

Brief for the position of

CHAIR
RIVERSIDE TRUST

March 2019



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BACKGROUND

Riverside Trust is a charity which was formed with the sole purpose of administering the famous Riverside Studios, the dynamic West London cultural venue on the banks of the River Thames overlooking the iconic Hammersmith Bridge, where people and artists come together to discover and participate in extraordinary arts and entertainment, reopening in 2019 after redevelopment.

Originally a Victorian water pump factory, Riverside Studios started off as film studios before becoming BBC studios in the 1950s to 70s. In 1975, after the BBC moved out, a charitable trust formed by Hammersmith and Fulham Council transformed the building into the arts venue renowned for inspirational work across the arts – theatre, dance, music, film and spoken word.

In 1976, Peter Gill was appointed Riverside's first Artistic Director and soon established the Studios as a leading London arts venue with acclaimed productions of *The Cherry Orchard* starring Judy Parfitt, Julie Covington and Michael Elphick (1978), *The Changeling* starring Brian Cox (1979) and *Measure for Measure* (1979) starring Helen Mirren.

During this time Riverside also hosted the highly successful Dance Umbrella seasons, as well as a huge variety of international productions including the work of Polish theatre maestro Tadeusz Kantor and a series of legendary theatre workshops with the Italian playwright Dario Fo. Samuel Beckett rehearsed productions at Riverside, later describing the venue as 'a haven'. An influential gallery also flourished under the direction of Greg Hilty, hosting exhibitions by such luminaries as David Hockney, Antony Gormley and Yoko Ono.

Throughout the 1990s Riverside Studios continued its popular programme of theatre, film, opera, dance and music with notable productions including *Hamlet* starring Alan Rickman, Robert Lepage's *The Seven Streams of the River Ota*, *The Master Builder* starring Brian Cox and *Anthony and Cleopatra* starring Vanessa Redgrave.

In 1993 Riverside's current Artistic Director, William Burdett-Coutts, came on board and oversaw the transformation into a mixed model of commercial and charitable work to ensure financial viability. However, following the loss of public funding and unsuccessful and protracted discussions to source funding for the Trust, he established Riverside TV Studios Limited to run Studio 1 as an independent entity. RTVS will remain the tenant in the new building. In this way, television production returned with Studio 1 hosting such long-running shows as *TFI Friday* and, in more recent years, *The Apprentice: You're Fired!*, *Celebrity Juice*, *Russell Howard's Good News* and *The Last Leg*.

The 2000s saw companies such as Complicite and The Wooster Group bring their ground-breaking work to Riverside, while other notable theatre productions included *Scaramouche Jones* starring Pete Postlethwaite, *The Exonerated* starring Stockard Channing and Danny Glover, the smash-hit musical *Salad Days*, *A Round-Heeled Woman* starring Sharon Gless and *Mies Julie* by Yael Farber.

It was during this time that the original building became increasingly challenging to maintain and after several consultations a lifeline was thrown to Riverside Studios in the form of a deal with a property developer to rebuild the spaces on the same site within a new development of residential flats.

Development began in 2014 when the original building was demolished. Riverside Studios will re-emerge double the size of the old building in 2019 as a 90,000 sq.ft., state-of-the-art arts and media centre with a cinema and screening room, two performance spaces, gallery, café, bar and bakery, event space and spaces to hire for the local community and beyond through its digital programme.

Riverside Studios has been pushing the boundaries in the arts and technology for over 40 years. During its period of closure Riverside continued to co-produce several theatre productions including (*Generation of Z* (2015), *Nirbhaya* (2016), *Raz* (2016) and *A Christmas Carol* (2015, 2016)).

MISSION

Riverside Studios is a dynamic cultural venue where people and artists come together to discover and participate in extraordinary arts and entertainment.

Our new building by the Thames in West London is an intersection of theatre, film, music, dance, comedy, art, enterprise, events, innovative technology and social hospitality.

Riverside Studio is a constant stream of inspiration where creativity and community flow.

ORGANISATION AND GOVERNANCE

Board of Trustees

Riverside Trust is managed by a Board of trustees who bring a wealth of experience in a variety of forms across the media and entertainment sectors. The Board meets four times a year as a full Board in addition to committee meetings on specific areas of governance.

The Board oversees financial management of the Trust in line with its policy of combining artistic ambition with financial resilience. Board meetings plan, oversee and review the organisation, its purpose, management and accounts. Trustees serve for a minimum of three years but may be re-elected to serve up to six years.

In 2017 our long-standing Chair **Sir Christopher Powell** (former CEO BMP/DDA, Chair of NESTA, Chair of the Advertising Standards Board, British Council's Creative Industries Advisory Panel and trustee to several organisations) stood down and was succeeded by **Andrew Griffith** (CFO, Sky) who, unfortunately, was unable to continue as Chair and Trustee due to unforeseen work commitments.

Our Interim Chair is Trustee **Robin Price**. Robin is a chartered accountant who has worked in the advertising and media industry in a range of financial, commercial and management roles. He was a founding partner of advertising agency, HHCL & Partners, the legal and commercial director of Chime Communications Plc and COO of McCann Erickson UK and is currently CFO and CEO of IntechOpen Limited, the world's leading publisher of Open Access books. He is also chair of Dance Umbrella.

Trustees

Farrukh Dhondy was Commissioning Editor for multicultural programmes at Channel 4 between 1984 and 1997 and is a writer of fiction, TV, stage and screenplays.

Dan Large is Head of Infrastructure at the CBI, as well as being a successful campaign strategist with an established track record of delivering high profile campaigns at the top of the political agenda.

Tim Lefroy was CEO of the Advertising Association and is a member of the UK's Creative Industries Council. He is currently Chair of Leonardo Advisory Limited, which offers business advice to leaders and their organisations. He is a Barnes resident and committed to Riverside's role at the leading edge in arts & entertainment.

Michelle Marks is Head of Facebook's Creative Shop Studio in EMEA & APAC. She is responsible for developing ways that brands connect with Culture and Communities across Facebook, Instagram, Messenger and Whatsapp. She was previously Marketing Director for Simon Cowell's Media company SYCO and has a background in advertising.

As Executive Creative Director, **Charlie Mawer** oversees Red Bee's multiscreen content and design work for broadcasters like the BBC, Dreamworks, Netflix, FOX and brands including Nissan, Barclays and Ericsson.

Alan Morgan is an investor in and advisor to, predominantly, financial services businesses having served such businesses over many years. He was a senior partner in McKinsey & Co. leading the Financial Services Practice in UK, Europe and then the Middle East.

Tim Simon, Chair of the Trust's Building and Finance Committee, is a former Executive Director of Savills plc and Chair of their commercial property division, following which he set up his own property consultancy advising a wide range of clients on various major projects including for Cambridge University, Microsoft and CRUK. He has had a number of non-executive appointments including Chair of the IPF Working Party which led to the creation of Real Estate Investment Trusts in the UK.

Greg Smith was a Conservative Councillor and Leader of the Opposition on Hammersmith and Fulham Council. Between 2006 and 2014 he served in the Council's cabinet, culminating as Deputy Leader of the Council. He is self-employed, working in the fields of marketing, design and photography.

John Woodward is chairman of film distributor Park Circus, digital cinema business AAM, and Met Film School. Previously John was Investment Director at Arts Alliance Ventures and CEO of the UK Film Council.

Executive Team

William Burdett-Coutts has been CEO/Artistic Director of Riverside Studios since 1993. He began his career in theatre and has been running Assembly at the Edinburgh Festival for over 40 years. His vast experience of founding and producing arts organisations also includes Glasgow's International Arts Festival and Brighton Comedy Festival. William was Head of Arts at Granada Television and subsequently ran the BAFTA-award winning television company which produced Channel 4's comedy *Black Books*.

During William's tenure at Riverside Studios he developed the model of commercial income generation to fund the artistic programme. Highlights include *Cloudstreet*, Complicite's *Mnemonic*, *Salad Days*, *Nirbhaya* and *Mies Julie*.

Guy Hornsby has been Executive Director of Riverside Studios since 2006 and has acted as Project Director of the redevelopment. After a successful career in radio in the 1990s, including as Chief Executive of Faze FM Radio when it was purchased by the Chrysalis Group, Guy founded IT Computer Systems and Out Europe who specialise in managing and creating projects for small and medium-sized businesses in the arts and entertainment sector.

THE CHAIR

At this pivotal moment in its history as Riverside Studios re-opens in its brand new building, the Riverside Trust is seeking an outstanding Chair to lead on strategic development and to oversee the artistic, charitable and financial success of the organisation.

The new Chair will already have a significant track record of achievement and will be networked to potential funders. We are seeking an impressive ambassador and an inspiring and confident communicator. The post involves chairing board meetings and, ideally, a familiarity with corporate governance and fundraising.

The successful candidate will have a passion for Riverside Studios' mission and the strategic abilities to understand and guide the development of the organisation. As an experienced senior leader in their respective field, our new Chair will challenge constructively and help us think creatively as we continue our journey delivering an arts venue for London and the future of the arts.

The new Chair will provide leadership and direction to the Board and Executive Team enabling them to fulfil their responsibilities for the overall governance and strategic direction of Riverside Studios. The Chair will also be central to driving the organisation's fundraising activities which are crucial to Riverside Studios achieving financial resilience.

Specific responsibilities will include to:-

- Lead the Board in meeting the vision and aims of Riverside Studios, ensuring appropriate strategies, plans, funds and governance arrangements are in place
- Ensure the Board and its committees have an appropriate mix of experience and expertise to enable it to discharge its legal and governance responsibilities
- Ensure adequate succession planning processes are in place for the position of Trustees and Executive Team
- Provide support and guidance to the Executive Team
- Create a productive working relationship with the Executive Team to ensure harmonious working and the achievement of Riverside Studios' objectives
- Ensure the management of Riverside Studios and its procedures are effective and appropriate in order to safeguard sound financial performance, management of risk and compliance with relevant legal and stakeholder requirements
- Ensure the Board's decisions are implemented in an effective and timely manner
- Ensure Riverside Studios upholds the highest standards of integrity and probity, and aspires to the highest standards in all its dealings as a not-for-profit charity regulated by the Charity Commission
- Play a leadership role to help Riverside Studios achieve its ambitious fundraising targets by facilitating and supporting relationships with potential funders including individuals, trusts and foundations and corporate sponsors
- Represent the charity within the arts and technological sectors to raise Riverside Studios' profile within these sectors and help establish it as a leader in the live-to-digital field

Fundraising

The new Chair will play a vital role in delivering our three-year fundraising campaign by introducing potential funders including individuals, trusts and foundation and corporate contacts to the organisation. Working with the Executive and Fundraising Teams, the Chair will represent the charity to all stakeholders and potential funders, ensuring an effective and productive relationship to secure major gifts/sponsorship.

Time Commitment

The post of Chair is a part-time, voluntary, non-executive appointment. Total commitment will be two to three days per month with perhaps additional time necessary up to the launch of the new building.

The Chair will be appointed for an initial three-year term with an option to renew for a second term. In addition to the four Board meetings per year the Chair will be asked to attend:-

- Monthly meetings with the Executive Team
- Attend the Finance, Fundraising and Nomination Committee meetings
- Regular fundraising events
- Meetings with a variety of stakeholders as required
- Some performances

THE PERSON

- Solid leadership experience ideally with prior experience in a chairing capacity within the arts and/or charitable sectors
- Commitment to support fundraising activities and well-networked and willing to introduce potential supports to Riverside Studios
- Excellent communication and presentational skills
- Comfortable acting as an ambassador for Riverside Studios
- Passionate about performing arts and a commitment to the vision to harness the opportunities of digital technology to engage current and new audiences in innovative and exciting ways
- Empathy with the history, culture and social ethos of Riverside Studios both as a national and local organisation

We are particularly interested to engage with individuals with experience in the following areas and, ideally, someone who lives locally to Riverside Studios:

- Fundraising and development
- Arts management
- Organisational strategic development
- Finance
- Charitable organisations

Riverside Studios is committed to an equal opportunities policy. As women and ethnic minorities are currently under-represented on the Board applications by such candidates would be particularly welcomed. All appointments will be made on merit, following a fair and transparent process.

HOW TO APPLY

Timetable

Closing Date	Friday 12 April 2019
Informal interviews and tour of the new building with Interim Chair and Executive Team	w/c Monday 22 April 2019
Panel interview with Interim Chair and two current Trustees	Tuesday 7 May 2019
Final Decision	Friday 10 May 2019

Please apply by writing to Robin Price, Interim Chair, Riverside Studios, 101 Queen Caroline Street, London W6 9BN or by email to executive@riversidestudios.co.uk.

Please provide a cover letter outlining how you meet the criteria outlined in this brief and why you are interested in the role.

To organise an informal conversation and more information please email judithmurrell@riversidestudios.co.uk.