

Board Pack

The Foyer Foundation
Non-Executive Directors

April 2022

PRIVATE & CONFIDENTIAL



Context

The Foyer Foundation was established in 2008 to support the growth and development of the Australian Foyer Movement, which supports integrated learning and accommodation settings for young people, typically aged 16 – 24 years, who are at risk of or experiencing homelessness.

The Foyer Foundation manages and works to improve the quality standards of Foyers that operate in Australia. They don't operate Foyers but are the learning organisation that manages their accreditation and supports their quality improvement, linking this to a national community of practice which enables Foyers to share learnings and resources, utilise research and data to inform practice, and harness collective expertise to further innovate around the Foyer approach.

The Foyer Foundation sponsors research, works with the Foyer movement globally and advocates to Government at all levels.

The Foyer Foundation is an independent charitable organisation with a diverse Board of experienced individuals who are involved in community organisations that work to resolve youth homelessness and unemployment, the education sector, government and the private sector across Australia.

The Board of the Foyer Foundation is currently refreshing with a continued diversity lens. They are seeking two (2) non-executive directors whose values are aligned with the organisation and who are seeking to use an Advantaged Thinking lens to optimise the talents and improve the lives of young people in the network of Foyers and beyond into the wider youth environment.



The Foyer Foundation - Context

Overview

The Foyer Foundation supports the growth, building, fundraising, foyer set up, accreditation, collaborative practice development, research and learning for the Foyer Network.

The foundation essentially comprises two parts:

- a centre of excellence, that promotes and improves the standards (through accreditation and a national community of practice) that operate within Foyers.
- a commitment at a national level to expand the of the number of Foyers across Australia.

There are currently 9 accredited Youth Foyers in Australia, with a further 8 Foyers committed to accreditation (as at July 2021).

While the approaches applied across different Foyers vary, they all provide young people with an integrated housing plus support model and apply an Advantaged Thinking philosophy - one that focuses on creating sustainable solutions, building for the future as well as responding to the here and now. It sees, values and invests in a young person's individual potential and helps them to set and work towards their goals.

More information about how Foyers work and Advantaged Thinking can be found [here](#).

Vision

The Foyer Foundation's vision is to ensure that all young people experiencing disadvantage have a pathway to **education, training** and **employment** that is founded on access to stable and secure **housing**.

Beliefs and approach

The Foyer Foundation is based on a learning culture. We learn together. We work with our partner agencies to apply our collective learnings.



The Foyer Foundation – Context (cont'd)

The challenge

Foyers are proven to be effective and more of them are needed. As a collaborative organisation, the Foyer Foundation understands that it can only achieve what they want to achieve by partnering with other organisations.

The Foundation has a culture that allows themselves to dream. If Advantaged Thinking is what they encourage young people to follow, they want to do more of that as an organisation and as a leader of the Foyer movement.

They work fearlessly and relentlessly to understand what it will take to get more Foyers built and operating in Australia. They know they have an approach that changes lives and has relevance in so many as yet untouched Australian communities. That is the Foyer Foundation's challenge but also their dream.

A Snapshot of the Foyer Foundation, achievements and more on its work can be found [here](#).

The response

The next 3 years for the Foyer Foundation are focused on advancing resourcing and striving for sustainability to drive an accelerated growth plan for evidence-informed Foyer expansion across Australia.

Their long-term commitment is to have 30 accredited Foyers operating in Australia by 2030, with an aspiration to increase that to 50 accredited foyers by 2030 thanks to the funding from the Paul Ramsay Foundation.

To help realise this bold growth strategy before 2030, the Foyer Foundation has recently launched FoyerInvest. This is a national consortium of leading Foyer operators and service providers who are developing a national impact and investment framework. This consortium will drive the work the Foyer Foundation are doing in partnership with all levels of government, impact investors, business leaders, philanthropists, and young people.



Current Board

Keith Bryant, Chair

Director PSI Managers, NSW

Keith has over 20 years' experience in the governance and management of non-profit organisations.

He is currently Chair of the Constellation Project, Executive Chair of the Open Dialogue Centre and Founder of Social Impact Consultants. Keith also sits on the Board of the Collaboration to End Homelessness. In past roles Keith has been Chair of the Board of Wentworth Community Housing, the CEO of the Australian Society of Plastic Surgeons and was a senior executive at The Benevolent Society for 10 years.

Previously, Keith had a successful career in investment banking, working in London, Italy, South Africa and Asia, including as a Director at Deutsche Bank Australia.

Joined the Board in 2013.

Peter Kingston

Honorary Treasurer, Director NSW

Peter was previously an investment banker with UBS. While now retired, he is still called on as an independent expert on briefs relating to transfer pricing and complex financial products.

Joined the Board in 2017.

Bevan Warner, Deputy Chair

CEO Launch Housing

Bevan is an experienced leader with past roles in community development, indigenous affairs and industrial relations. Former Managing Director and Board member of Victoria Legal Aid.

Joined Board in 2018.

Melissa Wilton

Head of Communications and Engagement
the Butterfly Foundation, NSW

Melissa has more than 20 years' experience in communications, marketing, branding, fundraising and membership, in a broad range of industries around the world, including disability, health, animal welfare, and children.

Joined the Board in 2018.

Rhys Edwards

Director, Tasmania

Rhys is the principal of a boutique consulting firm working with governments, universities and the private sector. He is an experienced organisational leader having worked at the highest levels of the public sector including as Secretary of the Dept of Premier & Cabinet in Tasmania. He has a strong background in governance, leadership, economic development, energy policy and major project facilitation.

Joined the Board in 2020.

Michelle Hoad

Managing Director, North Metropolitan TAFE, WA

Michelle has over 20 years experience in the education and training sector in Western Australia.

Joined the Board in 2018.



The Foyer Foundation - CEO

Liz Cameron-Smith



- Liz has recently been appointed to the role of CEO with the Foyer Foundation and will commence her role in July.
- Liz has significant experience in collaboration design, systems thinking, social impact strategy and management consulting.
- Liz has demonstrated skills across an impressive portfolio of projects and initiatives involving diverse sectors and disciplines including housing and homelessness, equity in learning and employment pathways and human services. All are core to the success of young people and to the Foyer Foundation's bold ambition to grow the Foyer approach.
- For more than a decade at PwC, Liz managed multi-level investments and commitments from philanthropic, corporate and government partners, in collaboration with community partners and the for-purpose sector.
- She was Founder and Director of "*The Impact Assembly*" - an innovative social venture within PwC Australia designed to accelerate change on complex social and environmental challenges.
- Liz also has deep experience in co-creating, shaping and growing complex strategies through '*The Constellation Project*' and '*Learning Creates Australia*', demonstrating her ability to become a proponent of the Foyer movement in Australia – with her excellent understanding of the relationship between homelessness and a young person's path towards independence.
- As well as her skills in relationship building, strategy and management, Liz brings practical knowledge and experience of the structural, political and policy context affecting young people who stand to benefit from more accredited Foyers.



Governance

Structure

Foyer Foundation Limited is an incorporated company limited by guarantee and is governed by a Board established under its Constitution (Constitution). The Company is a registered with the Australian Charities and Not-for-profits Commission (ACNC) and is a public benevolent institution and is endorsed by the Australian Taxation Office with Deductible Gift Recipient status – Cat 1.

Composition

Under the terms of the Constitution, there must be a minimum of 5 Board Members and may only be a maximum of 9 Board Members. The Board should ideally comprise Board Members:

- (a) with an appropriate range of skills, experience and expertise;
- (b) who can understand and competently deal with current and emerging business issues; and
- (c) who can effectively review and challenge the performance of management and exercise independent judgment.

Tenure

The Constitution requires one third of Directors, being the longest serving Directors, retire at each annual general meeting, along with any Director for whom the meeting would be the third annual general meeting since their last appointment, and any Director appointed to fill a casual vacancy.

Under the terms of the Board Charter, Board Members are ineligible to stand again as Directors after they have served on the Board for a period of 10 years.

Board Meetings

The Board Charter and Code of Conduct requires that Board meetings be held at least three times a year.

Meeting Dates

There are two face to face Board meetings each year, usually in March and September. One of those is in Melbourne (where most of the staff are), the other at the Conference venue (which is held every two years) or in Melbourne. The other five Board meetings are virtual. The virtual meetings are 2 hours from 4-6pm on Tuesday nights (6-7 weeks apart). The Face to face are 4-7pm followed by dinner – also on Tuesday nights.

Remuneration

This is a voluntary, unpaid position. Directors are reimbursed for any out of pocket expenses reasonably incurred in attending Council meetings and related business.

Time Commitment

The Board meets seven times a year and the meetings are conducted either face to face or remotely about 6 – 7 week apart. Board Members are expected to be available for these meetings which usually last around 2 - 3hrs. In addition to Board Meetings, other contact – usually electronic or by telephone – will be necessary to fulfil the role.



The opportunity – Non-Executive Directors

The Board of the Foyer Foundation is looking to refresh and expand the size of the current board. They are seeking two (2) new Board Directors to support and provide governance of the highest quality and rigour as the organisation enters its next a phase of increased impact.

All Board members are 'non-executive' with the day to day running of the organisation delegated to the Chief Executive.

The primary aims of the roles are to collectively govern with other Directors to:

- Oversee the Company, including its control and accountability systems, manage its finances and ensure it operates transparently.
- Appoint, remove and monitor the performance of the chief executive officer.
- Ratify, where appropriate, the appointment, removal and management remuneration of senior executives, organisational changes and senior remuneration policies and practices.
- Monitor senior executives' performance and implementation of strategy, and ensure appropriate resources are available.
- Provide strategic advice to management and approve management's corporate strategy and performance objectives, plans and policies.
- Approve and monitor the progress of major capital expenditure, financial and other reporting.
- Review and ratify systems of risk management, internal compliance and control, and legal compliance to ensure appropriate risk compliance frameworks and controls are in place.
- Monitor and ensure compliance with legal and regulatory requirements including reporting requirements, ethical standards and policies.
- Review and oversee the implementation of the Charter for Board Members, senior executives and all other employees.
- Monitor and ensure compliance with best practice corporate governance requirements and
- Take reasonable steps to be accountable to the Members of the Company and provide them with adequate opportunity to raise concerns about how the Company is governed by:
 - communicating effectively with the Members
 - providing Members with ready access to balanced and understandable information about the Company and its Objects; and
 - make it easy for Members to participate in general meetings or any other meetings.



Key selection criteria – Non-Executive Director(s)

The Foyer Foundation is committed to achieving greater diversity in its Board representative of our society and critically the young people they seek to represent. They seek to achieve this diversity by finding the right mix of skills, gender, age, ethnicity and good geographical balance across all States and Territories in Australia.

Attributes and experience:

- A board director, CEO or senior executive with extensive operating and leadership experience in:
 - the human services NGO sector, particularly in youth services, ideally with an organisation that knows the Foyer model and either works with it now or intends to in the future, or
 - with demonstrated fundraising and marketing experience, ideally from the private sector and has valuable connections and networks or
 - a young First Nations person with operating experience who can speak to the young people the organisation seeks to represent
- A clear, visible leader with the personal authority and influencing skills, able to champion and represent the ambitions of the Board and with the credibility to work across the private and public sectors and wider stakeholders and funders.
- An experienced professional with an excellent track record of fostering strong and successful collaborative working relationships and effective partnerships across a wide range of stakeholders.
- Deep experience and understanding of structural barriers to youth homelessness and ready access to services.
- Capacity to be a highly strategic thinker.
- Demonstrated experience in corporate governance as a company director or executive with AICD qualifications

Plus exhibit:

- Strategic, forward-focused thinking, with ability to assimilate and communicate complex information.
- A willingness to collaborate through tactful and purposeful discussion and challenge of ideas with management and Board colleagues.
- High level skills in social impact investment, entrepreneurship and working with philanthropic partners.
- Demonstrable financial management skills including the ability to secure private sector funding.
- Demonstrated leadership and willingness to exert influence through community, business and professional networks and make complex, evidence-based decisions.
- Proven governance, organisational and financial skills, including those relating to strategic planning, risk management and organisation-wide performance management.
- Sound understanding of policy and practice in the areas of education, employment and housing, and a commitment to the long-term resolution of disadvantage amongst young people
- Demonstrated commitment to equality, diversity and inclusion.
- Strong social outcomes mindset and experience.
- Potential to assume future Chair role.
- Preferably located in a State or Territory other than NSW and Victoria.



Further information

Website

www.foyer.org.au

Annual Report

www.foyer.org.au/wp-content/uploads/2021/10/FYF_AnnualReport2020-2021.pdf

Constitution

[Foyer Constitution](#)

Board Charter and Code of Conduct

<https://foyer.org.au/wp-content/uploads/2022/03/Board-Charter-and-Code-of-Conduct-march2022.pdf>

Other

<https://www.afgonline.com.au/sustainability/community/foyer-foundation/>

<https://www.theage.com.au/national/victoria/they-don-t-treat-you-like-a-problem-child-foyers-a-fix-for-youth-homelessness-20211207-p59ff0.html>

<https://ministers.dss.gov.au/media-releases/7626>

<https://sheltersnsw.org.au/scaling-youth-foyers-for-nsw/>



For more information



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