



# Board Director

## Position Statement

### Position Purpose

intertwine is a not-for-profit harm-prevention organisation with a Board comprising skills-based Directors who also have lived experience of intersectionality.

intertwine's vision is of communities, organisations and services that are inclusive and just, in a participatory society where all people have opportunity, representation and access to power.

The Board meets monthly and Directors are expected to participate in and contribute to strategic conversations around:

- Finance and Remuneration
- Risk Management, and
- Advocacy and Policy

Other commitments include attendance at stakeholder and member events, and at the AGM and annual strategic planning workshop.

### About intertwine

intertwine aims to achieve its vision by addressing the systemic power structures that create marginalisation and oppression, through education, building bridges among communities and organisations, and fostering resilience, intersectional inclusion and empowerment.

intertwine takes a primary prevention approach to help organisations understand the underlying drivers of physical, emotional and sexual abuse and that creating the circumstances for gender equity, cultural and racial justice, freedom of sexuality and gender identity and a social model of disability will result in a society with lower rates of harm by others and lower rates of self-harm by those affected.

Our training materials, public information sessions and information guides outline the ways that intersecting privilege and marginalisation are the underlying drivers of physical, emotional and sexual abuse. Our policy guides suggest practical approaches to reduce the harms caused by these systems, including clauses for use in human resources, approaches for marketing and communications, improvements in member and client relationships and planning accessibility for online and offline activities.

intertwine has a Board of Directors and an Advisory Panel consisting entirely of people with lived experience of intersecting disadvantage. It explicitly mentors and creates work for young people with lived experience of intersecting disadvantage.

intertwine is a not-for-profit company limited by shares, registered as a charity with the ACNC. It is listed on the Register of Harm Prevention Charities and therefore has DGR status.

## Key Responsibility Areas

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| <b>Governance</b>                   | <ul style="list-style-type: none"> <li>• Maintaining the governance of the intertwine.</li> <li>• Identifying and recommending necessary policies and procedures needed for effective governance of intertwine.</li> <li>• Monitoring the integrity of financial systems and reporting of the organisation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Strategy</b>                     | <ul style="list-style-type: none"> <li>• Overseeing, approving and monitoring strategic vision and direction of intertwine.</li> <li>• Providing strategic advice and direction to the Managing Director.</li> <li>• Providing high-level strategic and financial advice aligned with individual experience and professional background.</li> <li>• Setting intertwine's fundraising goals and overseeing their implementation.</li> <li>• Developing in partnership with the Board a Strategic Plan for the organisation.</li> </ul>                                                                                                                                                                                                                                                                                                                                              |
| <b>Collaboration</b>                | <ul style="list-style-type: none"> <li>• Collaborating with other intertwine committees to develop relevant policies and procedures for board approval.</li> <li>• Providing advice and recommendations to the intertwine board on activities concerning strategy and other relevant topics brought to the board.</li> <li>• Mentoring less experienced board members.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Compliance</b>                   | <ul style="list-style-type: none"> <li>• Identifying potential risks of the organisation.</li> <li>• Faithfully reading and seeking to understand intertwine's financial statements.</li> <li>• Overseeing risk management and legal compliance of the organisation</li> <li>• Identifying potential conflict of interest.</li> <li>• Overseeing board behaviour and ensuring it is in accordance with the Code of Conduct and Ethics.</li> <li>• Ensuring intertwine meets its fiduciary responsibilities to relevant government bodies and its stakeholders.</li> <li>• Delivering reports and documentation necessary for compliance with the Department of Social Services and intertwine's policies and procedures.</li> <li>• Documenting and alerting the Ethics Committee of any breach within intertwine.</li> <li>• Reporting updates on relevant portfolios.</li> </ul> |
| <b>Partnerships &amp; Promotion</b> | <ul style="list-style-type: none"> <li>• Advocating for intertwine and promoting its aims and values to communities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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|                      | <ul style="list-style-type: none"> <li>• Leveraging connections, networks, and resources to develop collective action to fully achieve intertwine's goals and objectives.</li> <li>• Serving as active advocates and ambassadors for intertwine and fully engaging in identifying and securing the financial resources and partnerships necessary for the organisation to advance its objectives.</li> <li>• Identifying personal connections that can benefit intertwine's fundraising and reputational standing.</li> </ul> |
| <b>Communication</b> | <ul style="list-style-type: none"> <li>• Facilitating open and constructive communications amongst the board, the managing director, committee members, and relevant staff, while encouraging relevant contribution to board deliberations.</li> </ul>                                                                                                                                                                                                                                                                        |
| <b>Attendance</b>    | <ul style="list-style-type: none"> <li>• Attending at least 75% of meetings in a year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evaluation</b>    | <ul style="list-style-type: none"> <li>• Engaging in evaluation of the board and individual board member's evaluation reviews.</li> <li>• Evaluating the performance of the Managing Director annually</li> </ul>                                                                                                                                                                                                                                                                                                             |

## Authority

The board has ultimate responsibility for and control over the way an organisation is run, except in some matters which may require the involvement of co-design with intertwine employees, volunteers, and wider community (such as changing the organisation's governing documents). The board can delegate part of their authority to others. The intertwine board has delegated the following responsibilities to its respective committees:

- Ethical advice and recommendations — Ethics Committee; and
- Management of the Cultureshift Public Fund — Public Fund Management Committee.

It is important that any delegation of the board's authority is clearly defined and recorded appropriately and regularly reviewed through delegation policies and the Terms of Reference for the respective committees. Committee Members have the authority to identify and advise the board on the implementation or establishment of policies and procedures. Each committee is encouraged to collaborate on the development of policies and procedures that impact each of the committee's relevant areas, such as the Public Fund Management Committee to collaborate on financial policies concerning the cultureshift public fund.

The Board then must consider and act in accordance with the advice of the committees (but only to the extent that such advice does not conflict with the Directors' obligations under intertwine policies and the Corporations Act). Any board decision made that goes against recommendations by a committee must be justified, recorded and reported back to the Committee. All responsibility for that decision rests with the board members.

The Board cannot delegate decisions around the following responsibilities:

- Appointing, overseeing and evaluating the performance of the Managing Director;
- Approving the budget and strategy; and
- Reviewing and approving financial reports.

## Key Selection Criteria

|                          |                                                                                                                                                                                                                                         |                 |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Experience and Knowledge | Have a commitment to intersectionality and transforming the structures that create marginalisation.                                                                                                                                     | Essential       |
|                          | Have an understanding of and adherence to best practice governance standards.                                                                                                                                                           | Essential       |
|                          | Familiarity with or willingness to use consensus as a decision-making model.                                                                                                                                                            | Essential       |
|                          | Knowledge of corporate governance, financial management or charity law – the ability to facilitate the governance processes and ensure regulatory compliance.                                                                           | Highly Regarded |
|                          | Have strategic planning experience.                                                                                                                                                                                                     | Highly Regarded |
|                          | Have prior Board governance experience.                                                                                                                                                                                                 | Highly Regarded |
|                          | Have experience in understanding government, crowdfunding and philanthropic funding processes.                                                                                                                                          | Highly Regarded |
|                          | Have skills in community engagement, campaigning fundraising, and/or activism, especially in areas of social justice.                                                                                                                   | Desirable       |
|                          | Legal expertise and understanding of organisational structures.                                                                                                                                                                         | Desirable       |
|                          | Have experience at start-up or not-for-profit, social enterprise business development skills and experience.                                                                                                                            | Desirable       |
|                          | Have knowledge of the impact and outcome of evaluations, quality management systems/frameworks, preferably with experience in implementation.                                                                                           | Desirable       |
|                          | Have experience in IT and digital transformation.                                                                                                                                                                                       | Desirable       |
|                          | Have experience in content development and online learning platforms.                                                                                                                                                                   | Desirable       |
|                          | Have extensive social media experience.                                                                                                                                                                                                 | Desirable       |
| Attributes               | The ability to form a working relationship with the Board members and Managing Director.                                                                                                                                                | Essential       |
|                          | Facilitate leadership – the ability to inform and brief fellow directors on current organisational matters and strategies and the ability to lead constructive and timely discussion and debate, drawing on the expertise of the board. | Essential       |

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|  | People skills – experience in motivating, managing and dealing with people including evaluating performance, succession planning and executive remuneration.                                                                                    | Essential       |
|  | Engaged commitment – a willing participant with a genuine interest in the organisation and its business                                                                                                                                         | Essential       |
|  | Effective communicator – the ability to engage and effectively communicate with all stakeholders.                                                                                                                                               | Essential       |
|  | Collaborative leader – the ability to inspire the individual contribution and participation of each board member and senior executive to fully utilise their collective expertise to set the aims, strategies and policies of the organisation. | Essential       |
|  | Integrity – meeting fiduciary duties and responsibilities, acting ethically, having appropriate independence, putting the organisation's interests before personal interests.                                                                   | Essential       |
|  | (if experienced) Have a willingness to mentor less-experienced Board members                                                                                                                                                                    | Essential       |
|  | Identify as a person with lived experience of multiple intersecting marginalisations                                                                                                                                                            | Highly Regarded |
|  | Identify as a member of one of the First Peoples of this land or a Person of Colour                                                                                                                                                             | Highly Regarded |

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|-----------------------|-----------------------------------------------------|
| <b>Reports to</b>     | Board Chair, Intertwine Board, and Ethics Committee |
| <b>Direct Reports</b> | Managing Director and Board Secretary               |
| <b>Term Review</b>    | 2 years                                             |

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|---------------------------|--------------------|------|------------------|
| Version                   | 001                |      |                  |
| Drafted by                | Lauren Carter      |      |                  |
| Approved by               | Phoenix Bersten    | Date | 15 December 2021 |
| Circulated for Comment to | Board of Directors |      |                  |