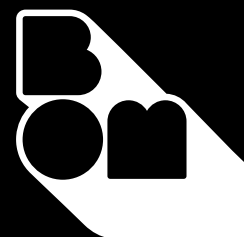


# CHAIR OF BOARD RECRUITMENT PACK

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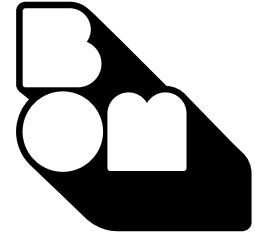


## Contents

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Welcome to BOM	04
About BOM	08
Operating Model	13
Board Structure	16
Role Description	23
Details for Applying	26





# Welcome to BOM

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Thank you for your interest in the role of Chair of Board at BOM (Birmingham Open Media). This is an incredibly exciting time for the organisation, as we undergo exponential growth and transformation and embark on an ambitious capital project ahead of our tenth birthday next year.

Having recently merged with another immersive studio and doubled our core team, BOM is now gearing up for a major cultural regeneration project through its purchase and development of a flagship cultural venue in Birmingham city centre. This move will see BOM playing a leading role in the cultural landscape of the region, welcoming and engaging 200,000 audiences per year to the immersive experiences we create using virtual and augmented reality, games and other interactive content, whilst deepening our work with communities through inclusive digital skills programmes.

To guide us through this period of transformation, we are looking for an experienced leader with the relevant expertise and networks to take us through a major capital project, readying us for further expansion of the business in our future, permanent home.

*“As one of the founding directors, BOM holds a very special place in my heart. It has been an absolute pleasure supporting Karen and the BOM team over the last 9 years, through what can only be described as a phenomenal period of growth. As Chair for the past 5 years, it has been a true honour to have guided BOM to secure not only Arts Council England National Portfolio status in 2018, but this year seeing their funding double in recognition of the quality and impact of BOM’s work.*

*With the most recent organisational transformation now complete, and BOM’s Immersive Studio business in place to futureproof the organisation, it’s time for me to step back and create an opportunity for a new Chair to help guide BOM through their next exciting chapter and help to realise a new Centre for Digital Inclusion capital project, here in Birmingham.”*

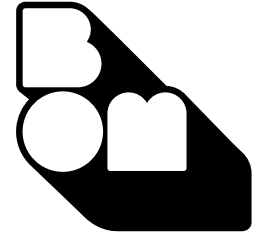
Jonathan Shaw, outgoing Chair of Board, and Director, Educational Innovation and Technology at Coventry University.











## About BOM

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BOM is an immersive technology organisation, engaging and empowering communities through innovation with immersive technologies and inclusive learning programmes.

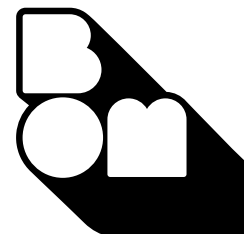
We innovate with virtual and augmented reality, games and other interactive content to create dynamic immersive experiences with strong social purpose. Our track record of award-winning inclusive innovation includes:

- Beholder, a virtual reality experience exploring autistic perceptions of beauty (ST+ARTS European Media Prize) which toured globally
- Mood Pinball, a playable pinball machine gamifying urban data for the Open Data Institute
- A 'smart' Queen's Baton for the Birmingham 2022 Commonwealth Games, launched by the Queen, capturing the heartbeats of thousands of changemakers across the Commonwealth
- Hidden Kingdoms, an assisted travel app to help people with travel anxiety make everyday journeys from A to B
- Mother Nature, a mobile game engaging global youth in climate justice through spectacular gameplay
- Round Midnight VR experience educating young men at risk of violent crime
- Various VR and AR commissions for the healthcare, education and cultural sectors

As a diverse-led, engagement-driven organisation, we're on a mission to diversify our creative digital industries. We run inclusive learning programmes that enable underserved creative talent to overcome barriers and realise their potential, creating pathways to employment. Currently we deliver learning programmes to over 1,500 Black, neurodivergent and economically disadvantaged children, young people and adults each year through formal and informal education. This includes:

- Formal Education: Targeted schools programmes in Inclusive Growth Corridors (economically disadvantaged areas) where there are high proportions of Black and special needs children, curriculum responsive immersive skills programmes;
- Formal Education: Immersive Arts Bootcamps, NVQ5 level DfE funded intensive training programmes where disadvantaged people learn the skills to become junior developers of games, AR and VR, with ongoing access support and digital project support;
- Informal education: Annual Summer Camp and monthly CoderDojo workshops;
- Community Events: Community outreach to gain input to immersive product co-design; Quarterly Immersive Arts Meetups; Monthly autism meet-ups.





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## **Expanding the Business Model through the Crown opportunity**

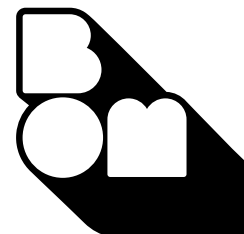
Having outgrown our current building at Dudley Street in Birmingham which we've rented for the last nine years, we are in the process of buying a premium site in the city centre to scale up our immersive work and drive revenue through our immersive products and services, making a significant contribution back to the local creative economy.

The Crown pub is a unique opportunity for culture-led regeneration to create a place-leading asset that our city can be proud of. The Crown is our equivalent to the Cavern Club in Liverpool, or Hacienda in Manchester. The freehold purchase comes with a block of 17 residential apartments (Shaftesbury House) and a car park to the rear, providing valuable income streams and space to extend the existing Crown building into the car park in the future.

In this phase, our aim is to respectfully restore the pub with a sustainable F&B offer (a pub and seven boutique, music-themed bedrooms on the upper floor). Around this we will drive revenue through our immersive products and services. The two performance spaces upstairs will programme live music events and provide space to innovate with immersive performance, taking our work with live capture and immersive performance to a whole new level.

The site freehold comes with Shaftesbury House, a block of 17 apartments managed by Fleet-Milne and a car park to the rear of the Crown, which is currently leased to Euro car park. Both assets generate net income of Circa £250k per annum which will service the loan used to purchase the site (in addition to secured grants funding of £1.5m).

Engagement programmes at the Crown will celebrate its important heritage whilst creating a dynamic space for young people who don't normally engage in arts and culture to create and innovate with new music and immersive performance. Programmes will create new content and audience experiences whilst supporting underserved young people into creative industries careers. Learning programmes will include music for video games, immersive performance, live capture, spatialised audio, and how music and performance can be adapted for different sensory experience, including physical and hidden disabilities.



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Prior to closing in 2014, the Crown was known for its progressive, radically inclusive history, pushing boundaries in new music. The pub saw the UK's first live folk recording in 1962 (by Ian Campbell - UB40 band member's father, with UB40 themselves later performing there). It was a leading venue for blues music, with Black legends such as Champion Jack Dupree, Son House, and Homesick James performing to UK audiences for the first time.

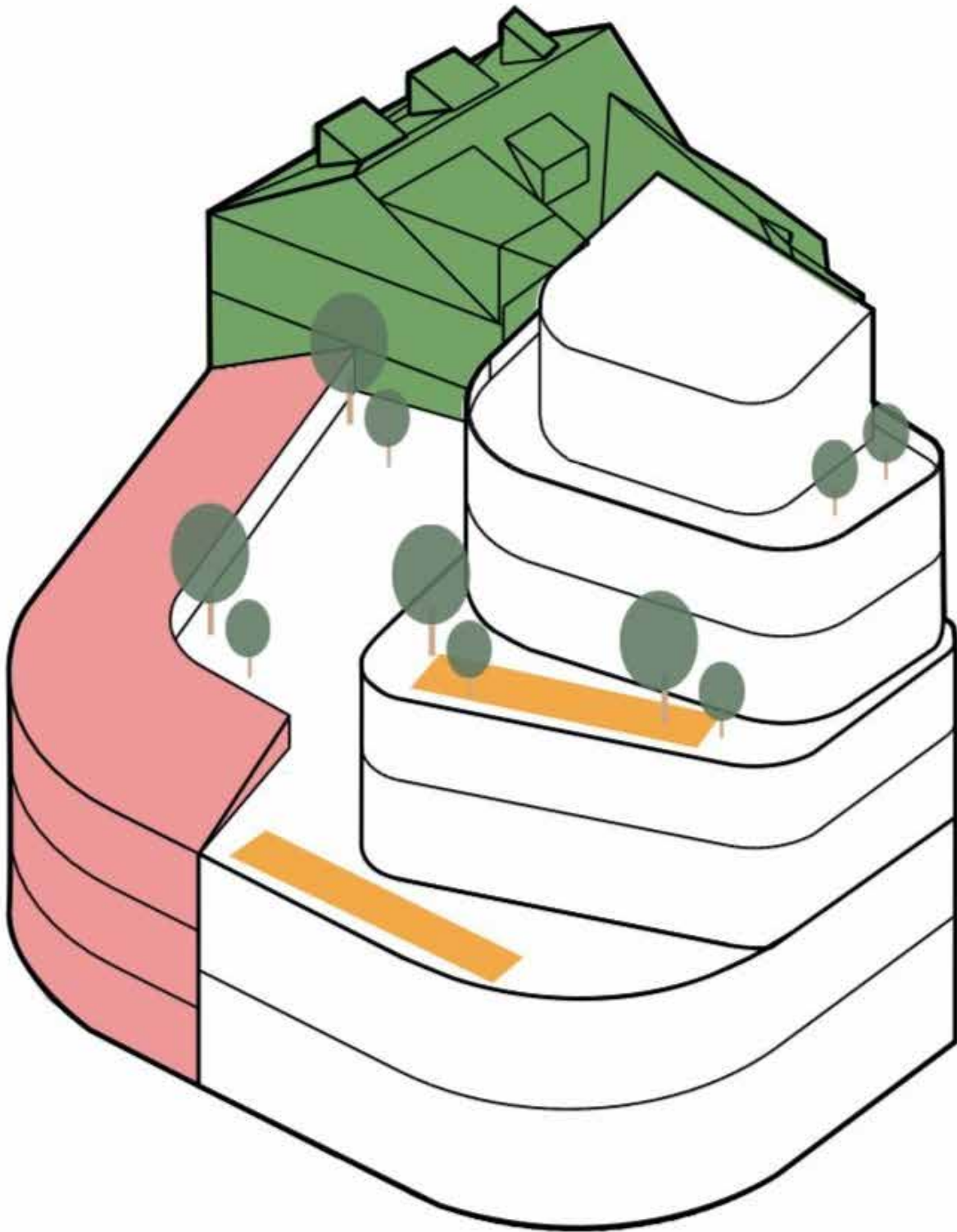
Later, it birthed Birmingham's metal music scene, launching the careers of Black Sabbath (then called Earth), alongside bands such as Status Quo, Led Zeppelin and Robert Plant. It has a legendary place in people's love for the city's musical heritage.

BOM's vision across this project will ensure the Crown can once again play a defining role in the future of music culture, whilst engaging diverse young people through programmes that are exciting and relevant to them. The Crown will be a world leading space like no other. We will be able to scale up our engagement with young people across North Birmingham Inclusive Growth Corridors (areas of multiple deprivation) to create an offer that capitalises on the creative possibilities of music and immersive technologies, appealing to young, diverse communities and audiences in Birmingham and beyond.

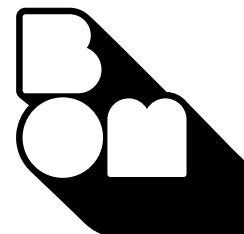
Having run café's and restaurants in the past, BOM will work with an experienced F&B operator across the Crown's core pub and rooms over model, whilst expanding our existing immersive products and services and engagement work. We will continue to benefit from long-term funding for our educational work, building on BOM's existing funding success and track record of leveraging grants under a social enterprise, mixed-income business model.

At the Crown, we will be able to create ground-breaking immersive events for experience-seeking audiences and unlock a valuable new income stream through a new motion capture facility in the rear performance space. Overall, as detailed in the Crown Business Case, this move will see BOM's turnover increase from £850k in 2023/24, to £2.6m a year after opening, as a result of the new revenues the site offers.





The building graphic shows the original Crown building in pink with proposed future extension across the car park in white, and Shaftesbury House in green.



# Operating Model

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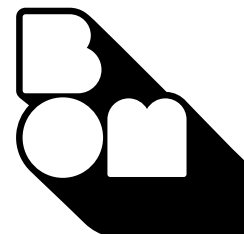
BOM is a social enterprise (Community Interest Company) with a mixed income business model. We derive income from a number of different sources, including immersive products and services, events hires, ticked events and workshops.

Our social mission and artistic excellence also means we are able to lever funding to support our core mission. As a funded organisation we have long-term funding agreements in place with Arts Council England, Paul Hamlyn Foundation, National Lottery Community Fund and West Midlands Combined Authority, as well as receiving regular grants income from trusts and foundations to cover the educational and community programmes we run.

Immersive Products & Services include commissions for creation of VR, AR, games and other interactive content for the cultural, education, healthcare and engineering sectors. Clients include universities, NHS Trusts, colleges and universities, museums and galleries, car manufacturers, engineering companies and artists.

The future building offers a new income stream for live production (volumetric motion capture) with a dry hire and fully staffed team day rate for hires and post production.

A new immersive sales income line is developing from the games and apps we're developing, including Hidden Kingdoms and the Mother Nature game, which are freemium models (free to download and free access to limited experience, with a premium paid for subscription service offering access to additional features).



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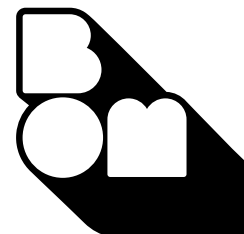
BOM has previously operated a cafe, restaurant and gallery at its Dudley Street premises. However we decided to close these and re-purpose the limited space we have onsite for our core work, immersive production and schools engagement, which became increasingly difficult to fit around the cafe and gallery. This prompted the move to a larger building, which will see us have dedicated space for education, digital skills training, immersive production and once again establish the BOM cafe and public engagement spaces we once had.

The future building also offers new and enhanced revenue streams, most notably F&B through the pub's dry and wet sales, and boutique bedrooms; Ticketed music and live performance events; Mocap studio hire and virtual production facilities.

The car park and Shaftesbury House apartments also offer new income streams which will service the loan debt. Later, when we are able to extend the Crown building into the car park, the extended building will offer enhanced revenues from events and space hire, and training services we can provide onsite. The need and rationale for the move to our future building is described more fully in the capital project Business Case, in particular the Financial Case which details revenues from the future operating model.







# Board Structure

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A diverse and highly skilled Board of Directors give excellent legal, financial and business expertise to BOM, as well as hands-on support to our practitioners. The organisation is led by a neurodivergent, mixed ethnic CEO who leads a diverse and highly skilled staff team.

The Board of Directors are leading lights in their industries who provide critical governance that inspires positive change across the organisation. They have a range of dynamic skills across technology, finance, legal, social enterprise and capital developments.

## Director Profiles

### Peta Murphy

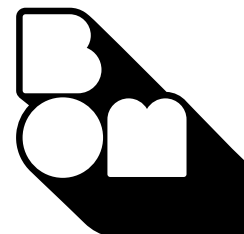
Peta Murphy, Lead Learning Architect for Enterprise and Innovation at Coventry University is currently acting as interim Chair whilst the search for a future Chair takes place. Peta was previously Relationship Manager at Arts Council England, with a focus on creative and digital media, before leaving and joining the BOM Board. She has supported BOM's journey from the outset, and we're delighted to welcome her back as our Interim Chair of Board.

### Karen Newman

Karen is the Founder and CEO of BOM, responsible for BOM's artistic vision, commercial operations, and overall management. She has over 20 years' leadership and commissioning experience, overseeing three previous capital projects and delivering award winning commissions selected for Tate, Ars Electronica, Cannes Film Festival and others. She is the key link between organisation and Board, also providing strong governance on the Board of Southside Business Improvement District.

### Rob Valentine

Rob is Director of Bruntwood, developers in Birmingham. Bruntwood Works creates, owns, and manages over 5M sq ft of inspiring workspace environments and offers everything from individual coworking desks and meeting rooms to fully managed offices, in superb locations across Manchester, Cheshire, Leeds, Liverpool and Birmingham to help businesses thrive and grow. Bruntwood Works promotes a better work-life balance with access to a range of wellness, retail and leisure facilities within its buildings and owns operates and manages the iconic Afflecks ([www.afflecks.com](http://www.afflecks.com)) and Hatch ([www.hatchmcr.com](http://www.hatchmcr.com)) along with 1M sq ft of retail and leisure space.



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### **Martin Rowe**

Martin is Director of PMP, a company of Quantity Surveyors, Construction Cost Consultants and Project Managers. PMP have been helping clients to successfully deliver building and construction projects across a broad range of sectors within the UK and internationally since 1985. They have led major cultural and heritage capital developments including The Grand Hotel, Birmingham, Town Hall Symphony Hall's recent foyer redevelopment and Belgrade Theatre in Coventry.

### **Kam Dhanda**

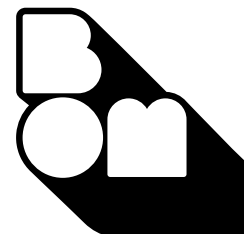
Kam is a qualified ACCA accountant and Financial Controller (recent project with the RAC) who has over 20 years' experience in financial accounting and reporting. She recently worked within a FTSE 250 listed infrastructure Fund Company managing a full range of project activities, statutory accounting and maintaining internal and external relations. Big 4 trained (KPMG), Kam went on to work for Deloitte in the Cayman Islands before taking on senior positions within fully listed public companies. Recent roles include Finance Manager at NEC Group; Hawthorn Leisure (a £50m community pub company); and AF Blakemore food distribution company (£1.2bn turnover).

### **Gemma Sutton**

Gemma is an international commercial lawyer at Trowers & Hamblins law firm. She was born and bred in Birmingham and has worked in the community for over 2 decades predominantly on initiatives supporting disadvantaged and minority youth. She is a lawyer working in the EMEA region, specialist in automotive and aerospace. Gemma believes in the importance of commercial specialists supporting and assisting artists and technologists with the guidance they need to have successful careers, with a particular interest in dyslexia and autism.

### **Mike Lewis**

Mike is the Sector Lead for Creative, Digital and Tech at the West Midlands Growth Company. Here he supports tech, digital and creative businesses expand in the West Midlands - the UK's fastest growing tech cluster and a global tech hub. Leadership experience in creative, digital technologies and connectivity, bringing new products and business models to market and scaling businesses. Experience with three of top 10 UK brands, global players and numerous start-up and fast growing ventures.



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### **Asha Easton**

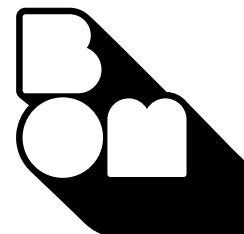
Asha is Knowledge Transfer Manager at ImmerseUK, a national cross-sector network for businesses interested in immersive technologies. She is a VR producer and active member of several VR groups, including Women in Immersive Tech which helps to support women in the industry. She has run workshops with the VR Diversity Initiative in London to up-skill underrepresented groups in media and technology. Through her role at ImmerseUK she is growing the immersive tech ecosystem around the country.

### **Yinka Danmole**

Yinka Danmole is a cultural producer experienced in public realm projects and cultural programming. He has previously worked for notable cultural organisations such as Mediale, the Manchester International Festival and Creative Black Country. As an independent producer, he has developed exhibitions and creative programmes, including: Grow FM (2022), a public programme of new commissions at Chiswick House and Gardens; the Thamesmead creative studio (2021-Present), a neighbourhood collective commissioning public art for their local area; and Black South (2019), a music night and exhibition exploring the rituals of the Mardi Gras festival in New Orleans.

### **Antonio Roberts**

Also known as hellocatfood, Antonio is a new media artist and curator based in Birmingham notable for his work in the areas of glitch art, live coding and performance, including live visuals and/or music performances at algoraves. A previous BOM Fellow, his work often addresses themes around open source software, free culture and copyright.



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## **Governance Structure**

The main Board meets quarterly to review progress against the business plan which is updated annually. Key company policies are also updated annually ensuring BOM is legally compliant.

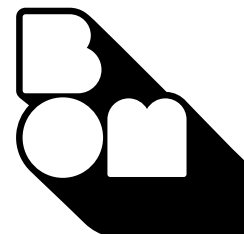
As a CIC, BOM's Director also sits on the main Board and provides regular updates to the rest of the Directors on progress made against the:

- Programme SMART objectives
- Equality and Diversity Action Plan
- Audience Development & Marketing Plan
- Digital Plan
- Environmental Plan

BOM has three Board subgroups which meet independently from the main Board meetings to provide more hands-on support to the team within areas of expertise. These are the Finance Subcommittee, Capital Project Working Group and Programme Oversight Group.

### **Capital Project Working Group (CPWG)**

- Includes the exec leadership (CEO)
- Reviews site options and appraisals with the CEO
- Inputs to the business case, feasibility study and delivery plans for capital project development
- Provides strategic advocacy, brokering support, partnerships and pro bono relationships
- Supports fundraising approaches including philanthropy, trusts & foundations
- Monitors project management plans and progress
- Has oversight of planning process including statutory permissions
- Reviews design plans
- Provides legal support and guidance



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### **CPWG Members**

- Karen Newman, CEO, BOM
- Kam Dhandra, Finance Director
- Rob Valentine, Director, Bruntwood
- Martin Rowe, Director, PMP Project Management and Quantity Surveyors
- John Angus, Switch Hospitality / Severn Capital \* External
- Fiona Thomson, Trowers & Hamblins, Head of Property \* External
- Nick Reed, Chair, West Midlands Music Board and CEO, Town Hall Symphony Hall \* External
- Tony Green, retired (Ex-Hortons, Capital Finance Director) \* External

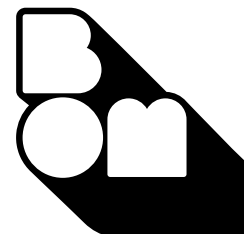
### **Finance Subcommittee**

- Includes the exec leadership (CEO)
- Meet prior to the main Board meetings (and additionally as required) to review the present position and future forecast
- Present updates to the main Board
- Support the Director with financial planning (long-term and short-term)
- Give hands-on support with budgeting / cash flows for large funding applications
- Ensures robust financial planning for capital project and expansion of business model

### **Finance Subcommittee Members**

- Kam Dhandra, Finance Director
- Karen Newman, CEO, BOM
- Paul Barnes, Head of Finance, BOM





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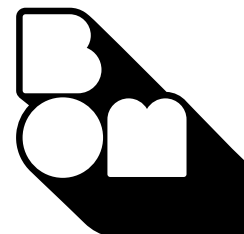
### **Programme Oversight Group (POG)**

- Independent of the exec leadership (Director) in line with Arts Council reporting purposes
- Has delegated oversight of the Arts Council NPO funding agreement
- Meets at least 4 times per year with senior leadership team to review progress
- Receives quarterly progress reports on funding / targets met (also made available to ACE with reporting)
- Available to meet directly with ACE, independent of exec team, if required
- Inputs into concept development and audience plans for immersive project proposals
- Inputs into immersive funding bids
- Identifies new investment opportunities
- Helps to develop new business model and revenue prospects
- Connects us with immersive business and technology partners

### **POG Members**

- Peta Murphy, Learning Architect, Innovation & Enterprise, Coventry University
- Asha Easton, Director ImmerseUK
- Antonio Roberts, Digital Artist





## Role Description

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We are looking for an experienced leader who wants to play a key role in guiding a major cultural regeneration project for Birmingham.

The Chair of Board will provide strategic oversight to BOM, working closely with the CEO to guide organisational development with a keen eye on capital project delivery. They will be the key liaison across the Board of Directors, chairing quarterly meetings ensuring input from each Director as required, relevant to areas of expertise.

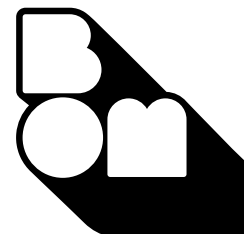
### Key responsibilities

- Chair quarterly Board meetings, liaising with the CEO to prepare the agenda and ensure relevant papers circulated in advance
- Meetings with the CEO outside of main Board meetings as needed to support the business
- Strategic advocacy to secure support for BOM's capital project and ongoing plans
- Ensure each Board sub-group (finance, capital project working group, programme oversight group) meets regularly to give the input and oversight required in each discreet area of the business, with each producing quarterly updates at Board meetings
- Inputs into, and closely monitors, capital project plans, accessing their networks as required to facilitate planning and delivery and liaising across the Capital Project Working Group as required
- Reviews, and ensures key company policies and plans are kept up to date, including risk register
- Ensures input from all Directors to the business plan authored by the exec team
- Is available to meet with key funders such as Arts Council England upon request, as per BOM's National Portfolio Organisation funding agreement

### Time Commitment

The Chair is expected to commit to a term of 3 years, the anticipated duration of our capital project phase. Renewal of the Chair position can be considered if there are delays to the capital project that see this extending beyond 3 years.

In addition to quarterly (2 hour) Board meetings, the Chair meets with the CEO as necessary to support the business and may be required to represent BOM as Chair at strategically important meetings. The Chair's total time commitment is generally 1-2 hours per week.



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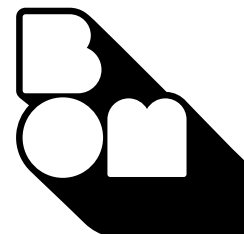
## Remuneration

A fee of up to £10,000 is available, which can be invoiced in monthly installments.

## Essential Qualities

- Experience of leading major capital projects
- Strong financial acumen
- Awareness of risk and mitigation relevant to this key point of transformation for BOM
- Access to networks that will help BOM to lever strategic support
- Access to capital project networks
- A genuine interest in the work that BOM does and desire to support our ambitions to scale. Interests in cultural regeneration, digital inclusion, innovation that are core to the BOM mission and our capital project plans
- Excellent communication skills. Able to communicate effectively with a range of stakeholders (including investors and political stakeholders). Able to maintain efficient communication across the Board and with the exec team





## Details for Applying

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Please send a CV and cover letter (no more than 2 pages) to:  
Karen Newman, CEO at [karen@bom.org.uk](mailto:karen@bom.org.uk)

Birmingham Open Media CIC - Registered Office:  
12 Dudley Street, Birmingham, England, B5 4EA

Registered Number: 08823230.  
Registered in England & Wales.



