

Charity Trustees Candidate Pack

BALTIC



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Seeking Charity Trustees

Baltic Centre for Contemporary Art is a major international centre for contemporary art located on the South bank of the River Tyne at the foot of the Gateshead Millennium Bridge, in Gateshead in the North East of England.

Baltic presents a constantly changing, distinctive and ambitious programme of exhibitions and events, and is a world leader in the presentation, commissioning and communication of contemporary visual art and education.

The Trust wants to strengthen and diversify its Board-level governance with the appointment of a number of new charity trustees with a wide range of skills and experience.

The Trust is looking for individuals who have the skills and interests to help us identify and exploit new opportunities, as well as the ability to support the Director and Senior Leadership Team to take Baltic to the next stage of its development.

If you would relish such a challenge and share our commitment to building Baltic's contribution as a sustainable artistic, economic and social force for good on a local, national and international stage, particularly in challenging economic times, then we would be delighted to hear from you.

We are particularly looking for expertise in: Environmental & Social Justice, Community & Youth Work, Corporate Affairs, Regional Development, Digital & New Technologies, Marketing & Communications, Event Management and Property & Building Management (HSE).

We would like to achieve greater diversity within our boards and committees, and welcome applications from all members of the community.

The roles are unpaid, although reasonable travel expenses are reimbursed.

To apply please e-mail sarahm@baltic.art and nancyo@baltic.art or telephone +44 (0)191 440 4970 with any inquiries.

If you are interested in fulfilling a voluntary role and becoming involved with the governance of Baltic but cannot commit to the term of office or the frequency of attending board meetings, we also have roles for Independents who sit on our Finance & Audit Committee and Baltic Trading Board.

When applying, please indicate if you are applying for a Trustee position or an Independent position. Thank you.

Introduction



Introduction



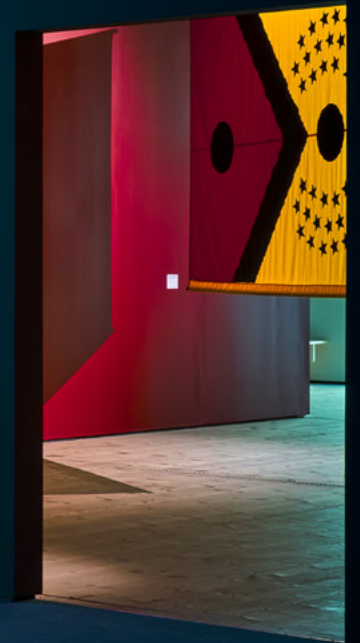
Thank you for your interest in becoming a Baltic Trustee. This voluntary role allows individuals to play important and central roles in the leadership of the organisation and we value greatly the experience, expertise and commitment brought, without remuneration and purely in the interests of Baltic, to achieve ever greater success for our activities.

This briefing pack is designed to help you participate fully in our selection and appointment processes, and to assist you in providing all the information we need in order to understand how you meet the requirements of the roles. We strongly advise you read these notes thoroughly before making an application.

After reading this information, we hope you will feel encouraged to apply for the role of Trustee, and in doing so, give yourself an opportunity to make a significant contribution to the cultural life of the North East (NE), and the UK.

If you would like an informal and confidential discussion about the role offered, please contact Nancy Ogunbiyi, Governance & Ethics Manager (Director's Office) on 0191 440 4970. Who will make the appropriate arrangements for you to have a discussion with the current Chair of the Board.

About Baltic Centre for Contemporary Art



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Baltic Centre for Contemporary Art creates and produces exhibitions, activities and opportunities that explore understanding of the world through diverse contemporary art by artists from across the world.

Pre pandemic we welcomed 470,000+ visitors free of charge, all year round to experience art, talks, performance and activities in an accessible building. We celebrated our 20th Birthday in July 2022 and have been visited by over 8 million since opening in July 2002. Beyond our bricks, Baltic connects and exchanges in an on-going basis with our local communities, individuals and groups exploring creativity, social connections and shared hospitality.

Following the pandemic, we have reduced our opening hours from 7 to 5 days a week to ensure our sustainability over the next challenging few years. In 2022/23 Baltic welcomed 388,547 visits as we continued to build back audiences post-pandemic.

In early 2022 we became the first Gallery of Sanctuary in England, in recognition of our work to support forced migration communities in the North East.



Artistic Programme at Baltic Centre for Contemporary Art



Artistic Programme at Baltic Centre for Contemporary Art



Baltic's artistic programme offers inspiration, delight and creative action; sharing varied ways of understanding the world through diverse artistic practices.

Baltic gained an early reputation for presenting innovative and cutting edge work, many of whom are internationally acclaimed figures including **Anish Kapoor, Anthony Gormley, Jenny Holzer, Mark Wallinger, George Shaw, Yoko Ono** and continues this reputation with shows including **Rasheed Araeen** and **Judy Chicago**. Baltic significantly played a key role in enabling artists to make a step change in their careers with major solo show commissions including **Heather Philipson, Joy Labinjo, Mounira Al Solh, Phyllis Christopher, Sutupa Biswas, Huma Bhabha, Jasmina Cibic, Chris Killip** and **Hew Locke**.

Now, delivering at least five large scale exhibitions a year, the artistic programme presents both existing works not-seen-before in the region and new commissions, showcasing the practice of living artists from the North East, the UK and around the world in solo presentations and group exhibitions.

The programme also includes events and performances, an Artists' Residency programme and an Artists' Development Programme that supports the professional development of artists, curators and producers in the region.

Events and performances take place across the building as well as in the galleries. Baltic's Artist Residencies have a dedicated studio in Level 4A and sometimes use the Level 1 studio.

Learning and Civic Engagement at Baltic Centre for Contemporary Art



Learning and Civic Engagement at Baltic Centre for Contemporary Art

Learning and Civic Engagement (L&CE) programming centres on building relationships, earning trust, and developing shared values through reciprocity. Baltic welcomes the opportunity to be creative, collaborating with our communities; in their places, and ours, so that, together, we might make shared spaces. With an ethos of mutual learning, exchange, playfulness and hospitality.

L&CE aims to find points of connection with people, working together with professional artists on creative projects that have a civic purpose.

In 2022/23 we engaged nearly 240,000 people in learning programmes and projects. Working throughout Baltic's building with children and their families, young people, school groups, university students and communities of interest, geography and circumstance. They run workshops, talks, tours and host residencies across Baltic spaces and use Level 2 as a hub.

Level 2 includes a gallery space, a library, a workshop space called Launch Pad, a Studio Space, a young people's space called Art Mix Hub, a Sensory Space and a large open space called Learning Lounge. During 2021-22, 40% of all visits to Baltic were in the Families visit mode and the high proportion of local families during school holidays shows that Baltic has solidified its reputation as a 'go-to' destination during these breaks. Nearly 125,000 people entered Learning Lounge during 2022/23.

Baltic's Neighbourly programme which began in 2019 supports the communal, faith, language, & vocational lives of newly arrived communities across the borough. Programming with partners, it includes an annual Iftar & Holi, monthly Language Café, International Art Club and volunteer/employment opportunities. Alongside a Hate Crime Policy & awareness-raising campaign in 2021, 84% of visitors now say they are aware of Baltic's zero-tolerance policy towards racism & prejudice.

In 2022, Baltic was appointed the status of England's first Gallery of Sanctuary by City Sanctuary UK, recognising our efforts in supporting sanctuary seekers, raising awareness of forced migration and celebrating World cultures.

Baltic x Northumbria University Partnership



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Baltic has a key partnership with Northumbria University which has had a transformational influence in the sector and has challenged the status quo of how cultural organisations work with HE institutions in the UK and overseas.

As we enter the next stage of our partnership (2022-2025) we aim to evolve our ambition to achieve artistic and curatorial excellence, pedagogic sustainability and transformation, communities of people and practice, progressive social change and future thinking. Today there is a renewed focus and purpose for the partnership and its role in helping Northumbria staff, students and stakeholders address the key challenges of our time from place making and post-covid cultural recovery, to economic levelling up and environmental change.

Baltic x Northumbria University Partnership

Leadership

Baltic takes its leadership responsibilities extremely seriously and is committed to supporting and demonstrating dynamic leadership across visual arts and cultural sectors, regionally, nationally and internationally.

Sarah Munro joined Baltic as its Director (Chief Executive) in late 2015 having previously been Director of the Tramway International Art Centre and Head of Arts for Glasgow Life and is also Chair of Contemporary Visual Art Network England, The Visual Arts Alliance and Creative Scotland Board.

Baltic's future ambitions are driven by two key imperatives: to protect and enhance Baltic's reputation for commissioning, publishing and exhibiting leading-edge, experimental contemporary art that is of international significance; and to deepen our engagement with diverse communities, creating robust cultural and social impact.

We aim to be a key civic and public resource for our communities.

Our focus on developing Baltic's artistic outcomes in the context of stronger connections with communities is a clear response to a rapidly changing environment. At a time of unprecedented global change, political uncertainty and fiscal austerity, Baltic is uniquely positioned to provide a platform where artists, individuals and communities can come together to imagine, examine and shape the future collectively.

Baltic aims to rise to the challenge ahead by strengthening the leadership and management of the organisation and contributing to development across the cultural sector, expand understanding of creative practice as a dynamic force in shaping future communities and identities.

Purpose, Vision and Values



Purpose, Vision and Values

Our Charitable Purpose

- The advancement of the contemporary visual arts and the education of the public in the understanding and appreciation of the arts in general.
- The provision and maintenance of the Baltic Flour Mills buildings in Gateshead as a base for the production and presentation of contemporary visual arts and as a fully accessible centre in which the public may explore, understand and enjoy them.

Mission

Our mission is to create greater understanding of the world through outstanding, experimental and inspiring contemporary art which has power, relevance and meaning for individuals and communities.

Vision

- To commission and produce exhibitions, performances, public and learning programmes which champion the role of artists in contemporary society.
- To create environments and opportunities within and beyond Baltic's galleries where individuals and communities can explore different ways of seeing and thinking about the world by engaging with exceptional art and artists.
- To deeply root inclusivity and diversity in all our practices, processes and actions so we may better reflect and support our local, national and international communities.
- To devise and embed innovative research-engaged frameworks which support and encourage talent development of artists and future thinking through sustained collaboration, partnership and sector leadership.

Purpose, Vision and Values



Values

We value listening: A listening organisation is a relevant organisation. We create positive impact by understanding and responding to the needs and motivations of our audiences and communities.

We value accountability: An accountable organisation is transparent and rigorous. We build trust by behaving with honesty and integrity.

We value courage: A courageous organisation is bold and takes risks. We platform progressive and thought-provoking ideas and practices.

We value equity: An equitable organisation values equality, inclusion and diversity. We champion equity and challenge racism and prejudice.

We value sustainability: A sustainable organisation is resourceful and environmentally conscious. We are adaptable and operate with care, in order to meet the needs of a changing world.

Income Generation: Baltic Trading Company



Income Generation: Baltic Trading Company



To ensure we are able to meet the mission of our Trust, Baltic has a wholly owned Trading Subsidiary and generates 40% of its income from trading activities. Trading brings the Baltic brand and vision to life through food and beverage, products and services, encouraging customers to enjoy spending more money in new and creative ways. The Covid-19 emergency and its impact on trading was significant. This has provided the opportunity and need for pivoting business models to increase profitability in trading. As we recover from the pandemic, Baltic needs to generate more of its own income to ensure it is sustainable for the next decade and to meet the increased challenges of inflation on our operations and programme.

We have a feasibility study underway to explore new options and opportunities for using our resources to generate new income and created a dynamic new role in September 2021 (Director of Enterprise and Public Value) to lead our new Income Plan. A number of planned changes are manifesting for January-April 2023.

Income Generation: Baltic Trading Company



Baltic Trading is:

- **Customer focused:** prioritising and advocating for the needs of the customer.
- **Enterprising:** building on the strengths of Baltic and championing social and cultural enterprise.
- **Glocal:** supporting the local and connecting with the international art world.
- **Sustainable:** building on current assets, looking to the long term and demonstrating environmental and operational responsibility.
- **Open:** to new ideas and perspectives; to calculated risk; encouraging exchange and collaboration.

Baltic's Key Trading Aims:

- The role of Baltic Trading is to maximise profits and extend the value of the Baltic brand, to support Baltic's work.
- All trading should support the mission, vision and values of Baltic and limit reputational damage to Baltic.
- The Trading Company generates profit which it can gift to the trust every year.
- Artists and makers (particularly from the region) should be showcased as much as possible.

Income Generation: Baltic Trading Company



People

Baltic employs c75 staff (mix of full time and part time contracts). The annual cost of staffing is c£2.1 million. Staff are organised into six departments: Programme, Learning & Civic Engagement (including front of house), Resources (including Director's Office, Finance, Building Services, HR, IT, and CVAN), Communications, Development and Retail.

Funding

Baltic is an Arts Council England National Portfolio Organisation. In addition to Arts Council England funding, Baltic currently continues to receive financial support of c£142,000/annum from Gateshead Council.

The remainder of the overall running costs is met from a number of trading and income generating activities.

Baltic is currently in receipt of funding for the period 2023 to 2026. An application was submitted in Spring 2022 which sought to retain ACE's investment for the process of applying for funding for 2023-2026; the outcome was £3.097 million per annum from ACE without uplift.

For a full list of Baltic's activities and programme please see www.baltic.art

Why become a Baltic Trustee of the Charity Board?

The Role

Fulfilling a voluntary role at Baltic provides a challenging, rewarding and enjoyable chance to get involved and play an active role in something that matters to you. And although it is strictly on a voluntary basis, will offer you the opportunity to:

- Make a positive difference.
- Get involved in the local community.
- Use your skills and experience.
- Improve personal networks and contacts.
- Develop new skills and knowledge.

Prospective Trustees: Essential Requirements

We are particularly looking for expertise in: Artist Practice, Corporate Development, Facilities Management, Higher Education and Accountancy but are open to a wide and varied skill set.

Although the selection of Baltic Trustees is not strictly a public appointment, the seven principles of public life as defined by the Nolan Committee are relevant to the role.

These are selflessness, integrity, objectivity, accountability, openness, honesty and leadership. In addition to these principles, we expect prospective Trustees to demonstrate most of the following requirements and qualities:

- An ability to think strategically, focusing on major issues.
- Experience of leadership in either private or public sectors.
- Effective networking skills.
- Well established professional networks.
- Effective communication and advocacy skills.
- A readiness and ability to play a leading role in fundraising.
- Empathy with Baltic's vision, including an appreciation for contemporary visual art.
- An ability to command respect amongst regional stakeholders and national decision makers in the public and private sectors.
- A wide range of skills and professional backgrounds.

Why become a Baltic Trustee of the Charity Board?

Duties and Responsibilities

Baltic is governed by a Board of Trustees. The major duties and responsibilities of the non-executive structures of the organisation are described below:

Board of Trustees

- Sets the overall strategic direction, setting policy, defining objectives and setting targets and evaluating performance.
- Observes the Articles of Association, charity and company law and other regulatory requirements.
- Is active in supporting the work of the Trust's Committees and the Trading Company Board.
- Safeguards the good name and values of the organisation.
- Safeguards financial stability, including approval of the annual budget and deciding on major resource issues.
- Provides constructive challenge to the Executive team.
- Approves the Business Plan.
- Oversees the recruitment of the Director (CEO).
- Focuses on key issues.
- Provides guidance on new initiatives.



Why become a Baltic Trustee of the Charity Board?

The Board of Trustees

Baltic currently has 15 Trustees with a broad range of skills and experience, drawn from a diversity of occupations and backgrounds.

Kirsty Lang (Chair): Journalist and Broadcaster
 Sara Bryson: Community Organiser, Citizens UK (Tyne and Wear)
 Kerry Campbell: Contemporary Curator and Artistic Director
 Anthony Donaldson: Economist
 Jamie Gamble: Senior Partner, Ward Hadaway Lawyers
 Tania Love: Senior Associate, Architect, Faulkner Browns
 Cllr. Catherine Donovan: Deputy Leader of Gateshead Council
 Dr Mark Sealy: Executive Director and Curator, Autograph London
 Cllr. Rachel Mullen: Councillor of Windy Nook and Whitehills, Gateshead
 Charlotte Sexton: Digital Media Strategist & Independent Consultant
 Jasmina Cibic: Artist, Film, Performance and Installation
 Carsten Staehr: Formerly CEO of Cintra HR & Payroll
 Nicola Catterall: ICAEW-qualified Chartered Accountant
 Tina Gray: Senior Leader within Mayborn Organisation
 Prof. Caron Gentry: Faculty Pro Vice Chancellor, Northumbria University

The leadership of Baltic rests with Baltic's strategic team comprising:

Director: Sarah Munro
 Director of Enterprise and Public Value: Kate Gray
 Head of Finance: Angela Blades
 Head of HR: Chris Errington-Barnes
 Head of Enterprise & Development: Rebecca Surtees-Brown
 Head of Facilities: Ross Lloyd
 Head of Learning and Civic Engagement (Acting): Amanda Mahon
 Head of Curatorial and Public Practice: Irene Aristizábal
 Head of Communications and Digital Engagement: Craig Astley
 Head of Visitor Experience: Hayley Duff

Baltic's Boards and Committees are supported by Nancy Ogunbiyi, Governance & Ethics Manager.

For more details about the legal obligations of trustees visit the Charity Commission's website at www.charitycommission.co.uk to read their publication CC3, The Essential Trustee, www.charitycommission.gov.uk/Publications/cc3.aspx

Why become a Baltic Trustee of the Charity Board?

Your contribution to the Board of Trustees

Trustees are usually invited onto the Board because they have something special to contribute to Baltic due to their skills or experience in a particular area, such as the arts, education, fundraising, marketing, or business leadership. However, you will not be expected to take on sole responsibility for that area (the Board is collectively responsible for its decisions and actions) but it is hoped you will take on, and get involved in, a variety of matters according to your interests and skills.

Time Commitment

Participation is likely to be in the region of 12 half days per annum. Four Trust Board meetings and participation in Subgroups and planning special events.

In order to make an effective contribution to Baltic you will be expected to:

- Demonstrate the capacity for strategic vision, creative thinking and good, independent judgement.
- Become familiar with Baltic's purpose, vision, values and objectives, as well as its organisational structures and resources.
- Keep up to date with developments in the contemporary visual art field within which Baltic operates (Baltic staff will be happy to assist with this by offering advice and sourcing materials).
- Be prepared for meetings.
- Be willing to contribute your skills and expertise fully to the Trust's collective decision-making.
- Understand and accept the legal duties, responsibilities and liabilities of trusteeship.
- Support the Baltic staff – the Director and the senior strategic team will look to the Board for support in their dealings with stakeholders and partners, and also external parties such as the media and the public.
- Be willing to devote the necessary time and effort to their trusteeship of the organisation, and in particular be available to attend four meetings of the Board of Trustees a year.
- Be willing to participate in the Trust's 3 key Committees: Choosing from Finance and Audit; Trading or Equity and Diversity Group.
- Avoid conflicts of interest.

Why become a Baltic Trustee of the Charity Board?

Eligibility

The law places certain restrictions on becoming a charity trustee. For example, you cannot be under the age of 18, previously been removed from trusteeship of a charity by a Court or the Charity Commission, disqualified under the Company Director's Disqualification Act 1986, or been convicted of an offence involving deception or dishonesty (unless the conviction is spent).

If you are in any doubt about your eligibility, visit the Charity Commission website at www.charitycommission.gov.uk

Time Commitment and Term of Office

Taking into consideration the frequency of Board meetings (4 times a year), travel time, Committee meetings, training sessions, the necessity to read reports and other information, the time commitment is estimated at the equivalent of 3 days a quarter. Trustees are unpaid, although reasonable travel expenses are reimbursed.

It is essential that Trustees also participate in supporting Baltic's Committees and/or the Trading Company Board, and to attend meetings and other events when required. Before making an application, you should think carefully about your availability now and in the future.

Normally Trustees are asked to commit to a 3-year term on the Board and serve for a maximum of 2 terms.

Application Process

You are invited to apply in confidence by submitting your CV together with a covering letter expressing how you can contribute to the position of Charity Trustee.

The following advice is designed to help you apply as effectively as possible:

- Study all the information you have about the roles.
- If you are not already familiar with Baltic, please visit us beforehand.
- Visit Baltic's website at www.baltic.art
- Study the relevant sections of this briefing pack, in order to be able to set out clearly how you feel you meet the requirements of the role.
- If you have a disability and would like to submit your application in an alternative format, please contact us.
- Return your completed application via e-mail by the closing date.

Baltic is working towards achieving diversity and welcomes applications from all sections of the community. As part of your application you will be asked to complete a Recruitment Monitoring Questionnaire.

The questionnaire will help enable us to monitor the effectiveness of our recruitment policy and processes, so that we can ensure recruitment and selection are carried out fairly. The information you provide will also help us to identify any barriers to recruitment. Your answers will be treated in the strictest confidence and used for statistical monitoring purpose only. Your completed form will not be seen by those responsible for short listing and will not, therefore, form part of the selection process.

Equal Opportunities

Baltic is working towards achieving diversity and welcomes applications from all sections of the community. Baltic fully accepts and welcomes the fact that society consists of many diverse groups and individuals, and that this diversity is an asset to Baltic.

As an arts centre dependant for its success on the full involvement of users and visitors and as an employer, Baltic recognises that it has a moral and legal responsibility to promote equal opportunities. In addition, Baltic recognises that the pursuit of equality of opportunity is essential for a productive and professional working environment.

This policy states Baltic's commitment to being an equal opportunities employer and is an integral part of every aspect of our activities. It is based on the most recent legislation and represents Baltic's commitment to tackling inequality, discrimination and disadvantage.

Our goal is equality of opportunity for everyone who uses, visits, works in and works for, Baltic and we will provide services and develop employment practices accordingly.

In particular, Baltic is committed to making sure that:

- There is equality of opportunity in terms of access to Baltic and its services, and that this reflects, and is appropriate to the needs of the diverse communities using and visiting Baltic.
- Prospective and present employees are afforded equal and fair treatment in relation to recruitment, selection, terms and conditions of employment, training and promotion.
- Baltic will work to actively combat discrimination and make sure that prospective or present employees, and those who wish to use and visit Baltic, are not treated less favourably on the grounds of protected characteristics.
- Baltic is committed to making sure that we provide equal opportunities in employment, and that we do not unfairly discriminate against any job applicant for any reason.

Equal Opportunities

Baltic therefore:

- Welcomes job applications from all sections of the community and will consider applicants for jobs on the basis of their relevant experience, qualifications, skills and abilities.
- Welcomes job applications from under-represented groups - in particular, people with disabilities, and minority ethnic applicants.
- Will make sure that we do not discriminate unlawfully when we decide who to employ and that selection decisions for jobs are based solely on people's merit and ability to do the job, to enable us to appoint the best people to work for Baltic.
- Will make sure that any qualifications or conditions or requirements applied to a job are relevant and justifiable in terms of the job to be done.
- Aims to create a suitably skilled workforce that includes employees who may be under-represented.
- Will conduct regular monitoring data collation and analysis in order to identify and address barriers to equality of opportunity.



Data Protection Act, 2018

The information that you provide as part of your application will be used in the selection process. All information about you will be securely held, with access restricted to only those involved in dealing with your application. Unless you are the successful candidate, your data will be kept for 12 months and then destroyed.

By signing and submitting your Application Form and Recruitment Monitoring Questionnaire, you are giving your consent to your data being stored and processed for the purposes of the selection process. Data will be processed and stored in-line with the General Data Protection Regulation' and BALTIC's Privacy Policy which can be found at **www.baltic.art/privacypolicy**

**Thank you for your interest
in becoming involved.**

BALTIC