



## POSITION

## DESCRIPTION

**L2R.  
ORG.  
AU**

## **L2R – CHAIR OF THE BOARD**

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### **JOB TITLE:**

Chair of the Board

### **REPORTING TO:**

Board members

### **REMUNERATION:**

Nil (volunteer role)

## **SUMMARY OF POSITION:**

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L2R is currently seeking to fill the position of Chair of the Board. Within this role, the successful candidate will lead the board of 9 members, drive good governance of the organisation and work with our CEO Jacinda Richards to deliver our new and exciting strategic plan for the 2020-2025 period.

L2R Dance is experiencing a significant and exciting growth period as we enter our fifth year of operations as a registered Australian Charity.

The Chair position is responsible for inclusive and strategic leadership of L2R and its members in order to guide us through this exciting period and ensure we continue to thrive.

The Chair ensures the directors and the CEO fulfil their duties and responsibilities for the effective and good governance of L2R.

The Chair will support the CEO and ensure that the Board functions as a unit that works closely with the CEO to support and achieve agreed objectives for the community L2R serves.

The Chair will also act as an ambassador of L2R and will enjoy advocating for the important and meaningful work L2R does through the power of dance.

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**L2R DANCE**

45 Moreland Road  
Footscray VIC 3004, Australia

+61 (04) 1710 1514

## **ABOUT L2R:**

L2R believes dance has the power to breakdown social barriers and create meaningful connections for children and young people experiencing financial or social challenges.

As a not-for-profit organisation, L2R Dance is dedicated to harnessing the power of hip-hop to strengthen our community through belonging, wellbeing and leadership in the Arts.

L2R was founded in 2009 and has demonstrated a ten-year commitment to the communities we serve.

What makes our organisation truly unique is its ability to draw from the history of Hip-Hop culture with the aim to empower and critique social issues that affect young people in Melbourne's west.

L2R encourages individuality and self-expression, and provides a platform for young people of colour to be heard.

We are also committed to establishing safe and nurturing artistic spaces, which foster happy, active, creative and engaged youth who are eager to create and succeed in the dynamic communities they reside in.

L2R is based at the Footscray Community Arts Centre, a vibrant and inclusive hub for creatives, community arts practitioners, and community members.

We are surrounded by like-minded creatives who are constantly striving to create dynamic, inclusive, and critically acclaimed community spaces and arts programs.

All L2R staff and teaching artists are professional dancers who have trained internationally and in multiple dance genres.

To support their artistic practice, the L2R staff team also hold tertiary qualifications that include Education, Youth Work, Contemporary Arts, Community and Cultural Development, and Performance in Public Spaces.

More than just a series of dance classes, L2R is led by the voices of the people we dancewith and advocate for.

The organisation promotes social inclusion, mental and physical health, and builds resilience and self-respect by employing creative approaches to break down social barriers including age, race, religion, culture and gender, while promoting respect and resilience in the broader community.

L2R aims to actively engage and foster artistic talent in Melbourne's West while empowering and transforming the lives of young people through the power of dance.

L2R has 10 years of strong community connections in Melbourne's West, allowing us to establish strong inter-generational and intercultural relationships with participants, staff, artists, emerging artists and the wider community, and by using Hip-Hop pedagogy to tackle social and financial inequity, together we drive the change our community wants to see.

L2R is inherently unique through our engaging, innovative, and artistic CCD practices, allowing us to best serve the communities we exist for.



## **PURPOSE OF THE POSITION:**

The Chair is accountable to the Board for his/her own performance, and for the sound governance of the L2R Board. The Chair also has an important role in:

- representing the board in its accountability to members, between members and demonstrating strong leadership at meetings;
- cooperating with the CEO, and being involved in aspects of representing the public face of the organisation to its broader group members and the community;
- contributing to aspects of L2R's strategy that support its successful operation as a not for profit community based organisation.

## **PRINCIPLE RESPONSIBILITIES:**

### **1: STRATEGIC LEADERSHIP**

- Provide strategic leadership to the Board and CEO
- Ensure that the Board operates within its charitable objectives and provides a clear strategic direction for L2R
- Ensure that the Board identifies and takes advantages of strategic opportunities
- Ensure that the Board and CEO fulfil their duties and responsibilities for the effective governance of L2R
- Ensure that the Board identifies, manages and mitigates risks
- Ensure that the Board fulfils its duties to ensure sound financial health of systems in place to ensure financial accountability
- Ensure that the governance arrangements are working effectively
- Develop the knowledge and capability of the Board
- Address and resolve any conflicts within the Board
- Ensure that the Board incorporates the right balance of skills, knowledge and experience needed to govern and lead L2R effectively
- Identify, monitor and effectively manage risk
- Aim to increase diversity and inclusion within L2R

### **3: EXTERNAL RELATIONS**

- Act as an ambassador for L2R
- Build and maintain close relationships with key stakeholders and influencers
- Act as a spokesperson for the organisation when appropriate
- Represent L2R at external functions, meetings and events
- Facilitate change and address any potential conflict with external stakeholders

### **4: EFFICIENCY AND EFFECTIVENESS**

- Chair Board meetings effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Ensure that Board decisions are made in the best interests of L2R
- Foster, maintain and ensure that constructive relationships exist with and between Board members
- Work closely with the CEO to inform Board policies and decision-making
- Monitor the implementation of Board decisions.

### **5: RELATIONSHIP WITH THE CHIEF EXECUTIVE AND THE WIDER MANAGEMENT TEAM**

- Establish and build a strong, effective and a constructive working relationship with the CEO, ensuring they are held to account for achieving strategic objectives
- Provide adequate support to the CEO to perform their role
- Ensure regular contact with the CEO, and develop and maintain an open and supportive relationship
- Lead the performance review process for the CEO, ensuring that the CEO has professional development opportunities and appropriate professional support

### **6: PERSONAL ATTRIBUTES**

The ideal candidate is a strategic thinker who is dynamic, creative, business savvy, fun, collaborative and passionate about young people.

## **TERMS AND CONDITIONS:**

- (a) Subject to any terms of an existing Constitution, the Chair is appointed by the Board from amongst its members and holds office at the discretion of the Board until either removed from office by the Board or is no longer a board member, or until the Chair resigns from office.
- (b) In the absence of the Chair, a Deputy Chair (if there is one appointed by the board) or the senior or lead independent member, would assume the role that otherwise would be performed by the Chair during the Chair's absence.
- (c) The Chair should be non-executive and independent, and the roles of the chair and the CEO should not be exercised by the same person, except in special circumstances approved of by the board.

## **SELECTION CRITERIA**

Candidates are asked to reply to each of the following criteria.

- Demonstrated board experience, governance and chairing.
- Demonstrated experience in leadership, managing teams and improving organisational culture.
- Demonstrated experience in strategic planning and management.
- A high level of Not-For-Profit financial management and budgeting.
- A successful track record with stakeholder engagement, networking and fundraising, including government, corporate, philanthropic or individual sources.
- A highly articulate communicator and excellent connector with a strong capacity to engage a diverse range of stakeholders.
- A passion for Arts and Culture, community development and working with diverse children and young people of all cultures.
- A high level of personal integrity and demonstrated understanding of, and alignment to, L2R's core goals and values.

## **HOW TO APPLY:**

Your application must consist of:

- A cover letter;
- Responses to the selection criteria;
- CV;
- The names and contact details of two professional referees.

Please email your application as a single PDF with your name and the position title as the document's name to:

[JACINDA@L2R.ORG.AU](mailto:JACINDA@L2R.ORG.AU)

**BY 5PM, THURSDAY 31 OCTOBER 2019.**

Please note suitable applicants will be interviewed by a panel of L2R board of directors in addition to being invited to L2R's AGM on Tuesday, 12 November 2019, at the Footscray Community Arts Centre.

The preferred commencement date of the role is late November 2019.

This is a voluntary, unpaid position.

People from culturally and linguistically diverse and/or Indigenous backgrounds are strongly encouraged to apply.



## **FURTHER INFORMATION:**

Should you have additional questions regarding the role, please contact Jacinda Richards, L2R's Founder and CEO, by email at [jacinda@l2r.org.au](mailto:jacinda@l2r.org.au)

## **APPENDIX:**

### **MISSION**

To promote social cohesion, well-being and community through the delivery of free dance workshops for disadvantaged and at-risk young people living in Melbourne's West.

### **KEY GOALS**

- Provide high quality free dance programs in Melbourne's West for children and young people facing disadvantage as a result of being newly arrived, recent migrants or underprivileged.
- Create the next generation of community leaders by connecting children and young people to services, enabling them to participate in a meaningful way to civic life.
- Create pathways into employment for young people, including the arts and community development sectors.
- To make a positive change to the mental and physical wellbeing of newly arrived, migrant, refugee and at-risk children and young people in Melbourne's West.
- Develop a sustainable model for delivering the L2R program that is adaptable to the changing needs of young people in Victoria.
- Develop and support L2R's emerging and professional artists.

## **CORE VALUES:**

**WELCOME  
EVERYBODY**

**RESPECT  
ONE  
ANOTHER**

**HAVE FUN**

**BE CREATIVE**



## **CORE PROGRAMS:**

L2R's six free weekly hip hop dance programs promote social inclusion, self-respect, and mental and physical health by employing creative approaches to break down social barriers including age, race, religion, culture and gender, while promoting resilience in the community.

L2R aims to empower and to promote inclusion by providing a uniquely 'safe-space' for self-expression, confidence building and skills development in the arts, while developing connection and a sense of belonging.

The children, young people and families that access L2R programs cannot receive access commercial dance classes and opportunities due to social and financial barriers.

**PANDA SQUAD** – For children aged 6 - 8 years  
Monday 4 - 4.5pm,  
Visy Cares Hub, Sunshine.

**PANDA SQUAD** – For children aged 9 - 12 years  
Monday 4.45 - 5.30pm,  
Visy Cares Hub, Sunshine.

**NEXT GEN 3019** – For ages 12 - 25  
Thursday 4.30 - 6.30pm,  
Visy Cares Hub, Sunshine.

**WYNDHAM 3029** – For ages 12 - 25  
Thursday 3:30 - 5pm,  
Youth Resource Centre, Hoppers Crossing.

**BREAKING @ BRAYBROOK** – For ages 12 - 25  
Friday 4.30 - 6.30pm,  
Rec West, Braybrook.

**L2R SQUAD** – For established L2R dancers  
Monday 5 - 6.30pm,  
Visy Cares Hub, Sunshine.

## **L2R PATHWAYS:**

The L2R Pathways Program addresses the need for greater investment and support of leaders within L2R, specifically the older cohort of emerging artists from newly arrived, migrant, refugee and at-risk backgrounds.

This project places emerging artists on paid internships, mentored by our Youth Arts Coordinator.

Throughout the year-long internship, the project increases the capacity of young people already connected to L2R through mentoring sessions, performance opportunities, structured workplace learning and the development of individual employment/artistic portfolios.

Key outcomes include artistic development, job readiness, employment pathways and professional opportunities, which will enable emerging artists to step into community development and artistic leadership positions within L2R, or organisations we actively collaborate with.



## **ORGANISATION HIGHLIGHTS 2018/2019:**

Over 2018/2019, L2R has focused on putting young people at the centre of our development and decision making, while strengthening governance and organisational capacity.

### **OPERATIONAL**

- Employed an Acting CEO, Vivian Clark, from July to November 2018 while Jacinda Richards was on maternity leave
- Developed and begun delivering the second phase of L2R Pathways Leadership Program
- Employed Hena Memishi as the Community Development and Events Coordinator, a new role within the organisation
- Employed four professional artists on a regular weekly basis as sub-contractors
- Delivered a new brand identity and communications strategy in partnership with Cyclone Creative
- Launched a fresh new website
- Created new merchandise and marketing collateral, including a suite of program flyers, and tee-shirts and hoodies for all L2R participants

### **GOVERNANCE**

- Completed strategic planning sessions for our Strategic Plan 2020-2025 which will launch in November 2019
- Appointed three new General Members
- Implemented new policy and procedures to strengthen organisational governance, including a quarterly financial dashboard report, Leave Entitlement Policy, Discrimination, Bullying and Harassment Procedure and L2R Workplace Behaviour Policy
- Strengthened organisational processes in preparation for CEO Jacinda Richards to take Maternity Leave in August 2018
- Implemented quarterly CEO reports

### **DEVELOPMENT**

- Developed new funding relationships with the Bennelong Foundation, Creative Partnerships Australia, Australian Cultural Fund and the Alfred Felton Bequest
- Strengthened on-going relationships with Lord Mayor's Charitable Foundation, and Gandel Philanthropy
- Secured multiyear funding with the Sidney Myer Foundation of \$150,000 over 3 years and the Besen Family Foundation of \$30,000 over 2 years
- Increased fee for service by 89%
- Commenced a new evaluation strategy in partnership with First Person Consulting using the Cultural Development Network Framework

### **ARTISTIC AND COMMUNITY**

- Created a new Hip Hop floor show with professional and emerging artists
- Started development of Kith
- L2R crew members performed at key Melbourne events to thousands of audience members including Melbourne International Arts Festival and the MOOMBA Parade 2019
- Performed on a live-to-air broadcast, 'The Floor is Yours', on ABC TV
- CEO Jacinda Richards was a panellist on 'Who Gets To Dance?' as part of Dance Massive conversation series.
- Delivered L2R Experience 2018 to over 400 audience and community members
- Fostered a team of 9 Emerging Artists
- Took a crew of 6 dancers to Sydney to compete in world renowned Destructive Step 2018

## **FEE FOR SERVICE STREAM**

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L2R is proud to use dance as a platform to unite the community and spread good vibes at some of Melbourne’s biggest events and cultural celebrations.

100% of the revenue from our fee-for-service performances goes back into our unique charity that provides opportunities for young people to participate in dance.

**100% OF PROCEEDS GO TOWARD CREATING SOCIAL CHANGE THROUGH DANCE.**

- Total income generated in 2018/2019 from fee for service: \$30,078.18
- Percentage of total annual income through fee for service:
  - 2016/2017: 6%
  - 2017/2018: 9.5%
  - 2018/2019: 18%

## **SOCIAL IMPACT:**

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- 10 years of serving community through the power of dance
- 5 free weekly dance programs
- 3 part time staff
- 8 professional dance artists from culturally diverse backgrounds
- 9 emerging artists from vulnerable and disadvantaged backgrounds
- 8 highly skilled, professional and diverse board members
- 140 L2R participants from vulnerable and disadvantaged backgrounds
- Participants that represent over 29 different cultural groups
- Participants that reside in Melbourne’s west including, Maribyrnong, Brimbank and Wyndham local government areas
- 33 performances at community festivals, events

- and corporate engagements
- 400 audience members at our annual community event, The L2R Experience.
- Over 25 funding and delivery partners
- 425 community mail subscribers
- 1351 Instagram Followers
- 1156 Facebook Followers

### **PARTICIPANTS’ FAVOURITE THINGS ABOUT L2R:**

- ‘Meeting new friends in a safe environment’
- ‘Everyone has fun, despite our differences’
- ‘Being a part of a family and creating energy to dance amazingly’
- ‘It helps me relax after a long day at school’
- ‘Being able to express myself’
- ‘Every moment in L2R is my favourite’

### **ACKNOWLEDGEMENT**

L2R acknowledges the traditional owners and custodians of the land on which we unite and dance, the Boonwurrung and the Wurundjeri people of the Kulin Nation. L2R pays respect to their Elders both past, present and emerging.

## **TESTIMONIALS:**

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**“L2R HAS BEEN ONE OF THE GREATEST EXPERIENCES OF MY LIFE, I NOW CONSIDER THEM MY FAMILY. I ENJOYED THE SHOWCASE AND I HAVE TAKEN THE ADVICE BY EVERYONE AND I’D LOVE TO THANK YOU FOR AN AMAZING JOURNEY.”**

- L2R Student

**“L2R IS FULL OF MULTICULTURAL BACKGROUNDS, IT BRINGS THE COMMUNITY TOGETHER, SHOWCASING DIFFERENT STYLES OF DANCE”.**

- L2R Student