



Chiltern Film Society – Operational Principles

Version 1.0, 4 April 2017

Contents

1	Introduction	2
2	Committee	2
2.1	Committee Membership.....	2
2.2	Officers.....	2
2.2.1	Defined roles	2
2.2.2	Selection, appointment and Term of Office	2
2.2.3	Deputies/shadows	3
3	Role descriptions.....	3
3.1	Chair	3
3.2	Deputy Chair	3
3.3	Treasurer	4
3.4	Membership Secretary.....	4
3.5	Secretary	4
3.6	Programme development.....	5
3.7	Publicity, Member engagement and media.....	5
3.7.1	Physical distribution.....	5
3.7.2	Member engagement	5
3.7.3	Media team.....	5
3.8	Past chair/president.....	6
4	Independent Financial Examiner/Auditor.....	6

1 Introduction

Chiltern Film Society is governed by its Constitution which provides clear overall governance in accordance with its establishment as a not for profit organisation with defined aims. The Constitution is written at a high level and so gives flexibility for its Committee to manage the Society in a way that responds to circumstances from time to time.

In order to provide some further guidance for the way the Committee shall operate, the Committee has decided to produce and publish this document. The Committee agrees to operate within the Operational Principles documented herein which are to be published to the Society's membership and kept under review for update as required.

2 Committee

The Committee is established in accordance with the Constitution, with its members elected or re-elected at the Society's Annual General Meeting (AGM) each year. The Committee shall select its own officers to take responsibility for defined aspects of its management of the Society's affairs as documented herein.

2.1 Committee Membership

The Committee recognises the need to ensure continuity of knowledge of the Society and its business. To this end committee members are elected to serve for a term of three years, in order to gather experience and to develop and contribute their expertise. On expiry of their elected term, committee members may seek re-election without limit as to the number of times they may seek re-election. The committee will phase in the three year term approach, which is being introduced from the start of the 2017-18 season, to ensure continuity of knowledge within the committee.

2.2 Officers

The Committee may select Officers from within its number to take responsibility for specific aspects of the Society's business.

For the avoidance of doubt, the Officer positions describe individual roles. An individual Committee member may take up one or more Officer roles if so appointed by the Committee from time to time.

2.2.1 Defined roles

The following Officer roles are defined by these Operational Principles:

- Chair
- Deputy Chair
- Treasurer
- Membership Secretary
- Secretary
- Programme Development Officer
- Publicity, Membership Engagement and Media Officer
- President /Past Chair

The responsibilities of each role are separately described below.

2.2.2 Selection, appointment and Term of Office

Officers shall be appointed from time to time by the Committee. The committee shall confirm its proposed Chair, Treasurer and Membership Secretary for the forthcoming year prior to the AGM so that these roles may be presented to each AGM. The remaining Officers and the associated Committee Member fulfilling each defined role shall be confirmed each year shortly after the

Committee membership has been elected or re-elected by the AGM. The process for selection and appointment to each role is to be decided by the Committee.

The Committee recognises that it is good practice for the person holding each Officer role to limit the duration of their role to no more than three years, with the expectation that their Deputy or Shadow may take on the role in succession when they cease the role.

2.2.3 Deputies/shadows

To provide resilience and ensure that the current Officers' knowledge of the way the Society operates is shared amongst the Committee members, each of the roles listed for Officers shall have both a formal role-holder and a Shadow or Deputy. In limited cases the role may have a formal deputy – at the time of publication of this document the only such role is that of Deputy Chair. Shadows and Deputies shall be appointed by the Committee in the same way as Officers.

3 Role descriptions

3.1 Chair

- Take a strategic view of the Society's development and initiate any related actions to review or improve its operations as needed, to include:
 - Track changing trends in membership and anticipate necessary changes in our activities, including our own procedures, member engagement and our channels to market
 - At intervals, work with the committee and other Officers to track threats and opportunities for the Society and to assess its strengths and weaknesses, taking appropriate action as required.
- Oversee the Committee's Officers and give advice where required.
- Delegate/distribute unforeseen tasks to Officers as they arise.
- Ensuring that an appropriate response is made to public contact via Website or other correspondence, delegating as necessary.
- Deal with member comments/complaints as necessary.
- Set schedule for the year's Committee meetings and the agenda for each meeting (with Secretary).
- After the Committee has selected the film programme for the upcoming season, supervise leaflet design, agree draft of leaflet, and authorise its production in time for its availability for distribution.
- In consultation with the Treasurer, decide on the need and desirability of promoting a part-season membership and confirm the appropriate fee as a percentage of the current annual fee. If confirmed, agree arrangements for promotion of the part-season membership with the Publicity, Membership engagement and Media Officer.
- Agree draft Budget with Treasurer – estimate desirable number of members and potential fee increases

3.2 Deputy Chair

- Deputise for Chair in the event of any absence.
- Shadow the Chair's actions such that the Deputy Chair is equipped to succeed to the Chair role in due course.
- Support the Leaflet Design process, including the sourcing of new member testimonials for use on the Programme Leaflet and website.
- Introduce films at each screening – or choose a suitable person to deputise in this task from time to time.
- Report at AGM for Review of year's films.

3.3 Treasurer

- Collect subscriptions in cash, by cheque or online. Run a cash float for members paying in cash. Manage receipts.
- Liaise with Elgiva theatre - negotiate contract with them regarding film dates, charges and ongoing matters arising including the arrangements needed for holding member events such as after-film discussions.
- Calculate the CFS members' levy due to the Elgiva/Chesham Town Council (CTC), discuss with them, finalise and submit.
- Manage payment of bills and expenses.
- Manage the relationship with the Society's bank and Elgiva/CTC, being aware of possible future developments in CTC's priorities and how they may affect the Society.
- Record income and expenditure, and prepare annual accounts. Submit to Independent Financial Examiner/Auditor for approval in time for the Accounts to be presented to the AGM; at the AGM, present both the final Accounts for the previous season and provisional Accounts for the season about to complete.
- Prepare a budget/forecast for the next season, estimating required membership and consequent income. Agree the draft budget with the Chair and then gain agreement to the Budget from the Committee. Monitor performance against budget as the season progresses.
- Manage Eventbrite or equivalent online membership purchasing system, including the charging/commission arrangements, and monitor other e-payment approaches that may become suitable alternatives.
- Manage the provision and support of IT and other facilities used by the Society, consulting the Committee for any major changes in supplier.

3.4 Membership Secretary

- Receive membership application forms and create members' list from online, postal and in-person applications.
- Issue numbered membership cards, keeping a register of members and their membership numbers.
- Hold spare membership cards for new members on the night and temporary ones for forgotten/lost cards.
- Ensure the manning of the Society's desk at films and check attendance, keeping a record for Elgiva admin and our attendance records.
- Monitor membership changes for trends requiring action and report to the Chair and/or Committee as required.
- Produce a set of mailing envelopes/labels for sending programme leaflets and application forms to existing members by post in time for its use at the start of the publicity drive for the new season.

3.5 Secretary

- Maintain records/Society Archive for reference by future committees.
- Deal with general Society correspondence – refer mail and telephone queries to the relevant Officer.
- Arrange annual meeting schedule with Chair – book rooms for meetings, prepare agendas in advance in conjunction with the Chair and write and circulate minutes.
- Type up the comments and draft ratings following each screening, circulate the draft to the Committee noting any unclear or contentious items for discussion, send to Web team for inclusion in the email Newsletter. Liaise with Web team to prepare Programme Notes and arrange for their copying to bring to the next film night in time for their use at the Members' desk for issuing to members as they sign in.

- Maintain stocks of rating/comment sheets for use at the Members' desk, getting them copied from the master as necessary.
- Prepare Agenda for AGM - assemble and photocopy all necessary papers for issue to members at the meeting.
- Record and produce minutes of the AGM, agree them with the Chair and then arrange for their publication to members both on the website and as part of an email newsletter.
- Support the drafting, design and approval of the Programme leaflet for printing. Arrange printing of membership cards.

3.6 Programme development

- Receive and collate suggestions from Committee and Members for the next season's films such that a longlist table is made available to Committee members prior to the relevant programme selection meeting with summary information included for each title.
- Ensure the collection and collating of suitable film reviews/clippings throughout the year for reference during Programme selection meetings, both for the annual programme selection and any selection during the year for a Members' Choice film or any necessary substitution for films in the programme.
- Record the proceedings of film selection meetings. Where the selection process includes reducing the longlist to a shortlist for further analysis, delegate shortlisted films between the Committee members for them to find an agreed number of reviews to support the final selection meeting.
- Work with other Officers to conduct member voting for Members' Choice film selection.
- Work with other Officers to support the description of the selected films during the Leaflet Design process.

3.7 Publicity, Member engagement and media

- Lead the Committee in its consideration of how best to promote the Society, both to create and maintain awareness of its activities and to promote specific items such as the annual membership drive and any part-season membership opportunity.
- Be the Society's spokesman to other organisations and the press.
- Recommend for agreement with the Chair and Treasurer print quantities for any printed programme leaflets and flyers.

3.7.1 Physical distribution

- Ensure that suitable arrangements are made for distribution of programme leaflets and flyers and their holdings topped up as required.

3.7.2 Member engagement

- Encourage development of social events, speakers and visits.
- Ensure that arrangements are made for an agreed number of "after-film" member discussions in the Elgiva foyer during the season.
- Monitor local social media sites and provide postings if appropriate.

3.7.3 Media team

- Update website content regularly.
- Liaise with Elgiva over joint publicity approaches including website cross references and update them on any changes to our programme.
- At agreed times before each screening during the season research each film for new information for use on website and in newsletters
- Manage mailing lists for both members and a wider distribution using Mailchimp or similar.

- Produce email newsletter including extra editorial feature articles prior to next film – usually 2 week gap between films. Issue newsletter in quiet times as well to maintain interest and awareness.
- Run Twitter account.
- Run Facebook account.

3.8 Past chair/president

This office will normally be held by the immediate past Chair. By design, the role has minimal specific responsibilities - it exists to provide continuity and access to information for future committees and Officers.

4 Independent Financial Examiner/Auditor

Although the individual membership fees add up to a substantial sum passing through the Society's bank account, more than 80% of these fees are passed straight on to the Elgiva/Chesham Town Council for screening the films in our programme. Thus for a membership of about 200, we utilise approximately £1600 pa to cover all our operational costs. The number of transactions involved in our expenditure is relatively limited, consisting mainly of committee expenses, the production of publicity material and the costs of maintaining our online presence.

Accordingly, we do not consider it necessary to have our accounts formally audited but do recognise the need for them to be examined by an independent person with appropriate competence. For this purpose, the Committee should endeavour to appoint an independent person with suitable business management or accounting skills as a voluntary Independent Financial Examiner of the Society's accounts. The Committee considers that sufficient independence would be demonstrated so long as the person appointed is not a member of the Committee or related to a Committee member. Past members of the Committee would be considered to be independent for this purpose.

The Independent Financial Examiner is to review the Society's accounts prior to the AGM each year such that he/she can verify that the accounts for the previous season can be confirmed as final and the provisional accounts for the season about to end are a valid representation of the Society's financial position. The reviewed accounts shall be presented to the AGM by the Treasurer.