

BALTIC

Candidate *Brief*

**Chair of the Board
Charity Trustees**

Closing date: Monday 15 May 2017

balticmill.com

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BALTIC

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. It 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.

Chair of the Board and Charity Trustees

Peter Buchan, who has been Chair of the BALTIC Board and successfully led the organisation since 2009, is due to retire from the Board in March 2018 having served the maximum term allowed. BALTIC is seeking a new Chair to lead the Board, Executive Team and organisation into and through the next critical stages of its development.

It is expected that the new Chair will have a proven and impressive track record of strategic leadership, business acumen, effective communication and representational skills, empathy and enthusiasm for BALTIC's vision and an ability to command respect amongst regional stakeholders and national decision makers in the public and private sectors.

In addition 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 management 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.

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

For a briefing pack including further details about the roles of Chair and Trustee, and for details of how to apply, visit <http://balticmill.com/about/jobs>, email governance@balticmill.com or telephone +44 (0)191 440 4970.

Closing date: Monday 15th May 2017

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

Registered Charity Number: 1076251



Supported by
**ARTS COUNCIL
ENGLAND**



Introduction

Thank you for your interest in becoming either Chair of the Board or a BALTIC Trustee. These voluntary roles allow 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 with 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 either or both of these roles, and in doing so, give yourself an opportunity to make a significant contribution to the cultural life of the North East, and the UK.

If you would like an informal and confidential discussion about the roles offered, please contact Director's Office Assistant, Alice Hill on 0191 4404970, who will make the appropriate arrangements for you to have a discussion with the current Chair of the Board.

BALTIC – the story so far

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 the North East of England. It 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. Significantly BALTIC does not have its own art collection, and is free admission to visitors.

Dominic Williams of Ellis Williams Architects won an architectural competition in the mid 1990s to convert the 1950s flour mill into a centre for art. After 10 years in the planning and a capital investment of £50m, including £33.4m from the Arts Lottery Fund, BALTIC opened to the public at midnight on Saturday 13 July 2002. The inaugural exhibition, B.OPEN, featured work by Chris Burden, Carsten Holler, Julian Opie, and Juame Plensa, and attracted over 35,000 visitors in the first week.

BALTIC celebrated its 14th birthday, and welcomed its 7 millionth visitor, in 2016.

BALTIC has gained a reputation for presenting innovative and cutting edge work and has hosted 410 artists from 57 countries and 200 exhibitions in total, many of whom are internationally acclaimed figures including Anish Kapoor, Amselm Keifer, Jenny Holzer, Mark Wallinger, George Shaw, Elizabeth Price, Yoko Ono, Daniel Buren, Fiona Tan, Omer Fast and Rodney Graham.

BALTIC was also proud to be the first non-Tate venue to host the Turner Prize exhibition during 2011. BALTIC remains a major commissioner of contemporary visual art, enabling it to support established and emerging artists to push boundaries of contemporary art practice.

BALTIC aspires to lead the sector by delivering exceptional and inspiring internationally significant exhibitions, which are connected to audiences through genuinely innovative learning and engagement programmes. Already renowned for its identity, remarkable spaces, high production values and visitor interactions, BALTIC will continue to utilise the unique relationships it creates with artists to ensure bold and outstanding artistic achievement.

Collaborations and partnerships have and will increasingly expand and enhance the character of the programme, creating opportunities for touring, relationships with collecting institutions and financial efficiencies.

BALTIC's Learning and Engagement Centre – Quay – within the heart of the gallery, opened in 2007. Created following a generous donation of £½ m by Rootstein Hopkins Foundation, it enabled BALTIC to widen its education remit to work both on and off site, encouraging more people, young and old, to interact and experience contemporary art 'up close and personal'. During 2015/16 over 20,000 pupils, aged 4-18, engaged with the schools and colleges learning programme, taking part in talks, tours, workshops and events. Additionally, BALTIC enabled over 1800 teachers and creative practitioners to undertake professional development training.

BALTIC has recently expanded the Library on Level 2, doubling its size to include areas for group study as well as research, and launched BALTIC+, a new online platform for visitors to access the wealth of digital information about BALTIC's exhibitions and events.

Through targeted communications campaigns BALTIC continues to endeavour to grow its core loyal audience, encourage lapsed visitors to return, and broaden its reach into new audiences and extended audience segments. BALTIC currently welcomes c500,000 visitors each year.

Understanding our audiences, creating and managing a new sustainable business model and making best use of our revenue generating opportunities are of paramount importance. BALTIC will continue to enhance its financial stability through collaborative partnerships.

2012 marked a significant new partnership with Northumbria University, BxNU, to transform higher education in visual art and to introduce unique learning opportunities for students and audiences of contemporary art world-wide.

BxNU unites academic research excellence and cutting edge contemporary art practice. It is the only facility in the UK where an arts school sits alongside a major international centre for contemporary art in this way. The collaboration with Northumbria University aims to transform higher education in contemporary art, building and strengthening BALTIC's research capacity to enable higher quality adult and specialist learning within the gallery.

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. Having successfully chaired, hosted and supported the establishment and consolidation of Turning Point – Arts Council England’s strategic visual arts development strategy – at a regional level in 2009/10, from 2011 BALTIC took the lead on the ongoing development of the Contemporary Visual Arts Network, providing a cohesive base for the strategic development of the sector in the North East and across the country, supporting activity undertaken cross-regionally and enabling better partnership working, knowledge and ideas exchange and economies of scale in operations to ensure a better more resilient visual arts sector.

BALTIC’s project space at BALTIC 39 was also launched in 2012. The Newcastle city centre venue is programmed by BALTIC and provides the opportunity to be more experimental in the presentation and communication of contemporary art. The inaugural exhibition ‘SWITCH’ by Phyllida Barlow, set the tone for an exhibition space that will allow emerging and established artists to experiment with their practice and develop new ideas within a supportive public context. BALTIC 39 is a collaboration between Newcastle City Council and Arts Council England, together with BALTIC and Northumbria University, and its studios house a vibrant community of practising artists. Additionally since its launch in 2012, BALTIC 39 has hosted 192 artists from 29 countries and 18 exhibitions to date.

2012-13 was a ‘winning’ period for BALTIC, being named National Lottery Best Arts Project, achieving the Gold Award for Large Visitor Attraction at the North East Tourism Awards and being awarded the Times Higher Education Awards for its partnership with Northumbria University.

Sarah Munro joined BALTIC as its Director (Chief Executive) in late 2015 having previously been Director of the Tramway Gallery and Head of Arts for Glasgow Life.

In Summer 2017 BALTIC will be exhibiting the Artists’ Award, an international art prize which is unique in that the selectors of the prize are established international artists nominating the work of emerging artists from across the globe. 2017 will be the first iteration of this prize which is expected to become a bi-annual fixture in BALTIC’s exhibition programme.

In 2018 NewcastleGateshead will host the Great Exhibition of the North. BALTIC is one of the key partners in this event ensuring it showcases the creative talents of the North of England.

As we move forward, BALTIC’s reputation as an outstanding international artspace where artists from all over the world produce and present innovative new work is widely acknowledged. BALTIC has an outstanding reputation among artists and audiences for commissioning and producing exceptional exhibitions that are conceptually rigorous, inspired by new perspectives and practices, and have the power to inspire new ways of understanding the world.

BALTIC's learning and engagement work both within and beyond its galleries enhances its contribution to society as a research space, a civic space and a learning space where audiences and participants engage with art, artists and each other to explore new ways of exploring the world.

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.

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.

BALTIC Flour Mills Visual Arts Trust

Purpose, Vision and Values

Our Charitable Purpose

- (i) The advancement of the contemporary visual arts and the education of the public in the understanding and appreciation of the arts in general;
- (ii) 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.

Vision

To create exceptional access to important and innovative contemporary art in a unique setting, that encourages and enables learning and transformational thinking.

Values

Creativity and Inventiveness

Creating opportunities that bring art to life and using inventive ways to break down barriers, impart knowledge and transform the way people think.

Support and Commitment

Supporting artists, colleagues and visitors alike and making a personal commitment to always go the extra mile.

Enthusiasm and Engagement

Bringing energy and openness to sharing knowledge, enjoyment and team spirit, engaging with artists and visitors making BALTIC a great personal experience.

Respect and Responsibility

Respecting the part each individual plays in making engagement with BALTIC a success for everyone, and taking responsibility for the personal part each individual plays in making that easier and better

People

BALTIC employs 91 staff (mix of full time and part time contracts). The annual cost of staffing is £2.1 million. Staff are organised into six departments: Programme, Learning & Engagement (including front of house), Resources (including Director's Office, Finance, Building Services, HR, IT, and Partnerships), Communications, Development and Retail.

Funding

BALTIC is an Arts Council England National Portfolio Organisation. The 2017/18 financial year is the final year of a 3 year funding cycle (2015 to 2018) during which BALTIC has received £3.158million/annum from ACE.

In addition to Arts Council England funding, BALTIC currently continues to receive financial support of c£210,000/annum from Gateshead Council.

The remainder of the overall running costs (estimated at £5.557 million in 2017/18) is met from a number of trading and income generating activities.

Analysis of income for the 2017/18 financial year is as follows:

	£'000	
<u>Major Stakeholder Grants</u>		
Arts Council England	3,158	57%
Gateshead Council	209	4%
Total Grants	3,367	61%
<u>Gross Earned Income</u>		
Catering/Events	706	13%
Retail	606	11%
Development/Fundraising	483	8%
Car Parking Income	160	3%
Other Earned Income	235	4%
Total Earned Income	2,190	39%
Total Income	5,557	100%

Since opening BALTIC has accrued reserves of £2.210million. Approximately 50% of these reserves are designated as Capital Replacement Reserves, a fund specifically accumulated by the Board to ensure it is able to meet the obligations of the full repairing lease with Gateshead Council.

Like all ACE NPO's BALTIC is currently in the process of applying for funding for the period 2018 to 2022. An application was submitted in February 2017 that seeks to retain ACE's investment at its current level. A provisional decision on this application is expected in late June 2017 which will be confirmed following the completion and approval of a Business Plan covering the funding period.

BALTIC - Exhibitions Present, Past and Future

Current

BALTIC

Rodney Graham	17 March 2017- 11 June 2017
Holly Hendry	18 Feb 2017- 24 September 2017
Disappearance at Sea	27 January 2017- 14 May 2017

BALTIC 39

Nicola Singh	16 March 2017- 14 May 2017
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Recent Past

BALTIC

Monica Bonvicini	18 November 2016- 26 February 2017
Amanda Beech	21 October 2016- 29 January 2017
Deimantas Narkevicius	14 October 2016- 8 January 2017
The Playground Project	15 July 2016- 30 October 2016
Caroline Achaintre	15 July 2016- 30 October 2016
Christiana Soulou	25 June 2016- 25 September 2016
Jumana Emil Abboud	6 May 2016- 2 October 2016
Omer Fast	18 March 2016- 26 June 2016
Hajra Waheed	29 January 2016- 5 June 2016
Alice Theobald & Atomik Architecture	11 December 2015- 10 April 2016
Omer Fast	18 March 2016 – 26 June 2016

BALTIC 39

BALTIC 39 Figure 4	18 January 2017- 19 February 2017
Pester and Rossi	14 Sept 2016- 11 December 2016
Woon Foundation Prize	1 July 2016- 31 July 2016
BxNU MFA Graduate Exhibition	1 June 2016- 19 June 2016
Alt:Mix	11 May 2016- 15 May 2016
Sebastian Buerkner, Saeed Taji Farouky, and Jessica Sarah Rinland,	20 April 2016- 8 May 2016
Mai Hofstad Gunnes	7 April 2016- 17 April 2016
AV Festival 2016	27 February 2016- 27 March 2016

Forthcoming

BALTIC

Adam Pendleton	27 May 2017- 10 September 2017
BALTIC Artists' Award 2017	30 June 2017- 1 October 2017
Bloomberg New Contemporaries	29 Sept 2017- 26 November 2017
Starless Midnight	20 October 2017- 21 January 2018

BALTIC 39

Woon Foundation Prize	30 June 2017- 6 August 2017
Bloomberg New Contemporaries	29 Sept 2017- 26 November 2017

Why become a BALTIC Trustee and Chair/member of the Board?

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

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 will 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.

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:

Chairman

- ensures that the Board functions effectively;
- ensures that the Trustees understand their responsibilities;
- ensures that BALTIC plans strategically;
- ensures that the boundaries of management authority are clearly defined;
- takes a leading role in the public representation of BALTIC.

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.

The Board of Trustees

BALTIC currently has 13 Trustees with a broad range of skills and experience, drawn from a diversity of occupations and backgrounds. The Board of Trustees is chaired by Peter Buchan.

Peter Buchan (Chairman)	Chief Executive, Ryder Architecture
Cllr. Catherine Donovan	Deputy Leader of Gateshead Council
Joanna Feeley	Founder and CEO, Trend Bible
Tina Gharavi	Filmmaker and Artist
Romny Gray	International corporate lawyer and senior executive
Cllr. Mick Henry CBE	Gateshead Council Member
Michaela Martin	Solicitor (retired)
Darren Richardson	Co-Founder and Creative Director, Gardiner Richardson
Manohari Saravanamuttu	Digital Strategy and Marketing Consultant
Graham Thrower	Global investment and development specialist
Professor Andrew Wathey	Vice Chancellor & Chief Executive, Northumbria University
Louise Wilson	Artist
Greville Worthington	Curator and art collector

The executive leadership of BALTIC rests with BALTIC's senior strategic team comprising:

Director	Sarah Munro
Deputy Director	Stephen Cleland
Associate Director	Caroline Murphy
Chief Curator	Laurence Sillars
Head of Communications	Craig Astley
Acting Head of Learning and Engagement	Vicky Sturrs

BALTIC's Boards and Committees are supported by Alison Haynes, Director's Office Manager and Alice Hill, Director's Office Assistant.

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

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.

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 Committees, the Trading Company Board and/or other groups.
- Avoid conflicts of interest.

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 (of 3 years duration).

In the case of the Chair this time commitment might be more than it is for the other Board members. The Chair would be eligible to serve a maximum of 3 terms (of 3 years duration).

Application Process

You are invited to apply in confidence by submitting your Curriculum Vitae, together with a covering letter highlighting the role you are applying for (Chair of the Board and/or Charity Trustee), what you feel you can contribute and any other information which you think will help the Appointments Panel.

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 web site at balticmill.com .
- 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(s).
- If you have a disability, which makes writing difficult or impossible, it is possible that the application can be completed in a different way. If you have such difficulties, please contact us.
- To help us with copying your application for the Appointment Panel, please use black ink and do not use staples.
- Please return your completed application by the closing date.

Please complete the separate Selection Monitoring Questionnaire to enable us to monitor the effectiveness of our selection policy and processes, so that we can ensure selection is carried out fairly. The information you provide will also help us identify any barriers to selection. Your answers will be treated in confidence and used for statistical monitoring purposes only. Your completed questionnaire will not be seen by the Appointments Panel.

Please send your completed application, marked private and confidential, to:

Alice Hill
Director's Office Assistant
BALTIC Centre for Contemporary Art
Gateshead Quays
South Shore Road
Gateshead
Tyne and Wear, UK
NE8 3BA

Or you may email your application to governance@balticmill.com

The closing date for applications is **Monday 15th May 2017**.

It is anticipated that the interviews for Chair and Trustees will take place mid June 2017.

Equal Opportunities Statement

BALTIC is working towards achieving diversity and welcomes applications from all members 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 dependent 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 statement sets out BALTIC's commitment to being an equal opportunities organisation and employer and is an integral part of every aspect of our activities. It is based on the most recent changes in legalisation 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 and organisational 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.
- The selection and appointment of Trustees is carried out in a manner that is equal, fair and transparent.

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: Gender / Marital Status / Employment Status / Responsibility for Children or Dependents / Race, Colour, Religion, Ethnic or National Origin / Age / Disability / Class / Sexual Orientation, or are disadvantaged by the application of any other conditions or requirements, which cannot be shown to be justified.

Data Protection Act, 1998

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

By signing and submitting your application and the selection monitoring questionnaire, you are giving your consent to your personal data being stored and processed for the purposes of the Trustee selection process.

Thank you for your interest in becoming involved with BALTIC.

BALTIC Flour Mills Visual Arts Trust,
Registered in England, Company Number 3589539
Registered Charity Number 1076251