

June 22nd. Council of Management meeting of The Other Cinema, held at 62 Dean Street:

Those present: Peter Sylveire, Charles Rubenstein, Tony Kirkhope, Susan Feldman, Paul Marris, Mick Hart Williams, Patsy Nightingale, Lynda Nyles, Steve Dwoskin, Nigel Algar, Peter Sainsbury, Marc Karlin, Laura Mulvey,
Absent: Dave Hopkins.

Minuted by Patsy Nightingale and Susan Feldman.

Chairperson: Peter Sainsbury.

SDw: London C of M met of Friday and discussed finances for 4-5 hours, Pete Sains, Laura, Marc. Agenda brought by this group as follows:

- 1) Independent assessment of the financial, and legal ~~situation~~ situation which we find ourselves in, hopefully a professional body or person and reluctantly the SFI if necessary, or any other suggestions.
- 2) A clearly constituted statement between the legal and financial situation between TOC dist. and exhib. and between NCP and TOC.
- 3) X Possible redefinition and re-adjustment of our position with view of possible alternatives such as discussions ~~lx~~ with the Co*Op.
- 4) Collective analysis of the constitution of the organisation.

(Resume of this meeting from Steve Dwosk.)

Agenda accepted

P Sa. One of the reasons for an independent assessment is the necessity to decide whether the previous C of M decision should stand.

TK Do you think therefore that we ~~lx~~ should withdraw from that decision?

PSA. The resources have been ransacked because of the increase cost i.e in real terms at present we are left with £500 debit at present. There is no money for guaranteed wages, films etc. None of the previously planned guarantees, therefore we need an independent enquiry. We've failed to convince ourselves. ~~There's no other~~ As a member of the C of M it is the only responsible route to be taken.

SD We need to know the legal and financial situation to alter what we already have where appropriate.

P Sains; X is it agreed that we should independently assess what we have got?

P Sy: A child of 4 could say don't go ahead therefore an independent assessor will say the same so we now face the situation. The difference are an expression of historical problems in existence ... where does the assessor start.

NA: The assessor starts with the present.

P Sains: Not wishing to negate what P Sy's point the terms for an

~~independent assessor~~

financial legal. i.e whether we can borrow more ~~money~~ money, withdraw and ~~a~~ costs thereof, amalgamate. We know ourselves to be in a weak position but how weak? We don't know.

PSY: Professional would naturally be to withdraw - a venture such as TOC is not one of conventional finance - anyone would ~~xx~~ agree that it is different.

NA: There is a difference between a precarious venture and ~~a~~ moving full speed into a project resulting in complete ~~xxx~~ closure

P Sains: We did promise ourselves money in the bank and now we have a debt.

NA Why was there a jump of fun raising costs? and where are the ~~xxxx~~ monies to pay film-makers.

TK 8,000 was the figure at the last meeting which increased to 9000 (ie wages, and 26000 rent to NCP due so up to 12,600

PM Operating cost and fundraising cost have been 'seen' as one.

TK Separate accs ~~xxxx~~ were presented at the last meeting.

NHW ~~XX~~ Wages of fund-raising essentially ended at the end of March.

X TK There is 1700 payable now out of 6000 due leaving 4300 unpaid.

P Sains: Is it balanced by money owed?

NA That would be robbing Peter to Pay Paul

~~Ezzazzaf~~ It was/should be agreed that film makers should not ~~p~~ be put in jeopardy.

Seconded by Steve Dwoskin.

TK Reason why film-makers are in jeopardy is not entirely fund raising paying back - old debts and new prints are predominantly responsible.

NA Is the loaned money repayable?

TK FR is capable of repaying from the bank loan.

P SY: Mr Chairman this discussion is out of order. It was had in the ~~a~~ last meeting.

P Sains: Concerned that it is out of order but 11000 to be ~~xxx~~ borrowed is film makers money so... no its not fm money.

NHW The money is there to be borrowed.

PS (?) 10000 was to under right dist acc.

NA Intention is that 10000 goes to fms?

TK Still wouldn't repay all owed. there is a debt of 1500 present money situation and prints rising costs etc.

P Sains: Is it fair to say that 70 - 80% of fims could be paid

TK No. 20-30% could be paid. in addition because of no money from exhib, no increase in profit and therefore a shortfall. the 6 monthly accs blance.

P Sains: discussion is going outside our agenda. We don't operate conventionally NCP are owed what if we don't go ahead

NHW We do own cinema. We don't know what ~~xxxx~~ it's cost to withdraw but can find out from lawyer. we are potentially liable for 5 years but ~~xx~~ the least we could hope for would be that they keep 25000 put down on rent and put property back on market and Ncp legal costs at best.

PM Is it understood that dist relays on staggering from crisis to crisis. X Therefore the cinemas is essential to distribution. that to wind up one is to wind up the others. A central london outlet would alleviate the distribution ~~xxx~~ crisis.

NA ~~xxxx~~ There was a profit on dist in 75.

TK Yes. and a moratorium on prints income from Themroc.

thus profit. to go back to an independant assessment, time is the problem. ~~xxxx~~ there is none and they must have some framework within in which to produce an assessment.

PM All exhibitions plans should then be held in obedience until we have that assessment.

P Sains: What are are commitments.

NHW The builders are help up anyway- ~~xxx~~ no final working drawings have been completed. two GLC meetings uncovered small items still out standing such as vents and doors which are not entirely fire doors. Builders and AIs said they would require the working

drawing ~~xxxx~~ before commencing. Proj box, OFI concerns and shld be next week ~~(xx)~~ (cc) Complete drawings next week then have to go to GLC. Building can't be finally quoted until then.

SD Why hasn't all this already been done?

NHW Yes why? Because of a provisional licence already issued by GLC was assumed by builders and AA that drawings were already submitted and accepted (i.e. previous meeting held with GLC in 71 or so) but it should be realised that GLC are very random. Nonne is saying that the risks are dramatic and builders are on the whole being very conservative (underlined - is patys ad lib)

P SY: what are the figures on extras?

TK Within 30,000 (not sure of this maybe outside of check with TK)

NHW Quote on auditorium and foyer difficult to be precise at this moment in time.

PSY How does it compare with the original figures?

NHW Building 3000 Electrical.

Curs 1500 for Elect and Mechanical

otherwise the same. The AAs are going to go back to their original quoteer and see if they will do electrical on contract.

P Sains: Is 30,000 still realistic

NHW Building was 27,000 so now is up to 30,000

PSY; Excluding desings ~~XXX~~ and furnishings for clubroom.

LM X Are seats included.

NHW No. 30,000 is pure and simple building.

NHW We have already been invoiced 2000 for projectors

P Sains: Will it approximately come into our original budget.?

NHW Yes but there is no money for club room furnishing. There are possibilites of an indepedenent brewery paying for bar etc. The BFW have said ~~xx~~ that we need to spend 1000 more on the scfeen ~~x~~ and therefore have more sophisticated masking. 16mm projectors are more like 1500 down from our 2000. ~~xxxxxx~~ We are 3000 down less seats ... (??? nonsensy)

SD What about sound

NHW Not included in projectors and we have not new estimates of costs of sound. DFI recommended that ~~x~~ we didn't take the sound equipment ~~xx~~ offered with:projs.

NK At the end of the day the costs would have increased by 5000 so we could end up being 6000 in the red bfore staring.

TK No 2500 ~~xxxxxxx~~ only.

NK One thing we must face from Council point of view: not just financial. That we musn't repeat the same errors We want to avoid being in the same situation in 3 months time (~~xx~~ C of M ~~xxx~~ must meet with AAs, builders etc so as to understand what the costs are. 000 deficit at the the start 2 things arise. That we can c st costs of operation - one person paid for projection to confirm with Unions. ~~240~~ is down for running costs. we could save that amount per week by running it ourselves. It doesn't change a possible £6000 deficit.

X TK its only 2 1/2 we are looking for beos BFL matching

NK Optimism to pessimisism. GLC might turn round and say change...? there must be some contingency regardless of amounts due ~~xxxxxxx~~ ~~xxxx~~ AA and builders we must all be met by all fur us all to face. Screen, projection, seating quality, someone who can say why did seats suddenly change by 100?

TK Therefore all staff cut

NA Rent has been paid till when?

NHW Rent is officially till Sep 25 but Layton (NCP) is going to extend to Oct 25.

NK 11000 from bank to go back to dist.

TK Not in total . 3000 only to dist.

LM Theres an extra 400 needed which takes cinema operations cost to Sept 1

P SY: Will opening date be put bak?

NHW ~~xxxx~~ Could be

PSY: then thats ridiculous to count on a months rent grace.

TK We have rent provided for to be paid sept 25 and wages till Spet 1

(4)

P Sains: Further (2½) ebit so new film etc? wages cut forwards? Do we think TOC can do what it wants in these circumstances

NHW How much can we raise between now and then

SD Always are

NHW Yes mlre potential now between cinemas Facility to buy prints etc.

P Sains: Approved to open

LM 10.000 for matching... To cover distribution, 10.000 borrowed 3000 in exhib is on loan from dist. one way of lookin at the sit.

TK Can't be redistributed

NHW Certain proportion can be kept

LN Bank loan as asset or debt

NHW Can it go ahead with bank loan b'cos of situation

NA Repayment no shown

TK Its a loan

P Sains: Is needed ~~xxxx~~ Every penny.

NA How closely will BFI look at the accs?

NHW Invoices for work done are enough.

NA 15.000 or 17½ - we could be in trouble if they looked at dist accs

NHW We do have a letter to say dayment is cleared. Alan Knowles agreed cost on partial gross figure. We've declared 15.000

PM T Will they only pay out on certificates from /A?

NHW Projectors invoice could go in now and they'd pay for ½ of it.

NA What if we go above 15.000

NHW At present we are under 30.000 on build. we put more on our acc and spend more .

LM Who would raise bank loan?

TK Exhib to raise loan and it should stay local to exhib.

P Sains: who are the loan guarantors?

NHW Morgan, Lester, Frears, D Winston. Jackie Stewart and K John Whitmore are possibles - as they live abroad T morgan would have to put it up for them.

P SY: Never enough even with loan - we should go to straight alternatives

TK 2 elements on distribution: reduction of chash shortage. Out of 15.000 money back from the end of year on Winstanley. Therefore short of 4.600 would be more like 1600 short. Dist can make up a bit in year income and expend breaking even.

NA Without paying filmmakers?

TK Balances equal on our part of royalty share

NA Wasn't exhib soaked up by fm money? (underline is ad lib)

PSY: Figures round the room are unnecessary and fruitless.

NHW An independant enquiry: original quotes came from a QS We could have them verified by Mon or Tues next next week.

MK Ross Gilhorne is a possiblitiy because of his experience of converting buildings and he's an AA

NHW K What about the etiquette of AAs etc...?!

MK Ross could look quite quitely and independantly of All others.

NHW ~~xxxx~~ S Croft has resigned as our auditor as she is giving up accountancy. Perhaps therefore we should appoint an auditor immediately the Other possibility is Jim Robertson has a qualified CA but as such is not independant as he's a director of cinema co. We certainly owe it to him to make sure ~~x~~ he knows whats going on and he has made all sort of suggestions as it is re money making.

TK Endorses Jim .

An Auditor wouldn't give a real views because such elements as depreciation etc are not our position.

Pn Shouldn't audits automatically be resigned and re-intated anually?

P Sains: Jim? when etc

NHW He's not due up for a ~~xxxx~~ while ; we could go down there and pay for him to come up for a day or so.

SF: Doesn't he need to go through books?

NHW TK No, its not essential.

Mk ~~xxxx~~ We would want and have to meet him.

P SY: We need rock like conclusions. i.e how much till we open?

MK Dependant on kind of ~~cm~~ inema,

PSY: Re-phrase - don't we know what it is? the kernal is whoever

comes in we know we must raise more money
MK We are an irrational organisation. 50,000 was the original
agreed amount - its now 35,000. JR knows about film, Edy money etc.
NGW Edy money can be avoided bcos of charitable status, running as
a club which incidentally also makes it easier for no of persons
serving coffee and the like, Levy on 35mm is for public screenings
taking af over £700 per week. our break is 1500 seems very likely
that we ~~wixix~~ will stay uner the 700 mark.

LMyles: She doesn't pay edy.

MK has view of finances - we are ~~gixix~~ an irrational organisation
Raising £ is not part of the question. In order to know wahts needed
and clear idea of what kind of cinema and in what condition is
essential. We have no money for print secure wages, prints and
language version, publicity. Do we want Subscriptions, what kind of pub
etc. Once these are discussed then how do we operate and is it
feasible which takes us bakk to an independant assessor.

TK: Ind. Ass will make our other discussions simpler thats all.

MK Had to draw a graph to understand the figures. 2ndly they've under
gone huge changes so we must know what we are doing before raising
more.

TK Marc you are in a position to answer that question.

MK Not have builders costs, ~~xx~~, how does ~~xx~~ exhib repy dist? how much i
is owes and will accrue till end of 76

SD Exhib is dependant on what we do with it

NHW Not Good enough and many people who can do it i. asses.

TK Trying to say that they wan it to be easy.

NHW Can't understand how we got ho ahead to to-day (?)

No gross mismanagement on individual basis, Analysis then and now
is different

MK When we said do we go ahead theree was no analysis

NHW All we've had since then is 6 monthly figures perhaps we failed to
ask ourselves at an earlier stage re: Rent, wages etc and failed
to project accurately.

LM Our position is to aks those question (C o M) to recognise a critical
situation and to agree the need for re: assesment. its a common sense
way of acting.

NA We didn't discuss overall state of Co. ~~andx~~ but at 2 sides .

TK At go ahead 10000 bank loans cinema going ahead Rent was left out.

MK 17000 approx gross when decision taken on Mar 29

P Sains: Lazyness and lack of competence in understanding the figures.
The fact is concrete suggestion are needed. we can' open without
raising more money.

What kind we rais for it. What brief do we give JR;? What
confessionals to BFI if any? We deed to outline those in the next two
hours. unwilling to leave with out knowing who we brief,
and whether we do. What support is required for dist, if exhib
doesn't go ahead. not excluding the cultural premaeters/alternatives

PSY: Are ther assessor: QS and Jr

P Sains: QS, Builders and AAS . Concrete and responsible action to all
meet them.

PSY Must be given brief

TK Quite easy to brief QS fro material costs for building work.

PSY Re: Asses capital costs.?

P SA INS: Yes.

NHE BFI = equip therefore BFI is an independant assessor OK?

P Sains: yes, we must inform ourselves of BFI present costs on
seating etc.

NHE Seating unknown only b'cos of sources.

P Sains: Beddows will give stable assessment of total cost. 1st rate.

PSY: 1st equip figures then meet QS AA and builders with their
latest.

NHW Yes but there are variable i.e double hed proj which refers to
cultural practices. screen and fancy masking.

PN Get two sets of figures

SF JR could be working simultaneously.

PS: Whats his briefing?

NHW: Monies raised. owed. running costs, dist. launch. Suspected chash f

PSY: Expl

SY: Explanation of cash flow problem at present or we'll repeat same as Mark said.

TK: Set up a system to throw up all relevant figures is impossible because of all the one offs/variables.

NHW: Haven't anticipate all

PSY: ~~xxxxxxx~~ CAPITALISM must have invented a set of law which would enable us to have such a system?

P Sains: On question what are we prepared to run NHW or salvage?

PSY: Heavier burden. 20% reason for years deficit, known to establish our programmes to build our audience and able to accept those policies now we have a hole so we have to answer that.

TK: Isn't break even the criteria?

P Sains: Those guarantees aren't for films with print cost only but large advances etc., etc.,

TE: Went at one month makes dist money. for 10 days breaks even at 42% capacity.

P Sains: it's a film on which we have no consensus of its BO value.

P SY: Joris Ivens; print is 1500 straight off

TK: 3000 people see it and we break even.

P SY: Prime slot to documentary is it a ~~xxxxx~~ money spinner or plan B in programming?

P Sains: We will have to do what we said we wouldn't do over the issue of the Gate

PSY: Why haven't we analysed Themroc

NHW: On what basis do we make decision. Either go on our own estimations i.e. staff collective or look at cinema reason. They wouldn't show a documentary but based on our Collegiate experience and idealism.....

MK: Yes correct qualifying risk in case of accumulated wrongness without the safety net (10,000) and publicity.

Why didn't we go into it in the past. In summer contacts with organisation to establish who are constituency so when we open....

NHW: Rent and advertising are costs and essential !!

TK: Publicity is in costs

NHW: E Don't assume no staff no publicity

MK: Cinema is faced with shortage at end of day if no loopholes (?)

Publicity for Winstanley relaunch will be difficult. It's a risk at 40% and ~~xxxxx~~ no cover. Winst lasts for a month if publicity doesn't properly. In a position to do all this yes, but we are not. All the

All there without those (?) Solutions to know amount to raise to a launch operation extensive. 7 days failed and street life because groundwork not done on constituency. To succeed or publicity to launch Can't just call political groups on opening day.

NHW: Not Hug?????????

MK: Need 1900 then we don't need any money it'd just play nonstop. two kinds of movies. Winst has already had the pub. 1900 don't need it

NHW: We shouldn't decide too quickly where we stand. Winst is the only thing to have sold out at collegiate in our history of screenings. therefore there is a potential. it'd be re-reviewed.

Joris Ivens - extraordinary - chicha and there's nothing remotely like it elsewhere. it's been running in Paris since February.

NO 2 is ours for the wanting.

Take it like a man man.

Rossellini

Munch: Since Cannes we've been looking: The spiral but needs English version. Swiss Gnomes movies Tanner etc. Blochouse. Not ~~xxx~~ that they come on a plate. We've dedicated it to this kind of cinema.

PM: Are we saying that it is a shift from more adventurous and moving towards the orthodox West end pattern. and no retrospective material and Marc even those are not certain?

MK: Could sustain a few £ (?) but not with 6000 debt. If we cut costs and such collective practice for other need both for it. If after 3 months it goes well then ~~xxxx~~ we open out.

P Sains: Non one can open with out years rent b'c so of our cultural policy. Sacrifice policy opening on commercial basis and competing or getting out of the lease. If TOC as dist needs WE

PSY: cinema situation is even more serious and bleak.

pos: PSY: Junk to nite???????

SD: P Sains: No lease to be read, accurate costing ~~xxx~~ there is no need to make a discision tonite but self critical that the situation has been allowed to arive where it is.

LM other groups???????

P Sains: More person on C of A

LM CoOp

P SY thier broke

E LM Andi Engel?

PSY left * to open cinema now no cinema

P Sains: Travelling Players was acuckoo idea

NHW a commercial investment like Swiss was the money he had and not forthcoming without cinea?

P Sains: Yes correct to make poin and work out ~~xx~~ options in very weak position to renage after our meeting.

NHW Signed 10 day ago

P SY: Review ~~idea~~ of Coop reputation worth money in postion of loosing premises. Campden are being pressed to re-house. under aegis of usefulness to Campden community. Possible to apporach coop to do same ~~xx~~ king of mer therefore get grant from Campden so they could use cinema.

P Sains: 15 months ago Coop got premises (temp) from Campden with pressure bcos BFI giving grant for equip. Now campden come up with £ with BFI £ in wings mentioned. Now quite sophisticated only one prolem of theres that cinema and cutting facilites and offices are reuired on same premises.

PSY E They could use club room.

P Sains: Unilkely

NHW Worth considering

PSY ~~xxxx~~ Printer could be housed in Campden

E SD They wouldn't go for it.

LM What would they gain?

P Sains All it would do would mean shaking hands with coop

PSY: What are the grant possiblites

P Sains: Campden can fibe out short term housing; only. not money

P SY It is jour right to have Charlotte sTreet so campden should give it to us

E P Sains: ~~xx~~ SHORT TERM HOUSES NOT MONEY. but it should still be considered. If at end of day FR completely inadequate and not pruseu Charlotte them go with coop ~~xxxx~~ to Campden.

SD Means no Charlotte. Re: negotiate terms of £ with BFI but possible on other premises but a different deal. Not west end.

NHW E All rund down and old buildings we looked at cost us more than Charlotte St

P Sains: Project?

PSY ~~xxxxxxxxxxx~~ have we missed any other state fencers?

SD Treasury

P Sains: Patrons hot for 5000 each?

NHW E an Connery and D Jowings only possibles.?

P Sains: 10.00 + and ~~xx~~ no more financial loans long term!

SD that we sat on the shore and watched the boat sail away and have been ~~xxx~~ talking for a year watching it.

Haven't even talked about Marks comment. Negotiate and shake hands with Coop so what. Self image of TOC therefor why do it. what is the self image let alone other peoples images of us.

PSY reason to believe situation quite fluid b'cos of IFA has transcended some of the barriers.

SD Real cards of it policy? ??????

P Sains: Minst. Joris IVens, Chilena are a partial declaration.

NHW But not a complete one. Avant garde from Edin.

PM Policy to out do Campden to Shac Edin

~~xxxx~~

PSY: We have in Cat Straub, Steves film Coilin etc. what are Co op possibilities

SD is saying what would they say they'd want a declaration of our intentions
LM Face beyond FR present £ and cultural moment haven't support of intention must be assessed. Progs is basic issue arisen in Charlotte St therefore our ~~xxxx~~ operations can be better determined. Problems are helping to cover ground

PM Can't back out so sub let.

LN and no BFI monye

Agreed.

PM Financial constraints look like we'll move to cultural activity we are not interested in. No space for building our own constituency

MK Compromises are those of pragmatism or strategy

Unlivable aspect is becos its pragmatic week by week with no vision of compromised strategies. How to develop slowly into what we want like make in a commercial movie to make a left wing move. so there must be collective analysis and commitment

NHW In vague way it is in part understood by staff i.e we don't work there for nothin in those conditions. The Council hasn't had it ie our condition. Programming; comms of Cof W failed to work out. it does have the bare bone

PSY: Vision doesn't sufficiently inform practice Not all here for the money....

MK: In my knowledge of TOC in its existence - under pressures - I don't think there's been a developing dialogue. One can live with compromises. All I'm suggesting is if we change the practise and the nature of what we're doing, then one can actually start creating.

CR: Agrees that there's a basic lack of development, however much we desire it. We havn't carried through with our idea of having self-education seminars.

LM: I agree but also think that any collective practise has to be based on a ~~h~~clear-headed socialist analysis of the real conditions that we're working in.

P Sains: Also agrees - that was the rationale behind having £50 thousand in the bank before starting.

TK: With regards to getting out of the lease, we must know if we can, or if not, what other strategies are available to us. i.e. we must reassess capital costs, fundraising etc. What that leaves unanswered is the programme - we must put our faith in a programming committee, holding weekly meetings.

NEXT MTGS:

Tuesd, June 29, Monday, July 5, and a weekend July 10-11 for an all-day session.

PN: Formally gave notice to the council of her resignation as of June 25. She said she would like to continue to be involved with TOC in any way possible.