint functions with parish organisations is one way of improving relations – perhaps with a local pastoral council or perhaps a Justice and Peace, CAFOD, or SCIAF group.

Ecumenical contacts are also important – there seems to be no equivalent to the Newman Association in many other Christian traditions, and our activities are often welcomed. Working with local ecumenical groups, Churches Together/ Cytun groups, to hold meetings and conferences, has been very successful in some Circles, e.g. in Hertfordshire. Once contact has been established, these groups, and other Christian clergy can be included in the Circle mailing list and sent the annual programme, with special invitations where appropriate.

A Check List for Circle Committees

The checklist below is intended to summarise what is essential to do in running a Circle – and what is desirable but not essential. The list does not pretend to be exhaustive – and there may of course be grey or disputed areas.

Topic	Essential practice	Desirable practice
Forming a committee	Elect Chairman, Secretary, Treasurer, and 3 committee members.	Split secretary's role Appoint chaplain, consulting national chaplain. Co-opt members as necessary
Forming a programme	Talks to be open to public - social events may be private	Agree balance of activities- plan well ahead to get speakers
Keeping accounts	Income expenditure, and balance sheet to be kept and sent to national treasurer each year after audit/examination. Clear rules for cheque signatories.	Financial year-end to be end-January. Regular accounts and projections discussed with whole Committee. Use spreadsheets.
Keeping minutes and other records	Prepare and retain Minutes of AGM, EGM's and committee meetings	Useful also to retain names and addresses of members and potential members for publicity. Form database.
Sharing Committee tasks	Try to observe rules on committee members "standing down" after appropriate period	Co-opt and delegate to spread burden and bring in new blood

Topic	Essential practice	Desirable practice
Arranging and Publicising events	Prepare annual card programme. Keep local parishes informed	Consider members newsletter. Use local press, libraries for special talk publicity
Funding events	Social events should be self-financing Offer speakers recommended minimum fee	Social events should generate extra Circle net income. Discuss in advance with Council where special funding is likely to be needed
Communicating locally and nationally, and contributing to the National Association	Send in annual Circle report and accounts. Advise Council in advance of impending difficulty (e.g. inability to form Committee, or form programme of events)	Use e-mail wherever possible. Circulate Council reports to Committee (and members). Offer to organise a national Conference. Use study groups. Be prepared to communicate through appointed Council members.

PART

C

Appendices

Memorandum and Articles of The Newman Association

The *Memorandum and Articles of Association* are the official legal document governing the Association: they set out the objects of the Association and define the categories of membership, the rights, privileges and obligations of members and associated procedures. The terms of the memorandum and articles cannot be changed without the consent of the Department of Trade and Industry (or appropriate successor department) and the Charity Commissioners. A copy for information is included below.

A brief survey of this document follows which may help Circles understand some of the communications they receive from Council:

The Memorandum

The Memorandum lists the aims of the Newman Association, namely to further the mission to the world of the Christian religion with particular reference to the Roman Catholic Church and in the light and life and work of the Venerable John Henry Newman by promoting greater understanding of the Christian faith and the application of its principles to the contemporary world.

A wide range of ways of achieving this aim follows, and of permissible financial dealings; true accounts must be kept. Because the Newman Association is a company limited by guarantee the liability of members is limited. If in the event of winding up the Association has debts, the liability of each individual member is limited to £1. Note also that the Newman must not turn itself into a Trade Union!

Articles of Association

The Articles of Association define membership and procedures. Members are those who subscribed to the Memorandum of Association, the document setting up the Newman Association (as far as we know none of these members survives), those who were members before April 1947 and applied to become mem-

bers of the new body, and, by far the largest number, those subsequently elected as Members in accordance with the Bye-laws.

Associates and Corporate Associates (corporate bodies such as convents) are elected in accordance with the Byelaws and do not have voting rights.

Membership subscriptions are prescribed under the Byelaws. Membership is only valid once the subscription has been paid. A letter of resignation may terminate membership.

Members may be expelled in the case of bankruptcy, conviction for an arrestable offence, mental disorder, or by writing or speaking in public views that in the opinion of Council would impair the Newman Association's capacity to fulfil its objects, or be guilty of conduct which could bring the Association into disrepute.

An Annual General Meeting is held once every calendar year – this is an Ordinary Meeting. Any other General Meeting is called Extraordinary – these are convened when Council thinks fit or under the provisions of the Companies Act. At least 7 days' notice of such meetings is required.

Special resolutions, including nominations to Council, require at least 42 days notice to be given to members

The quorum for a General Meeting is 25 Members personally present and entitled to vote. There follow full details of voting procedures and proxy arrangements.

Bye-Laws

The next part of the document describes the Bye-Laws, which may be altered by the Association in General Meeting, but only in accordance with the Articles summarised above and after giving due notice to the membership. This is followed by a description of the composition, duties and powers of Council, the keeping of accounts, and provision for winding-up. Included is a list of the members of the first Council – two at least are still in the Association.

The Byelaws themselves define the current qualifications, rights and obligations for the various categories of membership, procedures for the election of Council Officers and members, and the procedure for any change to be made to the Byelaws. It is here that the current rate of subscription is stated, which includes a consolidated levy of £1 per member allocated by Council to Pax Romana

Memorandum and Articles of The Newman Association

THE COMPANIES ACTS 1985 and 1989

COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL

ARTICLES OF ASSOCIATION OF THE NEWMAN ASSOCIATION

AS AMENDED AT THE AGM ON JUNE 3, 2000

I - GENERAL

1. In these presents the words standing in the first column of the Table next hereinafter contained shall bear the meaning set opposite to them respectively in the second column thereof, if not inconsistent with the subject or context:

WORDS	MEANINGS
The Act	The Companies Act, 1929
These Articles	The Articles of Association for the time being in force.
The Church	The Roman Catholic Church
Catholicism	Roman Catholicism
Catholic	Roman Catholic
Bye-Laws	The Bye-Laws of the Association for the time being in force
The Association	The above named Association
The Council	Members for the time being of the Council hereby constituted
Office	The registered office of the Association
Officers	The members for the time being of the Council who hold official unpaid positions
Officials	The salaried or paid secretaries, clerks and other employees of the Association
Seal	The common seal of the Association
Month	Calendar month
In writing	Written, printed, lithographed or typed or partly one and partly another, and other ways of representing or reproducing words in a visible form.

And words importing the singular number only shall include the plural number, and vice versa.

Words importing the masculine gender only shall include the feminine gender; and

Words importing persons shall include corporations.

Subject as aforesaid, any words or expressions defined in the Act or any modification thereof in force at the date on which the Articles become binding on the Association shall, if not inconsistent with the subject or context, bear the same meaning in the Articles.

2. The number of members with which the Association proposes to be registered is 5000, but the Council may from time to time register an increase of members.

3. The provisions of Section 95 of the Act shall be observed by the Association and every Member and Associate of the Association shall either sign a written consent to become a Member or Associate or sign the register of members, or if a Corporate Associate, authorise a representative to sign as aforesaid on its behalf.
4. The Association is established for the purposes expressed in the Memorandum of Association.
5. The members of the Association shall consist of:
 - (A) Members
 - (B) Associates
 - (C) Corporate Associates
6. (A) Members shall be:
 - (i) The subscribers to the Memorandum of Association;
 - (ii) Persons who were full Members of the unincorporated society known as the Newman Association, on the 1st day of March, 1947, and who apply to be members of the Association by signing and returning to the Secretary an undertaking in the same form as that contained in Form B scheduled to the Bye-Laws; and
 - (iii) Individual persons who shall be elected as Members in accordance with the provisions of the Bye-Laws.

(B) Associates shall be individual persons elected as such in accordance with the provisions of the Bye-Laws, and shall have no voting rights, but shall have the same rights as Members to attend and speak at General Meetings of the Association..

(C) Corporate Associates shall be corporate bodies elected as such in accordance with the provisions of the Bye-Laws and shall have no voting rights.
7. The qualifications (if any), mode of election, rights, privileges and obligations (excluding liability to expulsion) of Members, Associates and Corporate Associates, shall, save as provided in the Articles, be prescribed by the Bye-Laws from time to time in force.
8. The rights and privileges of each Member and Associate shall be personal to himself and shall not be transferable or transmissible by his own act or by operation of law.

II - FEES AND SUBSCRIPTIONS

9. The entrance fees and subscriptions (if any) payable by Members, Associates or Corporate Associates shall be prescribed by the Bye-Laws or standing orders from time to time in force.

III - EXPULSION AND RESIGNATION

10. Should any Member or Associate:

- (A) become bankrupt or have a bankruptcy order made against him, or
- (B) be convicted of any arrestable offence, or
- (C) suffer or appear to suffer from mental disorder, or
- (D) in public writing or speaking express views that in the opinion of the Council would tend to identify the Association with such views in a manner that would impair the Association's capacity to fulfil its objects as set forth on the Association's Memorandum of Association, or otherwise be guilty of such conduct which in the opinion of the Council is likely to bring the Association into disrepute or, in the case of any Corporate Associate, if such Corporate Associate should enter into liquidation whether compulsory or voluntary, the Council may decide that his or its membership shall be terminated, and thereupon he shall cease to be a Member, Associate or Corporate Associate of the Association, and the Secretary shall serve notice of such decision upon the said Member, Associate or Corporate Associate in accordance with Form A set forth in the Schedule to the Articles.

- 11. No decision of the Council to terminate membership in accordance with Article 11 shall be valid unless in the case of a Member or Associate at a meeting of the Council specially convened to consider the question such Member or Associate has been given proper opportunity of being heard in his defence and at least three out of four votes are cast in favour of such termination, and unless at least nine votes are cast in favour of such termination.
- 12. Any Member, Associate or Corporate Associate whose subscription remains unpaid for one year may, after due notice has been sent to his address, as shown in the Register of Members, be removed by a resolution of the Council from membership of the Association.
- 13. The election of a Member, Associate or Corporate Associate, shall not become effective until the appropriate fee or subscription, payable on such election, has been paid.
- 14. Any Member, Associate or Corporate Associate, may resign from the Association by depositing at the registered office of the Association a notice in writing signed by him and stating that he wishes to resign. He shall cease to be a Member or Subscriber at the termination of the period covered by his current subscription, unless he shall withdraw his resignation before it shall have taken effect.

IV - GENERAL MEETINGS

- 15. Subject to the provision of these Articles, all meetings of or conducted by the Association or for which the Association is responsible shall be conducted as the Council may appoint.
- 16. The first General Meeting of the Association shall be held at such time not being less than one month nor more than three months from the incorporation of the Association, and at such place as the Council may determine.

17. A General Meeting shall be held once in every calendar year at such time and place as may be determined by the Council provided that every General Meeting except the first shall be held not more than fifteen months after the holding of the last preceding meeting.
18. The above-mentioned General Meetings shall be called Ordinary Meetings. All other General Meetings shall be called Extraordinary Meetings.
19. The Council may whenever it thinks fit convene an Extraordinary Meeting, and Extraordinary Meetings shall also be convened on such requisition, or in default may be convened by such requisitionists, as provided by Section 114 of the Act.
20. Subject to the provisions of Section 117 (2) of the Act relating to Special Resolutions, seven day's notice at the least (exclusive of the day on which the notice is served or deemed to be served, but inclusive of the day for which the notice is given,) specifying the place, the day, and the hour of meeting, and in the case of special business the general nature of that business, shall be given in manner hereinafter mentioned to such persons as are under these presents entitled to receive such notices from the Association; but with the consent of all the members entitled to receive notices thereof, a meeting may be convened by such notice and in such manner as those members may think fit. The accidental omission to give notice of a meeting to, or the non-receipt of such a notice by, any member shall not invalidate any resolution passed or any proceeding which has taken place at any meeting.
21.
 - (a) A resolution required under these Articles or under the provisions of the Act to be a special resolution shall not be effective unless notice of the intention to move it has been given to the Association not less than 42 days before the meeting at which it is moved. The Association shall (at the same time and in the same manner as it gives notice of the meeting) give to the Members notice of any such resolution.
 - (b) A resolution appointing any Member of the Council shall not be effective unless notice of the intention to move it has been given to the Association not less than 42 days before the meeting at which it is moved. The Association shall (at the same time and in the same manner as it gives notice of the meeting) give to the Members notice of any such resolution.
 - (c) Provided that if, after notice of the intention to move any such resolution as is mentioned in paragraphs (a) & (b) of this Article has been given to the Association, a meeting is called for a date 42 days or less after notice has been given, the notice, though not given within the time required by this Article, shall be deemed to have been properly given for the purposes thereof.

V - PROCEEDINGS AT GENERAL MEETINGS

22. All business shall be deemed special that is transacted at an Extraordinary Meeting, and all that is transacted at an Ordinary Meeting shall also be deemed special with the exception of the consideration of the accounts and balance sheet, and the reports of the Council and the Auditors, the election of members of the Council in the place of those retiring by rotation, and the fixing of the remuneration of the Auditors.

Memorandum and Articles of The Newman Association

23. The quorum at any General Meeting shall be twenty-five Members personally present and entitled to be present and vote thereat.
24. No business shall be transacted at any General Meeting unless the quorum be present at the commencement of the business. If the quorum be not present within an hour from the time appointed for holding the Meeting, the Chairman shall declare the Meeting postponed to a later date (not more than 28 days after the date fixed for the original meeting) fixed by him of which seven days' notice shall be given to the Members entitled to attend thereat.
25. The President, or in his absence, a Vice-President of the Council shall preside as Chairman at every General Meeting, but if there be no President or Vice-President, or if at any meeting no President or Vice-President shall be present within fifteen minutes of the time appointed for holding the same and willing to preside, the members present shall choose some member of the Council, or if no such member be present, or if all the members of the Council present decline to take the chair, they shall choose some member of the Association who shall be present to preside.
26. The Chairman may with the consent of any General Meeting at which a quorum is present (and shall, if so directed by the Meeting), adjourn the Meeting from time to time and from place to place, but no business shall be transacted at any adjourned General Meeting other than the business left unfinished at the Meeting from which the adjournment took place. It shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned Meeting.
27. At all General Meetings :
 - (a) a resolution put to the vote of the meeting on the election of any Member of the Council or on any question for which under these Articles or under any provision of the Act a special resolution is required, shall be decided by poll.
 - (b) a resolution put to the vote of the meeting on the election of the Chairman of the meeting, or on any question of adjournment, shall be decided on a show of hands and no poll shall be demanded.
 - (c) a resolution put to the meeting on any matter other than those mentioned in paragraphs (a) or (b) of this Article may be decided on a show of hands or by a poll if demanded as provided in these Articles.
28. A resolution decided by a show of hands shall be decided by a majority of the Members present in person and entitled to vote, unless before or upon the declaration of the result of the show of hands a poll be demanded in writing by the Chairman or by at least three Members present in person and entitled to vote, and unless a poll be so demanded a declaration by the Chairman of the meeting that a resolution has been carried, or has been carried unanimously or by a particular majority, or lost, or not carried by a particular majority, shall be conclusive, and an entry to that effect in the minute book of the Association shall be conclusive evidence thereof, without proof of the number or proportion of the votes recorded in favour of or against that resolution.

29. If a poll shall be taken it shall be taken at such a time and place, and in such a manner, as the Chairman of the meeting shall direct, provided that no Proxy may vote upon a poll unless he shall produce the instrument appointing him to the Chairman of the meeting. The result of the poll shall be deemed to be the result of the meeting at which the poll was taken.
30. In the case of an equality of votes, whether on a show of hands or on a poll, the Chairman of the meeting shall be entitled to a second or casting vote.
31. The demand of a poll shall not prevent the continuance of a meeting for the transaction of any business other than the question on which a poll has been demanded.

VI - VOTES OF MEMBERS

32. Subject as herein provided, every Member shall have one vote.
33. Save as herein expressly provided, no person other than a Member duly registered, and who shall have paid every subscription and other sum (if any) which shall be due and payable to the Association in respect of his Membership, shall be entitled to be present or to vote on any question either personally or by proxy at any General Meeting.
34. Votes may be given on a poll either personally or by proxy. On a show of hands a Member present only by proxy shall have no vote.
35. The instrument appointing a proxy shall be signed by the appointor or his attorney duly authorised in writing.
36. The instrument appointing a proxy and the power of attorney or other authority (if any) under which it is signed or a notarially certified copy thereof shall be deposited at the office not less than forty-eight hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote, otherwise the person so named shall not be entitled to vote in respect thereof. No instrument appointing a proxy shall be valid after the expiration of twelve months from the date of its execution.
37. A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding the previous death of the principal or revocation of the proxy, provided that no intimation in writing of the death or revocation shall have been received at the office one hour at least before the time fixed for holding the meeting.
38. Any instrument appointing a proxy shall be in the following form or as near to it as circumstances will admit, provided that the directions marked (c) in the said form shall in no case be omitted:

Memorandum and Articles of The Newman Association

Proxy Form

I (a)

of.....

a Member of the Newman Association, hereby appoint

(b).....

of.....

as my Proxy to vote for me and on my behalf at the (Ordinary) (Extraordinary) (adjourned) General Meeting of the Association

to be held on theday and at every adjournment of it.

(c) I direct the Proxy to vote on the Resolutions to be considered at the meeting as follows:

Resolution No.1.....For.....Against.....

Resolution No.2.....For.....Against.....

Resolution No.3.....For.....Against.....

Resolution No.4.....For.....Against.....

(d) Dated..... Signature.....

Instructions for completing this form

(a) Fill in your full name and address in BLOCK CAPITALS

(b) A proxy need not be a Member of the Association.

(c) Against each of the resolutions strike out "For" or "Against" as appropriate. If neither "For" nor "Against" is struck out, you will be deemed to have authorised the Proxy to vote "For".

(d) Date and sign the appointment.

Note: A Member entitled to attend and to vote at the above meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a member of the Association.

By Order of the Council

.....

Secretary

VII - BYE-LAWS

39. The Association in General Meeting may make, alter and repeal Bye-Laws to regulate all matters which by these Articles are to be prescribed by the Bye-Laws, and also all matters which consistently with these Articles may be made the subject of Bye-Laws. Subject to the provisions of these Articles the rights and obligations of Members, Associates or Corporate Associates shall be subject to the Bye-Laws, and may be varied or abrogated by any cancellation or alteration of or addition to the Bye-Laws without any sanction, approval, consent or resolution by any individual or class or anything other than a resolution of a General Meeting of Members, whether such rights or obligations are defined or secured by the Bye-Laws or otherwise howsoever than by these Articles. Provided that no Bye-Law shall have any validity or effect if it amounts to or involves such an alteration of or an addition to these Articles as could only legally be made by a Special Resolution with the approval of the Department of Trade and Industry. The first Bye-Laws of the Association are set out in the schedule hereto and shall have effect as if duly made under this Article.
40. A copy of every alteration of or addition made to the Bye-Laws shall be sent to every Member, Associate or Corporate Associate at his registered address and in default thereof no person shall be liable to suspension through any act or omission which, but for such alteration or addition would not have rendered him so liable. The accidental omission to send such a copy to, or the non-receipt of it by, any such person shall not invalidate such alteration or addition.

VIII - COUNCIL AND OFFICERS

41. The business of the Association shall be conducted by the Council, all the members of which shall be Members of the Association. The Council shall consist of:
- (A) The Officers as defined in Article 45.
 - (B) A maximum of twelve other Members of the Association.
 - (C) The Ecclesiastical Assistant.

The Council shall have power from time to time to co-opt. additional Members, not exceeding six in number at any one time, and to determine subject to Article 58 for what period they are to hold office.

The first members of the Council shall be:

- A. Francis Aylward, B.Sc., Ph.D., President.
Hugh O'Neill, M.Met., D.Sc., Past President.
J.J.O'Reilly, M.B., D.P.M., Senior Vice-President.
Ethel M. King, B.A., Vice-President
H.J.Parkinson, M.A., Vice-President
Dermot T. O'Regan, B.Sc., Hon. Treasurer

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- A.H.Armstrong, M.A.
- E.F.L.Brech, B.A., B.Sc.
- Brenda Gaffney, M.A., B.Comm.
- Una Gillen, B.A.
- B. R.D.Kennedy, M.B., Ch.B.
- T.J.Larkin, M.A.
- J.McLay, B.Sc.
- C.A.Robson, M.A., B.Litt.
- K Stephens, B.A.
- A. Willbourn, M.A., D.Phil.
- C. Rev. J. Leycester King, S.J., Ph.D., Ecclesiastical Assistant

or such of them as have subscribed to the Memorandum and Articles, or not having done so, shall become Members of the Association within 21 days after its incorporation. The above-named Members shall be deemed to have been appointed or elected in accordance with the provisions of these Articles and such of them as shall be or become Members of the Association within the period aforesaid shall be entitled to remain in office until the close of the Ordinary Meeting to be held in 1947 or so long thereafter as is hereinafter provided.

The members for the time being of the Council may act notwithstanding any vacancy in their number provided always that, if this should be reduced below six, the continuing members may act for the purpose of filling vacancies in their body or of convening a General Meeting but for no other purpose.

All service on the Council shall be honorary and without remuneration.

- 42. The Officers of the Association and other members of the Council shall be appointed and removed in the manner prescribed by these Articles and by the Bye-Laws, and the powers and duties of the Officers shall, subject to any express provisions in these Articles, be determined by the Council.
- 43. Subject to the provisions of the Act, and the Memorandum and Articles of Association of the Association from time to time in force, the Council shall direct and manage the property and affairs of the Association and may exercise all such powers of the Association as may be exercised by the Association and which are not hereby or by the Act required to be exercised by the Association in General Meeting, and in particular and subject as aforesaid may sell or dispose of any of the property of the Association. Subject to the provisions of these Articles, the business of the Council shall be conducted in such manner as the Council may from time to time prescribe.

44. The Officers shall be:

President.
Immediate Past President.
Senior Vice-President.
Two Vice-Presidents.
Treasurer.
Secretary, should one be appointed.

45. Honorary officers may be appointed, who are not members of Council and who may or may not be Members or Associates, if and as the the Bye-Laws so provide.

46. The Council shall have exclusive power to appoint, remove and suspend Officials, and to determine their powers and duties and decide what, if any, securities are to be taken from them, and to make such arrangements and enter into such agreements with them, or any of them, as the Council shall think fit, and (subject to the provisions of the

47. Memorandum of Association) to pay them such salaries and wages and such remuneration and to make such provision for and grant such pensions and gratuities to them after their retirement from the service of the Association as the Council may think proper.

IX - POWERS AND DUTIES OF THE COUNCIL

48. The Council may fill all vacancies in its body among the Officers and Members that may occur between Ordinary Meetings of the Association. The appointment of an Officer or Member so appointed shall lapse at the date of the next Ordinary Meeting of the Association.

49. The Council may meet together for the dispatch of business, adjourn and otherwise regulate its Meetings as it may think fit. Save as expressly provided by these Articles, questions arising at any Meeting shall be decided by a majority of votes. In the case of an equality of votes the Chairman shall have a second or casting vote. Any three Members may, at any time, summon a Meeting of the Council by giving at least seven days' notice to all members of the Council.

50. The President of the Association shall serve as Chairman of the Council and in his absence, the Senior Vice-President or one of the other Vice-Presidents as may be determined by the Council, shall act as Chairman.

51. If at any Meeting of the Council the Chairman, as provided by Article 50, is not present within five minutes after the time appointed for holding the same, the Members present may choose one of their number to be Chairman of the Meeting. A quorum at a Meeting of the Council shall consist of five. If there be no quorum, the Members attending shall have power to transact business, subject to the subsequent approval in writing within seven days of not less than two-thirds of the members of the Council, and the resolution adopted shall be forwarded to such absent Members.

52. The Council may appoint Committees chosen from its own body or Committees chosen from members of the Council and members of the Association and shall fix the quorum of such Committee. Committees may invite persons who are not members of the Association to attend their Meetings in an advisory capacity.

Memorandum and Articles of The Newman Association

Committees shall report to the Council, and their decisions shall be subject to confirmation by the Council, unless the Council shall otherwise determine.

53. The Council shall appoint an Executive Committee which shall consist of the Officers of the Association and may include not more than three other Members of the Council, and may delegate to such Committee such powers and duties as the Council may from time to time determine, subject always to the over-riding authority of the Council.
54. All acts done in good faith by any Meeting of the Council or of a Committee appointed by the Council shall, notwithstanding that it was afterwards discovered that there was some defect in the appointment of any such members or persons acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified and had continued to be a member of the Council or of the said Committee as the case may be.
55. The Council shall cause the Minutes to be kept in accordance with Section 120 of the Act.
56. The Council may arrange to publish papers, periodicals or documents in any manner in which it may deem advisable when such publication is considered by the Council to be likely to further the objects of the Association.
57. A resolution in writing signed by all the members for the time being of the Council or all the members of any Committee of the Council entitled to vote shall be as valid and effectual as if it had been passed at a Meeting of the Council or of such Committee duly convened and constituted.

X -DISQUALIFICATION OF MEMBERS OF THE COUNCIL

58. The office of a member of the Council shall be vacated:
 - (A) If a receiving order is made against him or he makes any arrangement or composition with his creditors.
 - (B) If he ceases to be a Member of the Association.
 - (C) If by notice in writing to the Association he resigns his office.
 - (D) If he ceases to hold office by virtue of any provision of the Act.
 - (E) If he suffers or appears to suffer from mental disorder.

XI - THE SEAL

59. The Council shall provide a Common Seal of the Association and make rules for the safe custody and use of it. The Seal shall only be used by the authority of the Council previously given, and in the presence of at least two members of the Council. Every document to which the Seal is affixed shall be signed by two such members other than the Officers and be countersigned by the Secretary, the Treasurer or some other person appointed by the Council. The Council acting on behalf of the Association may exercise all the powers given by Section 32 of the Act.

XII - INDEMNITY

60. Every member of the Council or Officer of the Association, or any person (whether an Officer of the Association or not) employed by the Association as Auditor may be indemnified out of the funds of the Association against all liability incurred by him as such member, Officer or Auditor, in defending any proceedings, whether civil or criminal, in which judgment has been given in his favour, or in which he has been acquitted or in connection with any application under Section 372 of the Act, in which relief has been given to him by the Court.

XIII - ACCOUNTS

61. The Council shall cause proper books of account to be kept with respect to:
- (A) All sums of money received and expenses by the Association and the matters in respect of which such receipts and expenditure take place;
 - (B) All sales and purchases of goods by the Association;
 - (C) The assets and liabilities of the Association.
62. The books of account shall be kept at the office, or at such other place or places as the Council shall think fit, and shall always be open to inspection of the members of the Council.
63. The Association in General Meeting may from time to time make conditions and regulations as to the time and manner of the inspection by the Members of the account books of the Association, or any of them, and subject to any such conditions and regulations the accounts and books of the Association shall be open to the inspection of Members.
64. The Association shall have power to keep a proper working balance on current account at its Bankers, and also to keep moneys on deposit account.
65. Subject to the provisions of the Memorandum of Association all the moneys of the Association not so kept shall be invested in any manner in which trustees are or shall be by law authorised to invest trust moneys under their control.
66. The Council shall from time to time, in accordance with Section 123 of the Act, cause to be prepared and to be laid before the Association in General Meeting such income and expenditure accounts, balance sheets and reports as are referred to in that Section.
67. A copy of every balance sheet (including every document required by law to be annexed thereto) which is to be laid before the Association in General Meeting, together with a copy of the Auditors' report, shall, not less than seven days before the date of the Meeting, be sent to all persons entitled to receive notice of General Meetings of the Association.

XIV - AUDIT

68.
69.

Memorandum and Articles of The Newman Association

XV - NOTICES

70. A notice may be served by the Association on any Member, Associate or Corporate Associate, either personally or by sending it through the post in a prepaid letter, addressed to such Member, Associate or Corporate Associate at his registered address as appearing in the register of Members. Save as provided in Article 71 only Members, Associates, and Corporate Associates with registered addresses in Great Britain shall be entitled to receive notices of General Meetings.
71. Any Member, Associate or Corporate Associate described in the register of Members by an address not within Great Britain, who shall from time to time give the Association an address within Great Britain at which notices may be served upon him, shall be entitled to have notices served upon him at such address.
72. Any notice, if served by post, shall be deemed to have been served on the second day following that on which the letter containing the same is put into the post, and in proving such service it shall be sufficient to prove that the letter containing the notice was properly addressed and put into the post as a prepaid letter.

XVI.- WINDING-UP

73. The provisions of Clause 8 of the Memorandum of Association relating to winding-up or dissolution of the Association shall have effect and be observed as if the same were repeated in these Articles.

SCHEDULE TO THE ARTICLES OF ASSOCIATION

FORM A.

THE NEWMAN ASSOCIATION

Sir,

It is my duty to inform you that in accordance with the provisions of Article 10/11 of the Articles of Association, you are no longer a member of the Association.

Yours faithfully,

BYE-LAWS

I - DEFINITIONS AND SPECIAL PROVISIONS

1. These Bye-Laws are subject to the Articles of Association of the Newman Association (hereafter called "the Articles") and shall, for the purposes of their construction, be read with the Articles.
2. In these the Bye-Laws "abroad" means outside Great Britain, the Isle of Man and the Channel Islands.

II - QUALIFICATIONS FOR ELECTION TO MEMBERSHIP, ASSOCIATESHIP AND CORPORATE ASSOCIATESHIP

3. Subject to the provisions of the Articles and of these Bye-Laws, and to such additional regulations and conditions as the Council may from time to time prescribe, the qualifications for Members, Associates and Corporate Associates shall be as hereafter mentioned.
4. The Members, Associates and Corporate Associates of the Association shall be elected in accordance with the provisions set out below.
5. The Members of the Association shall be one of the following descriptions:
 - (A) Catholics holding degrees, diplomas or similar qualifications of universities or colleges of university status in Great Britain or elsewhere.
 - (B) Catholics holding such professional qualifications as shall enable them to assist in the furtherance of the Association's objects as set forth in the Memorandum of Association.
 - (C) Catholics of adequate educational qualifications and interests and of at least 18 years of age.
 - (D) Catholics who, having been elected as Associates under Bye-Law 6, shall have applied in writing to be admitted as Members provided that the number of Associates admitted as Members at any time shall not be such as to bring the total number of Associates admitted as Members to an amount equal to more than 25% of the total number of Members.
6. The Associates shall be such persons as are not eligible for election as Members, including baptised members of non-Roman Catholic Christian denominations, and as are duly elected as Associates in accordance with Bye-Law 8. The number of Associates shall not at any time exceed 25% of the total of Members and Associates.
7. The Corporate Associates shall be such corporate Catholic schools, societies and other organisations as are elected in accordance with the provisions of Bye-law 8(C) below.

Memorandum and Articles of The Newman Association

III.- ELECTION, RIGHTS AND OBLIGATIONS OF MEMBERS, ASSOCIATES AND CORPORATE ASSOCIATES

8. (A) The name of any person qualified as set out in Bye-Law 5 above may be submitted in writing to the Secretary for election as a Member. Candidates for election must be proposed and seconded by Members of the Association to whom they are personally known and the Secretary shall send or give details of each candidate nominated with the names of the proposer and seconder to the next Meeting of the Council which is held. If, within one month of the date of the Meeting, no objection is received, the candidate shall be deemed to be duly elected and the names of all candidates so elected shall be made available to Members attending the next General Meeting.
- If, in such period as mentioned, the Secretary shall receive any objection in writing, he shall refer the matter to the next Meeting of the Council which is held at which a vote shall be taken by ballot in respect of each candidature so referred. Each candidate for whom three-quarters of the votes or more are cast shall be declared elected.
- (B) The election of Associates shall be carried in the same way as the election of Members under Bye-Law 8(A) above.
- (C) Any corporate Catholic school, institution or Society may apply by or through an authorised representative to the Secretary of the Association for election to the Association as a Corporate Associate thereof. Such application shall be considered at the next Meeting of the Council and a vote shall be taken on it in the same manner as provided by Article 49.
9. A Member is entitled to receive notices of and to attend and vote at all General Meetings of the Association.
10. The rates of subscription and methods of payment thereof for Members, Associates and Corporate Associates shall be fixed by the Association in General Meeting.
11. After election an individual candidate shall be deemed to be a Member or Associate as the case may be, when he has paid one year's subscription at the rate fixed.
12. A Corporate Associateship shall be deemed to be complete on election and payment of a year's subscription.

IV -UNIVERSITY CATHOLIC FEDERATION OF GREAT BRITAIN

13. (A) The Association shall constitute the Graduate Division of the University Catholic Federation of Great Britain.
- (B) The Association shall co-operate with the Catholic Student Council or its successor.V.-
REGIONS
14. (A) Regional meetings of members of the Association and/or representatives of Local Circles may be arranged.

- (B) The Council may publish a model Constitution for Circles which wish to be recognised as Circles of the Association, and which may contain mandatory provisions applicable to all Circles. Any mandatory provisions or amendments to them shall be made by the Council, and shall be referred to the next General Meeting of the Association. If such provisions or amendments are not approved by that General Meeting, they shall cease to have effect

VI - ELECTION OF OFFICERS AND COUNCIL

- 15. (A) Subject to the provisions of the Articles of Association and the Bye-Laws, the Officers and members of the Council (other than the Ecclesiastical Assistant) shall be elected at an Ordinary General Meeting.
- (B) Nominations for election of the Officers and members of the Council shall be made by any Member sending the proposed name (provided that the consent of the person nominated is first obtained) to the Secretary at least six weeks before the General Meeting at which such election is to take place.
- (C) All Officers shall be elected for the term of one year.
- (D) The President and the Senior Vice-President shall not serve in the same office for more than two successive years.
- (E) Other Vice-Presidents shall not serve in that office for more than two successive years.
- (F) The Secretary and Treasurer shall not serve in such respective offices for more than three successive years.
- (G) On the recommendation of the Council the post of Secretary may be left vacant.
- (H) Members of the Council, other than Officers, shall normally be elected for a two-year period, and a half of the number elected (namely, those who have been longest in office since their last election) shall retire in rotation, but shall be eligible for re-election, save that no member of the Council shall serve as such for more than four successive years. In the case of Members who have held office for the same length of time, the Members to retire shall be determined by lot.
- (I) The Council shall appoint an Ecclesiastical Assistant for a period not exceeding three years. At the end of the three year period, the Ecclesiastical Assistant may be reappointed for a further three years without limitation on the number of times the Ecclesiastical Assistant may be reappointed

VII - NON-COUNCIL HONORARY POSTS

- 16. Honorary officers of the Association not on the Council, who may or may not be Members or Associates, shall be:
 - (A) Honorary President - elected for a two-year period and not immediately eligible for re-election.
 - (B) Honorary Vice-Presidents - elected for a term of one year and eligible for re-election.

VIII.- GENERAL MEETINGS

17. At least seven days' preliminary notice of a General Meeting of the Association shall be sent to all Members, as provided by the Articles of Association.

IX.- ALTERATION IN BYE-LAWS

18. (A) Proposals for the alteration of the Bye-Laws must be forwarded to the Secretary at least six weeks prior to a General Meeting, and shall be forwarded to Members at least one week prior to the date of such meeting.
- (B) Alterations in the Bye-Laws shall be made only on a resolution which has been passed by a majority of not less than two-thirds of such Members as being entitled so to do vote in person or by proxy at a General Meeting, of which notice specifying the intention to propose the alteration has been duly given.

X - STANDING RULES AND ORDERS

19. There shall be attached to these Bye-Laws standing rules and orders which may be added to, amended or revoked by a resolution passed at a General Meeting of the Association or by a resolution passed at a Meeting of the Council by a majority of not less than two-thirds if a General Meeting is not then in session, but which must not be inconsistent with or constitute an addition to or alteration of the Articles of Association or the Bye-Laws which could only lawfully be made by Special Resolution or in accordance with Bye-Law 18 as the case may be.

XI - SUBSCRIPTION

20. The annual subscription payable by members shall be £18 payable in advance on 1st February, provided that Council shall, with a two-thirds majority of those present and voting, have the power to remit part or all of the subscription due from individual members, spouses, overseas members and others as the Council shall from time to time deem appropriate.

The Levy of £1.00 per member per year for Pax Romana is to be consolidated with the annual subscription, and Council is to allocate a sum annually to Pax Romana equal to £1.00 per member.

FORM B.

THE NEWMAN ASSOCIATION

I, the undersigned having been elected a member of the Newman Association as a Member (Associate), hereby declare that I will be governed by the Memorandum and Articles of Association, Bye-Laws, Standing Rules and Orders and Regulations of the Association from time to time in force; and that, whilst a Member (or Associate) of the Association, I will advance the objects of the Association so far as shall be in my power; I also undertake that I will forthwith cease to exercise any of the privileges of Membership (or Associateship) on receipt of a notice signed on behalf of the Council that, in accordance with some one or more of the Articles of Association, I am no longer a Member (or Associate) of the Association, and that I will not bring any action against the Association or its Council or any of its Officers or Members in connection with my ceasing to be a Member (or Associate).

Dated this day of 19..

Signed in the presence of:

(Witness)

(Address)

(Occupation)

Names, Addresses and Description of Subscribers.

FRANCIS AYLWARD,
117a, Park Street, W.1.
DERMOT O'REGAN, Scientist
75, Monks Drive, W.3.
HAROLD JOSEPH PARKINSON, Schoolmaster
28, Church Lane, S.W.17.
THOMAS KENNIE, Bank Official
49, Maresfield Gardens, N.W.3.
PATRICK CUSINS, Solicitor
33, North End House, W.14.
LAWRENCE R. ROCHE, Solicitor
3, Acacia Place, N.W.8.
AILEEN M. BORN, Probation Officer
15, Pembridge Villas, W.11.

Dated the 23rd day of April 1947

Witness to the above signatures:

CECIL E. LLOYD,
62, New Bond Street, London E.C.2.
Solicitor.

Model Constitution Document

THE NEWMAN ASSOCIATION MODEL CONSTITUTION FOR CIRCLES

INTRODUCTION

In December 2000, Council approved a redraft of the Model Constitution for Circles first issued in 1975, and this was sent to all Circle Secretaries. The redraft was designed to ensure that the Model Constitution met current needs and took full account of the Association's status as a charity and the resolutions at the 1993 AGM to admit non-Catholic Christians to Associate membership. A reprint of the December 2000 version of the Constitution is attached to this Introduction, the Introduction (but not any part of the Constitution) being revised to take account of queries raised at the National AGM in June 2001 and subsequently.

The Constitution, like the original issued in 1975, is divided into two sections: the Statutes and the Bye-laws.

THE STATUTES

The adoption of the Statutes is (and has been since 1975) mandatory for any group wishing to be recognised as a Circle of the Association. The Statutes provide a basic constitutional framework to ensure that a Circle's objects are charitable and to provide a bare minimum of regulation to protect the rights of members of the Circle.

THE BYE-LAWS

The Bye-laws are published only as a guide, and Circles may amend them or adopt other forms if they wish, provided that any changes or other forms are not inconsistent with the Statutes nor with the Memorandum and Articles of the Association.

GENERAL

New Circles must submit their constitutions to the Council of the Newman Association and receive approval in order to obtain formal recognition as Circles of the Association.

The Council of the Association has the right to withdraw recognition from any Circle whose activities could in the opinion of the Council bring the Association into disrepute or affect the Association's charitable status.

WAIVERS

At the National AGM in June 2000, a query was raised about the position of small circles with fewer than 6 members - attendance by 6 members being the minimum under the Model Constitution (from its inception in 1975 - this provision has not been amended) if an AGM is to be quorate.

Council takes the view that its power to make regulations binding Circles includes a power to waive the strict letter of the Model Constitution in an appropriate case if otherwise it would involve impossibility or substantial difficulty. If any Circle requires a waiver from any provision of the model Constitution, it should apply in good time to the Secretary.

STATUS OF OTHER CIRCLE CONSTITUTIONS

Following the June 2000 AGM, all Circles were invited to report any concerns which they might have about the Model Constitution as amended. Some Circles asked if they could continue to rely on their own (normally pre-1975) Constitutions.

Council takes the view that there can be no objection to a Circle having its own Constitution, provided that:

- it is consistent with the Association's Memorandum and Articles (as amended from time to time) and with the Association's charitable status
- the rights and obligations of the Circle and of its members are in substance the same as those in the Statutes in the Model Constitution.

In respect of any provision where this is not the case, Council takes the view that to that extent the provisions of the Statutes in the Model Constitution shall apply and prevail over the Circle's own Constitution.

STATUTES

1. This constitution is subject to the Memorandum and Articles of Association of the Newman Association, a company limited by guarantee registered in England no 434364 and registered as a charity no 1006769. Changes to the Memorandum and Articles of Association which affect these statutes are deemed to change these Statutes accordingly.
2. The name of the Circle (hereinafter called 'the Circle') is the (xxx) Circle of the Newman Association.

3. The Circle is the constituent in the (xxx) area of the incorporated body named the Newman Association.
4. The purpose for which the Circle is established is to further in the (xxx) area according to local needs and opportunities such parts of the objects of the Newman Association expressed in the Memorandum of Association as may be applicable thereto and in particular:
 - a) to unite Catholic men and women in the area for the deepening of their knowledge of the Catholic faith and for the purpose to arrange and provide for, or join in arranging and providing for, the holding in the (xxx) area of local or national conferences, meetings, social gatherings, lectures, classes and discussions on subjects relevant to or connected with the objects of the Circle or any of them and to encourage the members to assume posts of responsibility in public life
 - b) to facilitate the higher education of the Catholic laity in the area especially through a programme of adult education and for this purpose to co-operate with organisations concerned with adult education
 - c) to enable the members to make a contribution to the life of Institutions of Further Education in the area by fostering the Catholic Student movement in those Institutions
5. Membership of the Circle shall be open to Members, Associates and Corporate Associates of the Newman Association residing or working in the (xxx) area.
6. Corporate Associates of the Newman Association admitted to membership of the Circle under clause 5 hereof shall not be entitled to vote at General Meetings of the Circle, and Associates are excluded by these Statutes from any vote under clause 10 to dissolve the Circle
7. The subscriptions and entrance fees payable by members of the Circle shall be as prescribed by the Bye-laws or Standing Orders from time to time in force of the Newman Association together with such subscriptions and entrance fees (if any) as are prescribed in the Bye-laws from time to time in force of the Circle.
8. These Statutes with the exception of Clauses 2 and 3 may only be added to, amended or revoked by resolution of the Council of the Association. Clauses 2 and 3 may be amended with the consent of the Council of the Association to enable the Circle to change its name, in the same manner as that prescribed by clause 9 for the amending of Bye-laws.
9. There shall be attached to these Statutes Bye-laws which may be adopted, added to, amended or revoked by a resolution passed at a General Meeting of the Circle by a majority of not less than two-thirds of the members present and voting. Notice of a proposed alteration in the Bye-laws shall be given to the members at least two weeks prior to the date of such a meeting. This notice will be deemed to have been served if the notices have been posted by first class mail and postmarked not less than two weeks before the meeting or if they have been posted by second class mail and postmarked not less than three weeks before the meeting

10. The Circle shall be dissolved by the passing of a resolution to that effect in General Meeting by the members of the Circle who are Members of the Association, or be deemed to be dissolved if no General Meeting is held for any period exceeding two years. In the event of dissolution, the last elected officers of the Circle shall, jointly and severally, pass the official records of the Circle and funds in hand to the Secretary of the Newman Association for the time being to be held on behalf of the Circle if re-formed within a period of five years and thereafter to become the property of the Newman Association
11. Unless a different period has been adopted with the agreement of the Council of the Association, the financial year of the Circle shall run from 1 February to 31 January in order to coincide with that of the Newman Association
12. An Annual General Meeting (AGM) shall be held once in every calendar year between April and July at such time and place as is determined by the Committee of the Circle
13. The business of the AGM shall include the presentation of a report on the activities of the Circle in the past year, a financial report, the appointment of an honorary auditor and the election of a new Committee
14. An Extraordinary General Meeting (EGM) shall be convened on the written request of not less than six members of the Circle entitled to vote at a General Meeting or by the Committee when they think fit
15. At least three weeks notice of an AGM and at least two weeks notice of an EGM shall be given to members
16. No business shall be transacted at any AGM or EGM unless a quorum of members is present at the time when the meeting proceeds to business. The number of members personally present at a General Meeting and entitled to vote thereat that will constitute a quorum will be six or 10% of the membership of the Circle rounded up to the nearest whole number whichever is the larger, provided that 25 members shall be a maximum.
17. The ordinary business of the Circle shall be conducted by a Committee as specified in the Bye-laws, all the members of which shall be members of the Circle. The Chairman, the Chaplain (if any) and not less than one half of the other members of the Committee shall also be Members of the Association
- 18) Treasurer and Bank Account
 - a) The Circle shall appoint a Treasurer who shall be a member of the Committee
 - b) the funds of the Circle shall be held in a bank account in the name 'Newman Association (xxx) Circle' and two signatures shall be required to draw cheques, signatories to be determined by the Committee.

- c) It shall be the duty of the Treasurer to receive, place to the credit of the Circle's bank account and to disburse all monies on behalf of the Circle and to prepare an account of the finances of the Circle to be examined and certified by the honorary auditor and presented in writing to members at the AGM. The honorary auditor who shall not be a member of the Committee shall be appointed at the AGM.

BYE-LAWS

- i) The Committee
 - a) The Committee shall consist of:
 - A Chairman, Secretary and Treasurer who shall constitute the officers
 - The Immediate Past Chairman
 - Three other members of the Circle
 - Not more than four other members co-opted in accordance with Bye-law (v) below
 - b) The Chaplain to the Circle (if any) appointed under clause (iv) hereof shall also be a member of the Committee
 - c) The Committee may appoint one of its number to be Vice-Chairman if the Committee considers it necessary for the proper conduct of its business
- ii) Rotation of Office - subject to Bye-law (i) all officers and ordinary members of the Committee shall be elected at the AGM such elections being for a period of one year. The Chairman shall not serve in the same office for more than two consecutive years and the other officers for more than four consecutive years. Ordinary members of the Committee (being the three other members of the Circle referred to in clause (i)(a) above) shall not serve for more than four consecutive years
- iii) Nominations for election to the Committee shall be in writing proposed and seconded by two members of the Circle entitled to vote at a General Meeting and require the consent of the nominee. Nominations will be accepted at any time up to the commencement of the election for the position in question. Contested elections shall be by secret ballot in which case the names of the candidates must be displayed to the meeting in writing. Candidates will not be elected en bloc
- iv) Appointment of the chaplain -After Consultation with the National Chaplain, the Committee may invite an appropriate person to be the Chaplain to the Circle for such period as the Committee shall decide
- v) Co-options and Sub-Committees - The Committee shall have the power to co-opt members for special business or to fill casual vacancies (including vacancies among the officers), to appoint Sub-Committees from members and formally to recognise new sections of the Circle created for special purposes. The appointment of co-opted members shall lapse at the date of the next AGM

- vi) Committee Procedure -Committee members shall receive at least seven days notice in writing of Committee meetings. Differences in Committee will be resolved by voting, the Chairman of the meeting having a casting vote
- vii) Observers at Committee Meetings -The Committee shall have the power to invite representatives of other organisations, or individuals, to attend meetings of the Committee as observers and advisers on special matters. Such observers shall not be members of the Committee and shall not therefore be entitled to vote. Any member of the Council of the Newman Association may attend the meetings of the Committee but shall not be entitled to vote unless they are a member of the Committee
- viii) Duties of the Secretary - it shall be the duty of the Secretary to keep proper minutes of all proceedings and other non-financial records of the Circle, to keep members informed of all occasions of special interest to the Circle, to keep the Committee in contact with the headquarters of the Newman Association and to maintain a file of communications issued by the Newman Association to inform and assist Circle Committees and finally to pass all such records and files to the succeeding secretary. Some of these functions may be delegated
- ix) Removal of Committee Members - the Committee shall have the power to determine that, by reason of default in the performance of the duties of any officer or member of the Committee, the officer or member in question may be required to resign from the Committee or, failing resignation, that such office or membership of the Committee shall be deemed to have lapsed. Such a motion must be carried by a majority of not less than two-thirds of those present and voting

Original constitution prepared by M Vadon and M Cope April 13 1975 Draft revisions P Brindley November 14, 2000; approved by Council with amendments December 2, 2000

December 2000 version reprinted December 2001 with revised introduction (but with no other change) under resolution of Council October 6, 2001

Running a Newman Association Conference – Some Suggestions

Introduction

The Newman Association aims to run two regional conferences each year. Not only do these give an opportunity to study a particular topic in greater depth than can be done at Circle meetings but they offer a clear focus to those unattached members who live too far from an existing Circle to attend regular meetings. They also keep the Newman Association in the public eye.

Conferences can be arranged at a Circle's (or group of Circles') instigation or by invitation from Council. Some of the most successful conferences in recent years have been organised as a partnership between the Newman Association and one or more other like-minded bodies, but the nature of the partnership needs to be clear at the outset (see below). In all cases an early step in the discussion is the choice of topic, which may be linked to an intended partnership and an intended size of conference.

Guidelines

Some practical suggestions follow. These offer guidelines, not prescriptions, and many points may not apply to a small conference organised just by the Newman Association. However it is hoped that even for small conferences the suggestions may provide a useful checklist.

Likely size of audience and duration

The intended audience size may be determined by the available locations (see below), the choice of topic and the natural audience for the Association (plus any other organising bodies). In recent years conferences have been one-day affairs, with two or three speakers - more than three talks in a day may overtax the attention span.

Clarification of any partnership.

A clear understanding of any partnership arrangements will avoid subsequent recrimination.

- a) Are all parties willing to contribute organising skills, resources and financial support to the Conference? Sometimes an organisation may help obtain speakers, but not offer any financial support - or vice versa.
- b) The rules for distributing a conference financial surplus (or for underwriting a conference loss) need to be understood early on, and revised only with clear agreement from all parties. Where a Newman Circle is the only organiser, it has been the practice in the past for the Newman Association Council to underwrite agreed conferences, and so guard against a Circle having to take responsibility for any loss. Any profit is usually shared with the organising Circle. Where the Association is one of several organising partners, such arrangements will of course be different and require separate negotiation.
- c) One advantage of partnerships is that grants (or offers to underwrite any loss) may also be available from sources beyond the Newman Association. There should be an early discussion of possible sources and appropriate solicitations made.

Conference Committee

You will need to set up a conference committee, partly to plan the conference beforehand and partly to oversee arrangements on the day.

- a) Where the conference is to be organised just by a local Newman Circle, the Circle Committee may be the Conference committee, but it is generally preferable to set up a dedicated committee, and this is essential where the Newman Association has other partners in organising the Conference.
- b) It is highly desirable that the Committee should have clear lines of communication with the Newman Association Council, and, as appropriate, with the governing bodies of other organisations sponsoring the Conference, so that matters of support and "who does what" can be easily established.
- c) The choice of Conference chairman (who of course need not be the organising committee chairman) is important, particularly if the subject is controversial. Different sessions may have a different chairman, who can be drawn from the local Newman Circle/organising bodies or even brought in from outside (probably at a fee).

Speakers

Here are a few points to bear in mind:

- a) Known "names" attract a good audience, but they need to be known also to be good speakers with good material to present.
- b) Depending on the subject you may want speakers with opposing or differing viewpoints.
- c) The best people have full diaries a long way ahead - often a year or more.
- d) Speakers should be told who else is coming, and also who is to be chairman.
- e) Speakers may wish to be put in touch with one another in case they wish to liaise beforehand.
- f) Speakers must be offered a fee and expenses at the time of invitation: some will have their own scale of charges, others will be happy with an honorarium. Recent conferences have offered honoraria in the range £50-75. Reasonable travelling expenses (not first class air or rail!) must be offered to speakers, and accommodation where needed - it may be possible for Association members to offer bed and breakfast to speakers.
- g) When inviting a speaker, ask whether the talk may be recorded, and if there may be a text available for publication in the Newman journal, or elsewhere if the Conference is a joint one. Also mention discussion/questions after the talk.
- h) Is material to be circulated to attenders before the Conference or a report afterwards? Speakers will need to be aware of deadlines for circulation, and the costs of postage etc need to be taken into account.

Scheduling the programme

- a) Depending on the number of speakers - divide day up as evenly as possible, allowing enough time between talks and between talks and meals for people to stretch their legs.
- b) Ask speakers to talk for a set time - 45 minutes? And then allow 15 - 20 minutes for discussion. Where there are also to be group discussions, allow time for organising these.

Venue

- a) Pleasant surroundings, with an outside area for strolling at lunchtime, are much to be desired, but not always available or affordable.
- b) Ease of access by road and public transport should be considered, as well as facilities for the disabled.
- c) Church premises will often be cheaper, with car parking and possibly a bar available, but they are not always suitable. A conference requires more than a single space, so that lecture hall and dining room are separate, and sometimes-small discussion rooms are needed. A school rather than a parish hall may provide these, as well as a kitchen, more easily.

Equipment

- a) In the lecture hall there must be a P.A. system, with a trailing or radio microphone for question sessions. For a large gathering you need a platform or dais for the speakers and session chairman.
- b) Many speakers bring their own equipment, especially if this is to be computer related but you should enquire whether they need slide projector or OHP, screen, flipchart, or lectern, and be prepared to borrow or hire them in

Catering

- a) Those coming to a one-day conference will need coffee/tea twice during the day, and lunch. Some premises can provide a catering service, or have their own preferred caterers. An easy option is packs of sandwiches/fruit from M & S, but most people prefer a proper meal!
- b) Given a free hand, the organisers can choose the most suitable arrangement - a local firm, or local volunteer caterers. Caterers should be asked to provide a vegetarian option, and whether they can cope with special diets. The caterers must be asked to give a firm quotation in writing, to allow for exact numbers to be settled later.
- c) Check that venue has proper cutlery, tablecloths, crockery etc, or that caterers are bringing these.
- d) Where a bar is available at lunchtime it is likely to be popular - but beware licensing laws if there is no established bar! Soft drinks also welcome with meal.

Publicity

- a) Once all the above have been settled the Committee must advertise the conference. Advance mention in the Newman journal and on the website as soon as the date is fixed is essential, and where there are other organising partners, their advertising channels will need to be used.
- b) A flier can then be prepared - with attractive artwork if possible - for despatch with the Newman journal and other available periodicals at least 3 months ahead of the conference date. It should ask for payment to be made to the Newman Association, unless the Conference committee sets a separate arrangement. The flier needs to contain an application form giving all relevant details and asking for bookings with payment by a certain date (which may depend on required notice to caterers). The flier needs to have a map and routes - both road and public transport. An offer of a list of local accommodation should be made.
- c) In addition there should be local advertising: through parishes, local papers as appropriate, diocesan papers, possibly local radio. Advertisements in the national Catholic press are expensive, but possible for larger conferences - experience shows that they do not bring in large numbers, but that they do give the Newman Association added presence.
- d) Relevant booksellers/publishers may like to organise a bookstall - this adds interest to the event.
- e) Arrangements for acknowledging bookings and for circulating any necessary papers in advance need to be agreed by the Committee.

General Administration and Financial Control

This is the responsibility of the Conference Committee as above.

- a) It helps to share out tasks between Committee members, with clear responsibilities agreed with one or two members for financial planning and control over the finances, including accounting for income and expenditure, keeping records etc. It is suggested that banking should be done by the local Circle (on the principle of subsidiarity and for speed of control) but the national Treasurer will be happy to arrange for banking in a national sub-account if the Circle prefers. For a large conference it may be desirable to set up a separate bank account, and, whatever the conference size, clear budgeting and accounting procedures are always essential.

- b) A breakdown of likely income and expenditure is given below in the table below.

Expenditure		Income	
Fixed Costs	Marketing/admin	Grants	From Newman Association
	Design and artwork of flier Printing of flier Distribution of flier Press Advertising Secretarial (photocopying, stationery, postage, telephone)		From elsewhere
	Speakers	Variable Income	No of attenders x Fee
	Honoraria/fees Travel and accommodation expenses Refreshment		
	Guests		
	Refreshment		
	Venue costs		
	Fee/hire Signage for venue PA system Equipment hire Parking fees Insurance Bar licence? Tip to caretaker		
	Miscellaneous fixed costs		
	Add contingency at 10%		
Costs varying with Delegate	Postage/material sent out in advance Refreshment Papers/materials on the day Name badges Material to be sent out afterwards (any promised record/proceedings?)		

- c) Costs should be assessed prudently, and a general contingency allowance (say 10%) should to be added to allow for unforeseen items. In addition

Running a Newman Association Conference – Some Suggestions

particular contingencies may need to be added to cope with especially uncertain costs, at least until quotes are obtained.

- d) Once the fixed costs have been estimated and contingencies applied, there should be some calculations on projected alternative bases of attendance, e.g. 50, 75,100, or more depending on the intended audience size - in order to assess a fair attendance fee with the reasonable expectation of the event achieving breakeven or a modest profit.
- e) After the conference a clear statement of income and expenditure needs to be prepared and circulated to all who have the "need to know" - this will invariably include the Treasurer of the Newman Association.

Arrangements on the day (or day before).

- a) Setting out the venue for the Conference. Get the team there early (or on the day before) to arrange seating, direction signs (meeting rooms, WC, cloakroom etc).
- b) If possible on the day before, set up and test the PA equipment, other facilities and arrange contingencies (e.g. spare bulbs for projectors). Speakers' own equipment may need to be checked out away from the main auditorium, and contingency plans established.
- c) Speakers and any visiting chairmen should be met either at the venue or from station. On their arrival they may require briefing and being introduced to other speakers/the chairman.
- d) Registration - this will require one or more tables set up near entrance with check list and name labels for those attending, any necessary Conference "pack" and to direct people around the building.
- e) Don't forget to provide water for the speakers!
- f) The Conference Chairman would introduce proceedings and personnel. He or she may wish the local Circle Chairman to make other announcements, and fire safety announcements will require to be made.
- g) At the end of the Conference it is desirable to have a Vote of Thanks proposed by someone who has not already taken part as a speaker or chairman.

