

RICH MIX

CHAIR OF THE BOARD OF TRUSTEES

RECRUITMENT PACK | JULY 2024



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

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INTRODUCTION

Thank you for your interest in becoming the next Chair of Rich Mix.

Rich Mix is a place of collaboration and encounter, where different perspectives and lived experiences collide. In the heart of multicultural Tower Hamlets and on the edge of the City of London, we deliver Culture for a Changing City, connecting the hyper local, city-wide and truly global with a diverse cultural programme.

This is an exciting period for us as we revitalise our role as one of East London's most dynamic cultural organisations firmly cemented in our founding objectives to promote intercultural understanding, work towards the elimination of racial discrimination and promote equality of opportunity.

We are proud of the impact we are continuing to make as a nationally recognised model of a community-focused arts centre and cinema that puts diversity at its core. To address the changing economic, social and cultural context in which we live, we have spent the last year refocusing our vision to ensure that we are able to survive and thrive, and can continue to serve the communities of East London and beyond.

We are looking to recruit a new Chair, to replace our long-standing Chair, Professor Michael Keith, who stepped down in February 2024. Michael steered the Board with integrity and commitment over the last 15 years and had been part of Rich Mix for over 30 years, working tirelessly from our inception in the 1990s to making Rich Mix a reality when we opened our doors in 2006.

The Board is currently being led by interim Co-Chairs, Sangna Chauhan and Jackie O'Sullivan, who will work alongside CEO, Judith Kilvington, to provide support and expertise through the handover period.

We seek an inspirational and passionate individual with significant leadership experience across the private and public sectors, and a strong understanding of governance, to lead our new artistic vision: to be a home in East London for grassroots music and independent film, offering diverse audiences high-calibre live events across a spectrum of music genres and a curated film programme of festivals and screenings which reflect the many cultures and identities of London.

We look forward to hearing from you.

**Sangna Chauhan and Jackie O'Sullivan,
Interim Co-Chairs**

'I joined Rich Mix because its mission deeply resonates with me. Growing up in Shoreditch during a time of challenging race relations, I could have only dreamt of a place where culture, music and art intertwined to unite communities. Today, Rich Mix truly embodies that vision, and I'm honored to be part of a talented board and team dedicated to this powerful purpose and exciting new business model.'

Trustee

WHO WE ARE

Rich Mix is a dynamic arts centre and creative hub in the heart of Tower Hamlets in East London. Launched in 2006, we inspire local communities to come together to engage in and enjoy everyday creativity, continuing to create culture by, for and with people from ethnically diverse backgrounds (from African, Caribbean, South and East Asian diasporas and other ethnic backgrounds).

We provide a range of cultural and arts activities – live performance, cinema and creative engagement for communities, alongside affordable workspaces. This diversity is key to our success. We offer:

- An eclectic music and live events programme which covers spoken word, contemporary performance, cabaret, comedy and visual art.
- A cinema programme of mainstream independent and blockbuster releases, global film festivals, event screenings and film clubs.
- A creative engagement programme which aims to transform lives in East London through creativity, working with families, children, young people and local community groups.
- A creative hub providing affordable workspaces for creative and charitable businesses.

A Shoreditch landmark, our five storey-building is around 6,000 square meters. Rich Mix owns the freehold of around 80% of the site, with the remainder on a long lease from the GLA.

We are a National Portfolio Organisation of Arts Council England (ACE) and its investment allows us to broaden the scope, scale and ambition as well as the diversity of our programme.

For every £1 invested in Rich Mix we raise £8 of our own income from a diverse range of activities including:

- **Earned income through tenancies, private space hires, ticket and bar sales.**
- **Local authority and other public sector funding bodies.**
- **Fundraising through charitable Trusts and Foundations.**
- **Corporate support and sponsorship.**
- **Individual giving and donations.**

Our cinema programme, private hires and bar operations run as a wholly owned trading subsidiary, Rich Mix Cultural Enterprises, with all profit invested in the charity, Rich Mix Cultural Foundation.



MISSION

All our work is underpinned by our values:

OPEN

We are open, generous, accessible and welcoming.

CREATIVE

We nurture all forms of creativity, and we are also a creative force.

AMBITIOUS

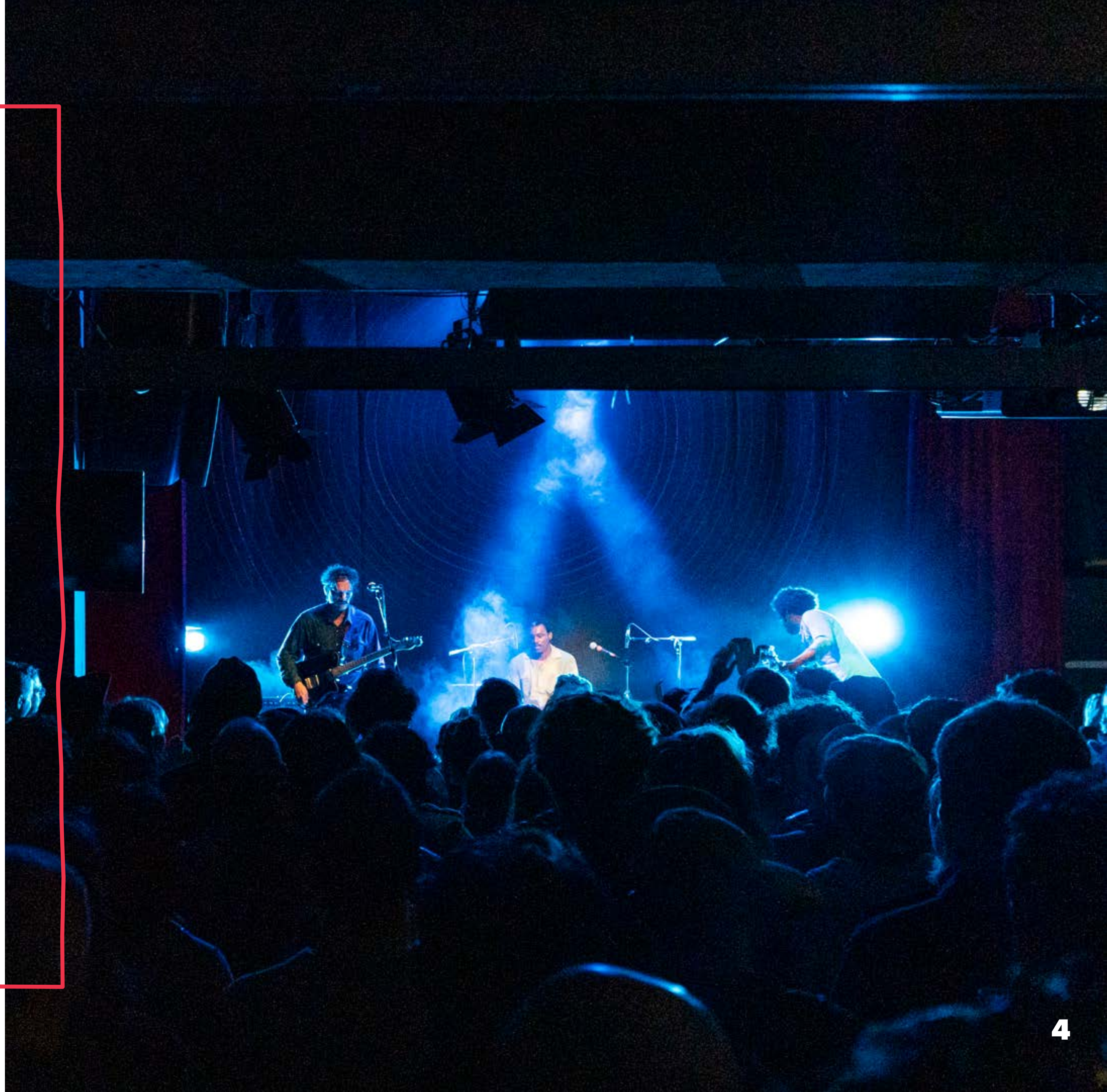
We support ambitious artists and ideas in the belief that art and culture have the power to bring people together.

INCLUSIVE

We champion equality and diversity and strive to -represent, reflect, and respect different voices and

COLLABORATIVE

We work in partnership with artists, companies and communities both locally and internationally.



We are Rich Mix. We are East London's home for culture and creativity. We welcome the communities of the world in East London to create, enjoy and share culture. We are a charity connecting some of the city's most adventurous and diverse audiences to a vital, exciting and ambitious programme of contemporary culture. We are rooted in the city but open to the world. We champion diversity in everything we do.

ORIGINS

Rich Mix was established in April 2001 to support marginalised communities in East London to come together, promoting community cohesion through the arts and culture.

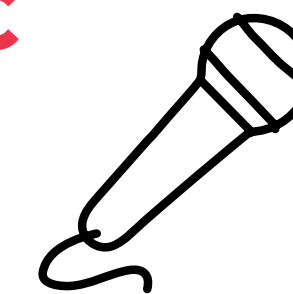
Rich Mix was founded on anti-racist principles, addressing a range of issues within the East End and London in the 1990s, including the rise of the far right and hate crime, following the BNP winning a Tower Hamlets Council seat in 1993.

Our Founders saw the cultural diversity of the city as a strength that shaped the lifeblood of creativity in the arts rather than an axis of political division and social fragmentation, recognising the urban regeneration potential of the cultural industries, and our model fused creative spirit, economic dynamism and social inclusion.

Rich Mix was designed to be inclusive to local communities – with the cinema, bar and eating areas being key to attracting audiences who might not attend traditional arts venues. The multi-disciplinary nature of our work enables us to reach diverse communities in arts and culture, and to offer a range of activities which contribute to our local community.

We have spent 18 years building trust with the communities in our local area, combining widening participation with artistic innovation and excellence, and building a home for culture and creativity.

We remain true to our original primary objectives which focus on the educational and social value of our work, aiming to address racial discrimination and exclusion and promote good relations across a city defined by migration, ethnic and racial diversity.



DURING 2023–24

WE WORKED WITH:

44 schools

in Tower Hamlets and Hackney

324 artists and creatives

across various artistic disciplines

25 local teachers

delivering CPD training

5,875 children, families and community groups

taking part in our creative engagement activities and workshops

WE PRODUCED:

267 live events

including live music, spoken word, theatre, dance, talks and visual art

164 creative engagement workshops

for children, families, young people and adults

3,076 cinema screenings

including film festivals, independent films and blockbusters

250 events

through our private hires and events offer

8 exhibitions

in our Gallery

WE PROVIDED:

163 artists

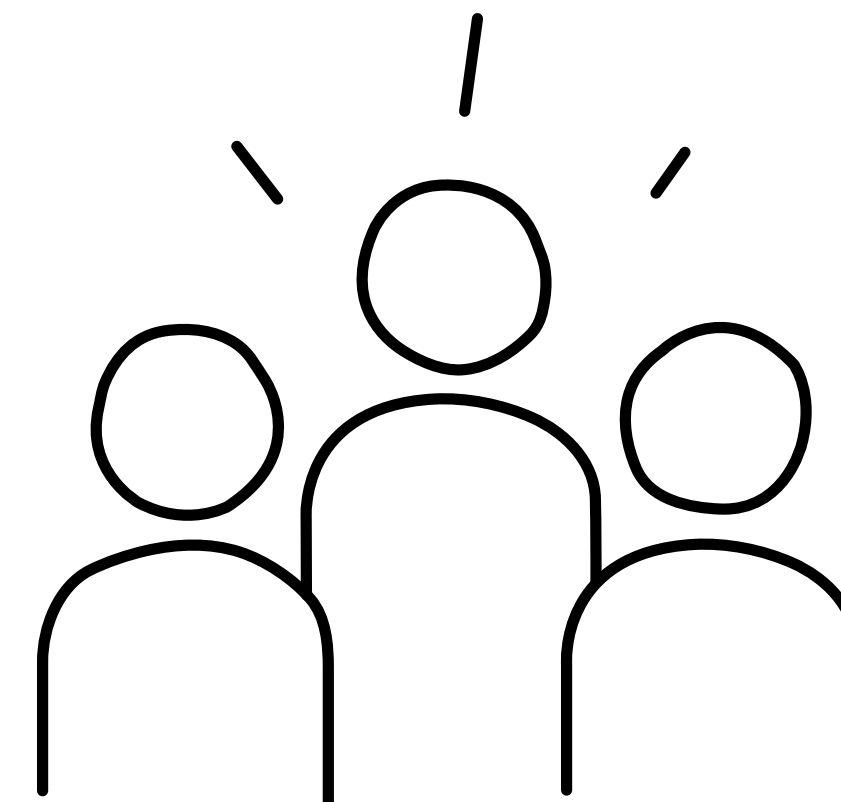
with subsidised rehearsal space

305 hours

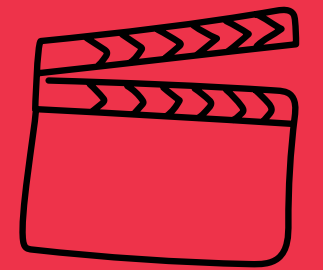
of subsidised rehearsal space

70% of our participants are from Global Majority Communities and from Tower Hamlets.

60% of the artists and creatives we worked with are from Global Majority Communities.



51,216 people attended the cinema



67,794 people attended live events including exhibitions

5,875 people took part in our creative engagement programmes



We are home to 30 creative and charitable businesses



TRANSFORMATION AND STRATEGIC APPROACH

Our activities over the last year have focused on re-modelling the business in response to the unprecedented economic conditions (inflation, cost of living crisis and tripling of energy bills) seen in 2022 and 2023 when we were still re-building our business post-pandemic. In addition to these, two of our critical income streams have been significantly hit by widespread changes in the UK – the cinema industry and office-based working.

Recognising these threats, we proactively and dynamically worked with consultants, People Make It Work, to develop our Transformation Vision and set out a strategy to deliver a viable and sustainable business model for the future.

Our decision to focus the new artistic vision on music and film recognises the power of these art forms, both to deliver on our mission, bringing communities together to promote intercultural understanding and platform stories from around the world, and to increase our financial sustainability.

Music and film are both accessible and universal, welcoming large audiences from all walks of life, and embodying our non-judgmental attitude to culture.





Our strategic approach over the next year will be:

Vision-led: ensuring that our approach embeds our Vision, Mission and Values.

Entrepreneurial: looking for opportunities to become more sustainable and commercial.

Data-driven: understanding the behaviours of our audiences and the intricacies and interdependencies of our business.

Insight-guided: drawing on insights from our audiences, partners and advisory boards; iterative in its approach.

As Rich Mix emerges from the post-pandemic stabilisation period, we have established five strategic aims, aligned with our new artistic vision, that will guide our direction for the next 12 months. These aims prioritise fostering a vibrant creative and cultural community, diversifying revenue streams and achieving sustainable growth. We will:

- 1.** Deliver an ambitious multi-disciplinary artistic programme encompassing music, film and creative engagement, cultivating a vibrant creative community.
- 2.** Deepen engagement and grow loyalty with a diverse audience, developing even stronger connections with our existing and local communities, whilst simultaneously expanding our reach across London.
- 3.** Develop a model of Associate Companies and residents, fostering a community of creatives aligned with our vision and values, and providing a long-term, sustainable approach to collaborative programming, networking and funding.
- 4.** Drive a sustainable business model based on diverse income streams and an ethical organisational ecosystem that prioritises our core values alongside workforce well-being, diversity, equity and inclusion, and creative expression.
- 5.** Improve our building in line with our commitment to our phased capital plans, prioritising investment in environmental sustainability and maximising the social, cultural and commercial potential of our building.

‘Rich Mix truly does what it says - it welcomes all communities and represents the diversity of East London. No barriers. No pretence. Open. Inclusive’
Audience Member



ROLE DESCRIPTION

We are looking for a new Chair at an exciting time for Rich Mix as we deliver our Transformation Vision and secure our role as a home for grassroots music and independent film in East London. We want to meet individuals who are as passionate as we are about Rich Mix and the pivotal role arts and culture have in platforming stories from marginalised communities, bringing diverse audiences together and sparking creativity at all ages.

We are looking for an experienced leader, with governance experience, who can enthuse a team of Trustees and provide clear guidance and challenge to the CEO and Executive team, advocating for the work we do with confidence. Well-connected, they will work hard to raise our profile as an arts centre at the heart of our community, introducing Rich Mix to people and organisations who will help us to achieve our vision for the future.

KEY RESPONSIBILITIES

- Define and oversee Rich Mix's strategic direction and plans with the Board and Executive Team.
- Embed our core values across all aspects of our organisation, leading by example, creating a strong team of Trustees, ensuring they have a clear role to play in the delivery of our Transformation Vision.
- Convene and Chair Rich Mix's quarterly Board meetings, setting the agenda, ensuring that all information is distributed to Trustees well in advance, and that all voices are heard during the meeting.
- Be a member (but not Chair) of the Finance and Business Sub Committee that meets six to eight times a year to oversee the financial management of Rich Mix and monitor overall performance in key business and trading areas.
- With fellow Trustees oversee the effective running of the Fundraising Sub Committee and Strategic Transformation Groups, ensuring Trustees have allocated roles and responsibilities according to expertise and interest.
- Work closely with the Artistic Advisory Board through regular meetings with its Chair, and engage with the new Youth and Community Advisory Boards, to ensure that Rich Mix is representing and reflecting the lived experience of its audiences, artists and participants.
- Take overall responsibility for Rich Mix's financial performance, including representing the organisation in high level communications with funders including statutory bodies like Arts Council England.
- Contribute to fundraising efforts, introducing Rich Mix to individuals, trusts, corporates and potential supporters and partners, advocating for the work we do.
- Act as a public advocate for Rich Mix and advise the CEO and Executive Team, as appropriate, ensuring our reputation, influence and networks are representative of the scope of the work we produce and the audience we engage with.
- Line manage the Chief Executive and provide support and challenge for the Executive Team.
- Support and nurture those Trustees with less Board experience, ensuring that they are able to contribute to strategic discussions and their potential as Trustees is realised.

PERSON SPECIFICATION

- Experience of leading an organisation in the private or public sector and a strong understanding of governance.
- A demonstrably collegiate and collaborative approach to leadership.
- An understanding of working with diversity issues and an ability to realise and promote the values of diversity in every aspect of the work of Rich Mix.
- Experience of and ability to lead cultural, management and institutional change in organisations in the private and public sectors.
- An understanding of capital redevelopment, including how it can be leveraged for greater creative and community benefit.
- Experience that demonstrates the ability and credibility to take a public advocacy role for Rich Mix, both with local and national partners and funders.
- Experience of working with statutory partners either directly or through funding agreements.
- A strong understanding of creative strategy and organisation in a local, cultural context.

As we look to deliver our Transformation Vision we are also looking for individuals with the following additional desirable experience:

- Experience of working in the music or film industries.
- Experience and networks of influence across cultural organisations either locally to Tower Hamlets or across London.
- Lived experience that reflects the communities we engage with in Tower Hamlets.

STATEMENT ON EQUALITY, DIVERSITY AND INCLUSION

We are proud of the diversity represented across our board which is 75% female; 58% from Global Majority Communities; 58% under the age of 49; and 25% identify as disabled.

We actively encourage people from a variety of backgrounds with different experiences, skills and perspectives to join us to influence and develop our governance and working culture. We are particularly keen to hear from candidates from global majority communities or who self-identify as disabled.

Should you have any access requirements or need any reasonable adjustments to be made in order to apply and/or attend an interview for this role, please let us know.

We want to hear from the widest possible community so if you think you have the necessary passion, experience and interest, please arrange a conversation or submit an application even if you do not fulfil the full person specification.



‘One thing that Rich Mix is really good at doing, is making sure that those under represented voices are heard and creating spaces for them to come to. I think that’s really important for there to be a hub in this part of London where people who have been here for a long time can feel like they are a part of a community. Rich Mix is a melting pot of culture that typifies London, in a really incredible and unique way, and there are very few venues like it.’

Film Partner



TERMS OF APPOINTMENT

- The Chair is appointed for a three year term with the opportunity to renew for two further terms.
- There are four weekday evening Board meetings per year. Each meeting lasts approximately two hours and Trustees are required to read and comment on papers and documents sent out for discussion.
- Board and team away days are held annually to discuss and review the organisation's business plan and strategic aims and objectives.
- Meetings of the Finance and Business Sub Committee take place six to eight times a year, usually on weekday evenings, and the Chair is expected to attend these as well as other working groups involving team and Trustees focusing on specific projects, as needed.
- The Chair will arrange fortnightly one-to-one meetings with the CEO and lead the annual appraisal meeting.
- All Trustees are expected to attend a range of events across the music and live, film and creative engagement programmes at Rich Mix.
- This is a non-executive role and there is no remuneration for services, though all reasonable expenses will be covered.

HOW TO APPLY

Please email a CV and a brief covering letter (no more than two pages of A4) setting out why you are interested in becoming Chair and how you fulfil the person specification, to Sangna Chauhan and Jackie O’Sullivan, Interim Co-Chairs, Rich Mix, at recruitment@richmix.org.uk by Friday 13 September. Please also fill out our [equal opportunities monitoring form](#).

Closing date: 10am, Friday 13 September 2024

Interviews: week commencing Monday 30 September 2024

If you would like an informal discussion about this opportunity or you would like to know more about Rich Mix, please email admin@richmix.org.uk.

If your application is successful we will invite you in to meet the Board and you will be offered the opportunity for a tour of the building, and to meet Judith Kilvington, CEO.

Information on the Board of Trustees is available on our website at richmix.org.uk/team-and-board/ and more information on Rich Mix is available at richmix.org.uk.

DATA PROTECTION NOTICE

Equal Opportunities Monitoring forms are not shared with the hiring panel and are kept securely and only used for aggregated and anonymised reporting. By applying for this role you consent to Rich Mix processing any personal data you include within your CV and cover letter. All personal data submitted will be processed and stored in accordance with the requirements of the UK Data Protection Act 2018.



RICH MIX

GET IN TOUCH

For more information or to have an informal chat about the role please email admin@richmix.org.uk

PHOTOGRAPHY CREDITS

Cover - Bettina Adela, Page 1 - Naomi KP, Page 4 - Bettina Adela, Page 6 – Emma Jones, Page 9 – NigePics, Page 10 – Craig Gibson, Page 11 - Bettina Adela , Page 13 – Emma Jones, Page 17 – Emma Jones

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