

Chelmsford Motor Club

CADMAN 

Cadman Construction Ltd.

Honington Stages

Sunday 22nd April 2012

RAF Honington, Suffolk



Regulations

2012 AEMC Stage Rally Championship
2012 ASEMC Stage Rally Championship
2012 Junior 1000 Rally Championship
2012 RAFMSA Stage Rally Championship

On Line Entries at www.honingtonstages.co.uk

CADMAN

The Cadman Group of Building Companies was originally formed in 1932, as C M Cadman & Son, and has evolved into a large organisation structured as follows:

The C.M. Cadman Group Ltd

provide management services to the following companies:

Cadman Construction Ltd

C.M. Cadman & Son

Cadman Joinery

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Cadman Response LLP

CADMAN

Cadman Construction Ltd

Building projects throughout East Anglia and the London Boroughs, providing traditional and design and build solutions to multi-million pound projects.

A highly experienced and trained management team, as well as dedicated skilled Site Managers provide customers with confidence to construct highly technical buildings as well as understanding modern practices such as BREEAM.

CADMAN

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Cadman Construction Ltd.

Honington Stages

Sunday 22nd April 2012

Chelmsford Motor Club is delighted to have secured the use of RAF Honington near Bury St Edmunds for its second of three stage rallies in 2012, the Cadman Construction Honington Stages. We have planned around 60 miles of challenging smooth tarmac & concrete stages of between seven and eight miles. The Juniors will do about 5 miles less.

The event is a round of the Corbeau Seats ASEM, Ward Construction AEM, RAF MSA and Junior 1000 championships.

The venue has been used by Chelmsford Motor Club for several years for clubmans events, and also features on the sprint calendar, but this is the first multi-use stage rally that has been held at the venue.

RAF Honington is an operational MoD base and therefore not unexpectedly security will be a high priority. Only Pre Registered Competitors, Service Crew & Marshals will be able to gain access to the venue on the day and therefore it is important to register beforehand. Anyone arriving on the day not registered will be turned away. All persons coming on to the camp must have some form of Photo ID with them (Driving Licence, Passport Etc)

We would like to thank Stuart Cadman of Cadman Construction for his support.

Gary Nicholls - Clerk of the Course
Paul Barrett - Secretary of the Meeting

THE 2012 CADMAN CONSTRUCTION HONINGTON STAGES
Supplementary Regulations

CONTENTS

1	Announcement	Page 2
2	Jurisdiction	Page 2
3	Sponsor	Page 2
4	Authorisation	Page 2
5	Competitor Eligibility	Page 3
6	Championships	Page 3
7	Timetable of the Meeting	Page 3
8	Documentation	Page 3
9	Scrutineering	Page 3
10	Sound Test	Page 4
11	Route & Seeding	Page 4
12	Official Notice Board & Rally HQ	Page 4
13	Specific Regulations for RAF Honington	Page 4
14	Classes & Vehicle Eligibility	Page 4
15	Awards	Page 5
16	Acceptance of Entries	Page 5
17	Officials of the Meeting	Page 6
18	Results & Protests	Page 6
19	Roadbooks	Page 7
20	Vehicle Identification	Page 7
21	Controls & Timing	Page 7
22	Servicing & Parc-Ferme	Page 8
23	Damage Declaration & Damage to Third Party Property	Page 9
24	General Regulations	Page 9
25	Penalties	Page 10
26	Penalty Markers	Page 10
27	Judges of Fact	Page 10
28	Safety	Page 11
29	Stage Practice Event	Page 11
30	Hotel	Page 11
31	Services	Page 12
32	Acknowledgments	Page 12
33	Junior F1000 Rally Championship	Page 13

1 Announcement

The MOTORSPORT CLUB OF CHELMSFORD LTD will promote a National B Permit Multi Use Special Stage Rally on Sunday 22nd April 2012 at RAF Honington, Near Bury St Edmunds.

2 Jurisdiction

Held under the General Regulations of The Motor Sports Association (incorporating the provisions of the International Sporting Code of the FIA), and the Supplementary Regulations, and any written instructions that the Organising Clubs may issue for the event.

3 Sponsor

The event is sponsored by Cadman Construction.

4 Authorisation

MSA permit Number.....68613

5 Competitor Eligibility

The event is open to all fully elected members of the organising clubs and member clubs of the following regional associations. Also registered contenders of the named championship listed in SR.6.

Association of Eastern Motor Clubs
Association of Central Southern Motor Clubs
Association of South Eastern Motor Clubs
East Midlands Association of Motor Clubs

6 Championships

The event is a Qualifying round of the following Championships.

2012 AEMC Stage Rally Championship - Permit 70/2012
2012 ASEMC Stage Rally Championship - Permit 43/2012
2012 RAFMSA Stage Rally Championship - Permit tba

7 Timetable of the meeting

21st February 2012		Entries Open
15th April 2012		Competitor Bulletin No 1 available on the event website
15th April 2012		Entries Close
21st April 2012	16:00-19:00	Scrutineering & Documentation
22nd April 2012	06:30 to 08:20	Sound Test Open
	06:40 to 08:20	Scrutineering Open
	06:50 to 08:30	Documentation Open
	08:57	First Car due at MTC 1
	17:30 Approx.	Last car at MTC 9
	18:00 Approx.	Awards Presentation

8 Documentation

Competitors are reminded of the MSA's requirements for Entrants Licences as laid down on the Licence Application form. All competitors Licences, Club Cards H22 & R5 and Permits will be inspected at signing-on together with any Championship Registration Cards. All licences must be signed. Any person who fails to produce a valid licence will be required to see the MSA Steward and complete a licence declaration before they are allowed to start (£62 Fee). PLEASE NOTE WE CAN NO LONGER ACCEPT A LICENCE APPLICATION FORM FROM A DRIVER ON THE DAY.

9 Scrutineering

All vehicles must comply with MSA Technical Regulations. Cars need not be taxed but they must be presented at scrutineering with the Vehicle's Registration Document. A current MOT Certificate must be presented for all cars that are required by law to have one. At pre-event scrutineering cars will be examined for compliance with tyre and vehicle safety regulations as well as class eligibility. Competitors should study the current Blue Book and make sure they understand the

Technical Regulations. Tyres used must comply with L of the current Blue Book. FUEL: only fuel that conforms to the MSA definitions of PUMP FUEL, as stated in J5.13 of the current Competitors' Year Book, may be used. See also D34 & C4 (for the regulations applicable to the Procedure for the Testing of Fuel).

10 Sound Test

All cars will be required to pass a pre-event Sound Test as per R4.1 and J5.1.7 & J5.1.8 (100 dB(A) at 0.5 metres), and one or more subsequent Sound Test(s) during the course of the rally. ANTI LAG SYSTEMS ARE PERMITTED.

11 Route & Seeding

The event will take place at RAF Honington (entrance via Map Ref. 144/892744 and will contain 8 Stages with approximately 60 stage miles, all on sealed surface. The Stages will be timed to an accuracy of less than a minute in accordance with R31. The first car will start the first stage at 09:00 and the remainder will follow at 30 second intervals; all Stages will start at 30 second intervals. Competitors will start MTC 1 according to the Start List which will be published on the Notice Board at Documentation. If during the day it becomes apparent that a competitor's performance is greater or less than that which he is seeded, the Clerk of the Course may re-seed that competitor on safety grounds.

12 Official Notice Board and Rally HQ

Rally HQ will be at RAF Honington. The Official Notice Board will be at Rally HQ. Provisional and Final Results will be displayed on the Official Notice Board.

13 Specific Regulations for RAF Honington

The following regulations are part of our contract with RAF Honington.

(a) Security Checks - As part of our agreement, all persons attending the event will need to furnish us with Names and Addresses 7 days prior to the event. Competitors and Service Crew must do this on the place provided on the On-Line Entry System. Also all persons attending the event must bring with them some form of Photo ID e.g. Passport Photo Driving Licence etc. Failure to do this will mean no entry to the venue for that person.

(b) Out of Bounds Areas - Anywhere other than the Service Area is designated an Out Of Bounds Area. Anyone who is found in an Out Of Bounds Area will be excluded from the event and removed from the venue SR25(u).

(c) Animals - Any person bringing Animals into RAF Honington will be excluded from the event and removed from the venue SR25(u).

(d) Quad Bikes, Mopeds, Motorcycles etc. in the Service Area - Any person found using any Quad Bike, Moped, Motorcycle etc. in the Service Area will be penalised as per SR25(u).

14 Classes & Vehicle Eligibility

Cars will be split into the following Classes:-

- | | |
|-------------------------------------|--------------------------------------|
| A) Up to and incl 1400cc | |
| B) Over 1400cc up to an incl 1600cc | C) Over 1600cc up to and incl 2000cc |
| D) Over 2000cc | E) All 4 Wheel Drive Cars |

NOTES

a) For engines with a forced induction system (turbocharger, or super charger etc.) a multiplication factor of 1.7 shall be applied to the actual engine capacity and then the appropriate class determined by the new engine capacity.

b) The event is open to all cars complying with R46 & R47.

15 Awards

Awards will be presented as follows

- | | | |
|----|---------------------------------------|-----------|
| A) | 1st Overall | 2 Awards. |
| B) | 2nd Overall | 2 Awards. |
| C) | 3rd Overall | 2 Awards. |
| D) | 1st in each Class | 2 Awards. |
| E) | 2nd in each Class | 2 Awards. |
| | (Subject to 5 starters in this Class) | |
| F) | 3rd in each Class | 2 Awards. |
| | (Subject to 8 starters in this Class) | |

Additional awards may be presented and these will be detailed in the Final Instructions. No competitor may win more than one award. Competitors may forfeit awards if they fail to attend the awards presentation personally or make arrangements for a representative to collect them.

16 Acceptance of Entries

Entry list opens on the 21st February 2012 and closes on 15th April 2012. The entry fee is £210. If you pay by Bank Transfer (details given on the Entry Form or when you fill in the on-line entry) or Cheque there will be no additional fees, however if you wish to pay by Paypal there will be an additional fee of £10 to cover the commission charged by Paypal. An On-Line Entry Form is available at <http://www.honingtonstages.co.uk>, please use this facility if possible. An Entry Form is available to download for those competitors unable to use the On-Line system. PLEASE NOTE ALTHOUGH WE WILL ACKNOWLEDGE ALL ENTRIES, THEY WILL NOT BE ACCEPTED UNTIL FULL PAYMENT HAS BEEN RECEIVED. The maximum entry for the meetings is 80 plus reserves, the minimum is 40. Should the minimum figure not be reached, the organisers reserve the right to cancel the meeting. Entries will be accepted on a first come first served basis.

Entry fees will be refunded as below:-

Up to and including 15/04/2012 - Full refund (except for dishonoured cheques) provided written or email confirmation of such is received by the Entries Secretary before the closing date.

16/04/2012 - 20/04/2012 - 60% refund. You should let the Entries Secretary know as soon as possible and follow this up with a letter of confirmation or an email.

21/04/2012 - 22/04/2012 - MSA Fees & Insurance only refunded.

Competitors who fail to start and who do not inform the organisers will forfeit the whole entry fee.

Competitor Bulletin No 1 will be posted on the event website only.

17 Officials of the Meeting

Clerk of the Course & MSA Timekeeper	:	Gary Nicholls email: coc@honingtonstages.co.uk	(h) 01245 387898
Deputy Clerk of the Course	:	Dave Town	
Assistant Clerk of the Course	:	Keith Pettitt	
Secretary of the Meeting	:	Paul Barrett 3 Prykes Drive, Chelmsford, Essex CM1 1TP email: secretary@honingtonstages.co.uk	(h) 01245 290902
Event Safety Officer	:	Dave Judd	(h) 01245 357887
Entries Secretary & Child Protection Officer	:	Marion Nicholls 84 Totnes Walk, Chelmsford, Essex CM1 6LU email: entries@honingtonstages.co.uk	(h) 01245 387898
Chief Marshal	:	Brian Hemmings 2 Davidson Close, Sudbury Suffolk, CO10 0YU email: marshal@honingtonstages.co.uk	(h) 01787 377480 (m) 07703 830704
Assistant Chief Marshal	:	Keith Pettitt	
Time Keeper	:	Karen Scott	
Equipment Officers	:	John Conboy & Tony Burchnall	
Radio Controller & Deputy Clerk of the Course	:	Ken Patterson	
Rescue & Recovery Services	:	Cam Rescue and Cam Recovery	

MSA Steward	:	tba	
Club Stewards	:	Tony Miles & Richard Nel	
Chief Medical Officer	:	John Horton	
Chief Scrutineer	:	Nick Pope	
Scrutineers	:	Dave Nightingale, Brian Wilcox	
Trainee Scrutineer	:	Charlotte Windsor	
Environmental/Sound Test Official	:	Nick Pope	
Results	:	Motorsport Computer Services	
Press & Media Officer	:	Suze Endean	
Competitor Liaison Officer	:	Tom Ward	(m) 07811 340532

COMPETITORS SHOULD ONLY PHONE OFFICIALS BETWEEN 19:00 AND 21:30

18 Results and Protests

Provisional results will be published at the finish as soon as possible after the last car has finished. Protests must be made in accordance with C5.1.7.

19 Roadbooks

Entrants will be supplied with a Roadbook at Documentation, giving details of Special Stages and the location of controls, in the form of Stage Diagrams. This document will provide all the information necessary to enable competitors to comply with R6.1-3 and R26.1-10.

20 Vehicle Identification

Competitors will be identified by competition numbers to J4.1 which will be supplied by the organisers. All identification must be carried throughout the event, and must be removed or covered on finishing the event or retiring. Rally Plates must be fixed to the front and rear of the vehicle and be on display for the duration of the event.

21 Controls and Timing

All controls will open at the due time for Car 1 and close 5 minutes after the due time of the last car. Special Stages will be timed by digital clocks operated by Marshals under the control of the Chief Timekeeper. Such timing will be to the last completed second R31.1.3. Should any of the clocks fail, the organisers reserve the right to use any other available means for timing. Crews must present themselves with their cars at all controls and it is their responsibility to ensure that all entries on their time cards are correctly recorded and handed in when and where required. Should any entry not be legible or appear authentic, the organisers reserve the right to use any means at their disposal to establish a valid entry.

Main Time Controls (MTC (Out))

All Special Stages will be preceded by an MTC designated an MTC (Out). Two cars will be due at this MTC (Out) per minute.

Special Stages (SS)

Competitors will start all Stages at 30 second intervals. A Bogey Time will be set at 75 m.p.h. (H177) and a Stage Maximum Time set at approximately 30 m.p.h.

All Competitors will receive penalties and accumulate lateness as follows:-

- | | |
|--|-------------------|
| a) Bogey Time or under | Bogey Time |
| b) Over Bogey, but under Stage Maximum | Actual Time Taken |
| c) Over Stage Maximum | Stage Maximum |

No extra time penalty will apply for exceeding Maximum Time on a Special Stage.

Special Stage Start Control (SSS)

Once a time has been given at the MTC (Out), a crew must proceed to the SSS where a start time will be given in hours, minutes and seconds. The Start Marshal will assume that the crew is ready to start the Stage and will issue a time as soon as the start line is clear, whether the crew is ready to start or not. The stage start will be operated by traffic lights linked direct to Digital Clocks with automatic jump start detection by a beam.

The Traffic Light Start Sequence is as below; no verbal warnings will be given and the competitor should leave the start on the Green light.

15 Seconds Red Light

10 Seconds Red & Amber Light

5 Seconds Red Light is extinguished and the Amber Clusters

Count down 5-4-3-2-1

0 Seconds Green Light

Time between MTC (Out) and SSS Controls is dead time and delays are automatically allowed for. The area between these two controls will be deemed "Parc-Ferme".

Special Stage Finish Control (SSF)

The Flying Finish will have a light beam which is linked to the Digital Clock at the Stop Line. At the SSF a crew will be given their finish time in hours, minutes, seconds. Any crew who fails to stop at the Special Stage Finish Control must not, under pain of exclusion, reverse to the stop line but must return on foot.

Regroup Control (RC)

At the SSF Control at the end of a Stage 1 to 7, competitors will return to the service area as stated in the Roadbook for the next Service Halt via a RC control which is designated an MTC (IN) Control. The official will collect the Time Card for the Stage

just completed and record on the next Time Card your due time at the MTC (Out) for the next stage.

Main Time Control (MTC (IN))

At the end of the event after Stage 8 SSF there will be an MTC (In) Control which will be the finish of the event.

22 Servicing and Parc-Ferme

Servicing

The Service Area will be at RAF Honington. Servicing is defined as work being carried out on the competing car by any person other than the competing crew, or the use of any parts or tools not carried in the competing car. Servicing will only be permitted in the Central Service Area, see R38 & R39. Trailers are to be parked in the designated area. All other parts of the airfield will be out-of-bounds to service vehicles except the access road to and from the service area. Service crews will not be permitted to go to the assistance of competitors who break down on a Special Stage. Cars which are stranded out on the stage may have to remain there until the end of the event. The organisers will endeavour to move cars which are in a dangerous position but do not guarantee to provide assistance in returning them to the Service Area, although every effort will be made to clear broken down vehicles in between Special Stages.

Parc-Ferme

In the area between the MTC and the SSS designated as “Parc-Ferme”, the only work which may be carried out on a competing car by its crew is the cleaning of lights, windows and the changing of a wheel with a punctured tyre for another being carried in the competing vehicle.

23 Damage Declaration & Damage to Third Party Property

Damage Declaration

Competitors at the conclusion of the event shall sign a declaration to the effect that they have not been involved in any incident that may have caused damage to persons or property, or alternatively give details of such incidents. Failure to comply will be penalised under R40.1.3 & R40.1.4 & Chart 32.2(p) and may be reported to the MSA for further action. Competitors who retire will be required to submit this form to the Secretary of the Meeting within 72 hours of the event. Failure to return this form may be penalised by a fine of up to £100.

Damage to Third Party Property

Competitors causing damage to any third party property will be liable for any excess Chelmsford Motor Club has to pay to the MSA insurers. An Incident Officer has been appointed for this event, he will be checking all incidents that occur on the stages and will also be checking out vehicles leaving the stages for damage. Photo or video evidence will also be used to ensure that an incident report is completed by each competitor for every incident that they have on a stage that results in damage to any third party property.

24 General Regulations

All other General Regulations of the MSA apply as written except for the following which are modified.

- H30.1.3(e) Competitors will be required to carry advertising material supplied by the Organisers on behalf of their sponsors.
- R32.1.1 Competitors will be required to make up any lateness at Service Halts.
- R5.4.3 Only the first named driver on the entry form may drive the vehicle.
- R31.2.5 Maximum Permitted Lateness is amended to 5 Minutes.

25 Penalties

Penalties will apply as per R Chart 32.2 except for the following which are modified or added.

- (h) For each minute over target time on a road section or
for each minute over target time in a Service Area. 10 Secs.
- (o) Breach of R38.1.2-4. Exclusion from the event.
- (t) Striking a group of Penalty Markers (See SR.26). 10 Secs.
- (u) Contravention of SR.13. Exclusion from event and
removal from the venue.
- (v) Contravention of Service Bay use SR.22. 5 Minutes.

26 Penalty Markers

In order to restrict average speeds for the Special Stages, various man-made barriers forming chicanes etc. may be set up which will be detailed in the Roadbook. These barriers will be deemed to be made up of Penalty Markers. A Penalty of 10 seconds will be applied to any car hitting a group of Penalty Markers. Competitors who drive through a group of Penalty Markers without making a reasonable attempt to follow the correct route will be penalised with the Stage Maximum Time as per R Chart 32.2(c).

27 Judges of Fact

Judges of Fact appointed by the Organisers will be on duty throughout the event to observe and report upon any crew considered to be making an excessive noise, observed in an out of bounds area, or to be in contravention of the service regulations.

The following will be Judges Of Fact for the entire event:-

- R24.7.1 All named Officials, Marshals & any J.O.F.
named for that purpose.
- R24.7.2 * All named Officials, & all Marshals.
- R24.7.3 All named Officials, & all Marshals.
- R24.7.5 All named Officials, Marshals & any J.O.F.
named for that purpose.
- R24.7.6 All named Officials, Marshals & any J.O.F.
named for that purpose.
- R24.7.7 All named Officials, & all Marshals.
- R24.7.8 Sound Test Official, and all named Officials.

- R24.7.9 All named Officials, & any J.O.F. named for that purpose.
R24.7.10 All named Officials, Marshals & any J.O.F. named for that purpose.
* Includes the taking of the correct route at a split junction.

All Stage Marshals and Named Officials will be Judges of Fact in respect of striking Penalty Markers. (SR. 26)

Named Judges of Fact will be displayed on the Official Notice Board.

28 Safety

30 Second Starts, Split Junctions

Since competitors will start all Special Stages at 30 second intervals and each Stage may consist of more than one lap, there will be several cars circulating at one time. There will be a split junction and a merge on each Stage. Countdown markers will be positioned at 200 and 100 yards before these. Competitors should ensure they know which route to take each lap. A Marshal will be placed on each of these junctions; any crew who overshoots and reverses will be EXCLUDED.

Red Flags

In the case of a serious accident on any of the stages RED FLAGS will be displayed at various locations as per R24.4.5 & R25.6.4. Competitors on seeing a RED FLAG must stop as soon as possible R25.6.4. Failure to stop will result in exclusion from the event R Chart 32.2(s).

29 Stage Practice Event

Competitors who retire from the event or are excluded for not visiting a Time Control within their permitted lateness will at the Clerk of the Courses discretion be able to continue in a Stage Practice Event which will run concurrent with the main event from Stage 2 onwards provided that:-

- 1 The crew has not incurred a penalty of Exclusion other than not visiting a Time Control within the time allowed.
- 2 It is the same Crew and Car that started the event.
- 3 The vehicle has been inspected by the Event Scrutineers.

The decision to allow the crew to continue rests solely with the Clerk of the Course who may withdraw the crew's Time Cards at any subsequent point. The crew must report to Rally HQ if they are going to take advantage of this, where they will be given a new Process Card which they must get signed by the Clerk of the Course and the Event Scrutineer. This must then be presented to Rally HQ who will issue a new Time Card for the next stage, Crews will be slotted in at their original seeding location and will retain the same competition number.

30 Hotel

The Official Hotel of the Rally is:

Ramada Bury St Edmunds, Symonds Road, Bury St. Edmunds, IP32 7DZ

Phone: 01284-760884

E-Mail: reception@ramadaburystedmunds.co.uk

Map Ref 155/867637

We have been able to negotiate a Twin/Double Room Bed & Breakfast Rate of £60 per night, please contact Lindsey Cole on 01284 760884 quoting Reference Chelmsford Motor Club when booking.

31 Services

Catering Anglian Events Catering will be present.

Tyres Slicks Tyres tyres will be present at the venue.
Call Andrew Knott on 0114 247 0485

Videos MAD Videos are the Official Video Supplier for the event. Call Ian Madison on 01472 561281

Photographs Andrew Manston is the Official Photographer for the event. Call Andrew Manston on 01795 479224

32 Acknowledgments

We thank the following people and companies for their continued support for the event.

Sponsor - Stuart Cadman at Cadman Construction

**Venue - Defence Infrastructure Organisation
Station Staff Officer at RAF Honington**

Partner Club - West Suffolk Motor Club

**The Motor Sports Association
All Safety & Rescue Crews - All Marshals and Officials**

THE 2012 CADMAN CONSTRUCTION HONINGTON STAGES
Supplementary Regulations

Junior 1000 Rally Championship Event

All Supplementary Regulations are the same as above apart from those below which are modified.

1 Announcement

The MOTORSPORT CLUB OF CHELMSFORD LTD will promote a National B Permit Multi Use Special Stage Rally on Sunday 22nd April 2012 at RAF Honington for registered competitors in the 2012 Junior 1000 Rally Championship. All Supplementary Regulations are the same apart from those below which are modified.

4 Authorisation

MSA permit Number.....68614

5 Competitor Eligibility

The event is open to all registered contenders of the 2012 Junior 1000 Rally Championship.

6 Championships

The event is a Qualifying round of the following Championships.
2012 Junior 1000 Rally Championship - Permit tba

11 Route & Seeding

The event will take place at RAF Honington (entrance via Map Ref. 144/892744 and will contain 8 Stages with approximately 55 stage miles, all on sealed surface. The Stages will be timed to an accuracy of less than a minute in accordance with R31. The first car will start the first stage at 09:00 and the remainder will follow at 30 second intervals; all Stages will start at 30 second intervals. Competitors will start MTC 1 according to the Start List which will be published on the Notice Board at Documentation. If during the day it becomes apparent that a competitor's performance is greater or less than that which he is seeded, the Clerk of the Course may re-seed that competitor on safety grounds.

14 Classes

There are no classes .

15 Awards

Awards will be presented as follows

A)	1st Overall	2 Awards.
B)	2nd Overall	2 Awards.
C)	3rd Overall	2 Awards.

16 Acceptance of Entries

Entry list opens on the 20th February 2012 and closes on 15th April 2012. The entry fee is £195. If you pay by Bank Transfer (details given on the Entry Form or when you fill in the on-line entry) or Cheque there will be no additional fees, however if you wish to pay by Paypal there will be an additional fee of £10 to cover the commission charged by Paypal. An On-Line Entry Form is available at <http://www.honingtonstages.co.uk>, please use this facility if possible. An Entry Form is available to download for those competitors unable to use the On-Line system. PLEASE NOTE ALTHOUGH WE WILL ACKNOWLEDGE ALL ENTRIES, THEY WILL NOT BE ACCEPTED UNTIL FULL PAYMENT HAS BEEN RECEIVED. The maximum entry for the meetings is 80 plus reserves, the minimum is 40. Should the minimum figure not be reached, the organisers reserve the right to cancel the meeting. Entries will be accepted on a first come first served basis.

Chelmsford Motor Club

CADMAN 

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Honington Stages

Sunday 22nd April 2012

**Marshals & Radio Crews
Needed**

Marshals & Radio Crews Contact

Brian Hemmings

2 Davidson Close, Sudbury

Suffolk, CO10 0YU

Essex, CM3 4LS

(h) 01787 377480

(m) 07703 830704

email: marshal@honingtonstages.co.uk

CADMAN



from Concept to Completion