

Board Pack

Coast Shelter
Non-Executive Directors

April 2024

PRIVATE & CONFIDENTIAL



Context

Founded in 1992, Coast Shelter is an organisation located on the NSW Central Coast and is committed to providing comprehensive support and services to individuals and families facing homelessness and domestic violence.

Through emergency accommodation, transitional housing, outreach support, counselling, advocacy, and access to essential resources, Coast Shelter aims to empower individuals and families to secure and maintain safe and stable housing situations.

Recognising the intersectionality of homelessness and domestic violence, the organisation offers specialised support tailored to survivors of abuse, including safe accommodation, counselling, legal assistance, and community outreach programs.

Coast Shelter actively engages with state, federal and local governments, businesses, and community groups to raise awareness, advocate for policy changes, and develop sustainable solutions to address homelessness and domestic violence issues. Through the support of volunteers and donors, Coast Shelter continues to make a significant impact in creating a more inclusive and compassionate society.

With a newly appointed Chair, Coast Shelter is seeking to appoint up to seven (7) well-credentialed, forward thinking Non-Executive Directors this year. They are looking for Directors who will be motivated, engaged and energised by their association with Coast Shelter and its ambitious goal of doubling its client reach by 2027.



Coast Shelter- Context

About

- Coast Shelter is a leading not-for-profit organisation and a registered Community Housing Provider operating crisis accommodation refuges across the NSW Central Coast for people who are homeless, at risk of homelessness, or experiencing domestic and family violence. It continues to grow its programs to end homelessness and domestic and family violence by providing people with a safe place to call home, food and clothing, and access to personal support services.

Vision

- A community where everyone has a safe place to call home and is empowered to thrive.

Mission

- To deliver person centered services to people in crisis within our community experiencing homelessness or domestic and family violence.

Values

- Four core values drive the work of the organisation:
 - **Trust:** We strive to deepen client and stakeholder trust through the quality of our service deliver and our responsiveness and accountability in everything we do.
 - **Respect:** We deeply value humanity – it inspires us to be real with one another, inclusive and accepting of each others differences.
 - **Innovation:** We are creative and adaptive, we explore out of the box ways to solve challenges.
 - **Connection:** We build and maintain strong connections with our clients, co-workers and the community to expand our network of support and create a greater impact on the Central Coast.



Current Board

Paul Murnane AM BEc, MBA, FAICD, FFINSIA – Chair



Paul Murnane, a Central Coast local, is a corporate adviser and company director with more than 35 years' experience in investment banking and financial services, consulting and general management in Australia and overseas. He has worked for Citibank and Goldman Sachs and is currently a director of several companies and an advisor to a number of listed, public, and government boards and CEOs on strategy, governance, business development, and leadership assessment. Paul also has extensive not-for-profit experience across many sectors, having started NFPs, revitalised and merged NFPs, helped build social enterprises to more than \$100million in size, and advised many NFP boards and CEOs on strategy, governance, and performance.

Lyndelle Taylor Dip.Law (LPAB) GDLP, AGIA, GAICD – Company Secretary and Board Director



Lyndelle Taylor has been a lawyer since her admission to the Supreme Court of NSW and High Court of Australia in 2008. For more than 15 years she has consulted to not-for-profit boards in the areas of governance, compliance, regulatory, policy and legal research and has been the Company Secretary of Coast Shelter since May 2023. Lyndelle is also Member of NSW Law Society, Graduate member of Governance Institute of Australia and Graduate member of the AICD Company Directors Course.



Coast Shelter – CEO and Board Director

Lee Shearer APM



Lee Shearer APM has been with Coast Shelter since late-2023 and has more than 25 years' experience working in senior leadership positions. Lee was Chief Operating Officer of Darkinjung Local Aboriginal Land Council and played pivotal roles in NSW Government departments including as Deputy Secretary/Resources Regulator at the NSW Department of Planning and Environment, Chief Compliance Officer at the NSW Department of Industry and was the Administrator for NSW Cemeteries. In addition to these roles, she also had a career as a lawyer and NSW police officer (culminating in Assistant Commissioner positions with General Counsel and Northern Region command), where she was awarded the Australian Police Medal for Distinguished Service.

Governance

Structure

The Central Coast Emergency Accommodation Services Ltd, “Coast Shelter” (ACN 095 999 287) is a company limited by guarantee registered in NSW under the Corporations Act. The organisation is registered as a charity under the ACNC Act with the following charitable subtypes:

- (i) advancing social or public welfare; and
- (ii) Public Benevolent Institution (PBI).

Composition

Under the terms of the Constitution, the Board must comprise a minimum of three (3) and maximum of (9) Directors.

Following a Board spill at the end of 2023, People For Purpose is working in partnership with this Board to appoint up to seven (7) new Non-Executive Directors this year to contribute to the future of Coast Shelter. These Directors will need to become Members of the Company and will be appointed as Directors (Officers) in June, before being voted in formally by the membership at the AGM in December this year.

Tenure

Appointments are for a three-year term and possible re-election for an additional two terms.

Board Meetings

Board Meetings are scheduled 10 times a year, either by video or face to face. Other board-related meetings, events and activities as agreed.

Remuneration

Directors receive no remuneration but may be reimbursed for out-of-pocket expenses.



The opportunity – Non-Executive Director

Overview:

- The Board of Coast Shelter is currently navigating a period of renewed leadership, having appointed a CEO in late 2023 and recently started a board renewal process.
- It is on a growth trajectory and continues to deliver a wide range of services across the region through its 120 staff, is well funded and enjoys strong growing support from the community, its government funders, business partners and many volunteers.
- The Coast Shelter Board is a skills and experience-based board which provides strategic direction and guidance to the company. Directors contribute specific capabilities as identified from time to time and collectively have a good knowledge of the workings of modern NFP organisations. We are committed to the highest standards of governance in line with our Constitution and community expectations.
- As part of a planned restructure, the Board is seeking to appoint additional Non-Executive Directors who will champion the vision, purpose, values and strategic priorities of the organisation.
- They are looking for directors who will be motivated, engaged and energised by their association with Coast Shelter and its ambitious goal of doubling its client reach by 2027.

Duties and expectations of Directors:

All members of the Coast Shelter Board are required to:

- Champion Coast Shelter's vision, purpose and values.
- Develop a comprehensive understanding of programs, services and their strategic context.
- Contribute to and drive the strategic direction of the organisation and monitor progress against goals and priorities.
- Contribute to efforts to secure additional funding from governments, philanthropists and impact investors.
- Attend and actively participate in meetings of the Board, relevant Board Sub-Committees and other events as required.
- Declare any situation that may lead to a real, possible, or perceived conflict of interest.
- Comply with all statutory, constitutional, internal policies and regulatory requirements.
- Contribute to board self-assessment and continuous improvement (such as AICD education).
- Review and approve the annual operating and capital budgets and provide oversight of the annual audit and risk management policies and procedures.
- Contribute to the development of strong contemporary governance accountabilities and operational policies, and ensure they are embedded in the organisation.



Key selection criteria – Non-Executive Director

Coast Shelter is seeking to appoint up to seven Non-Executive Directors with the experience and attributes outlined below. The Board is committed to ensuring it reflects the rich diversity of the Central Coast region and the Australian broader community. Applications from people with lived and/or professional experience in areas such as leadership, homelessness, and family violence are encouraged and the Board welcomes people of all ages, indigenous people, people with disability and people from culturally and linguistically diverse backgrounds to apply.

Professional experience:

Specific skills and experience sets in a range of areas, including:

- Clinical governance (alcohol/drug, homelessness/mental health, domestic and family violence)
- Indigenous services and support delivery
- Strategy governance
- Risk management, accounting and finance
- Impact investment and philanthropic fundraising
- Social policy and government relations (policy and process experience)
- Operational services delivery, ideally in the social services sector
- IT (including digital transformation and cyber risk) experience / networks
- Legal and regulatory compliance
- Marketing, communications and media
- HR and leadership development

Additional Requirements:

- Graduates of the Australian Institute of Company Directors (AICD) would be preferable, or consideration would be given to supporting applicants through the Company Directors course.
- DIN, Working with Children and national police clearances are required.

Personal Attributes:

- An affinity with homelessness in general and ideally, an interest and/or experience in family and domestic violence support services.
- A personality/chemistry fit with other Board members – collegial, collaborative, open and above all, a high level of integrity and credibility, are strongly valued attributes.
- A capacity to engage with the organisation and have the time, energy and willingness to commit to the company's activities in an active non-executive capacity.
- A willingness and ability to actively assist in the cultivation / solicitation of philanthropic donors, including individuals, corporations and foundations in Australia.
- Established or developing networks in the NFP, private and public sectors in Australia and a willingness to deploy them and build strong stakeholder relationships for the benefit of Coast Shelter's goals.
- A track record of emerging or current leadership in NFP, business, academic or public sector roles, evidenced by an acknowledged reputation for strong professional standards, keen judgment, and good insights into strategic, cultural, operational and people issues.
- Directors can be located anywhere but we are interested in candidates who reside or have experience living/working in the Central Coast NSW region and in the adjacent Newcastle and Sydney regions.



Further information

Website

<https://coastshelter.org.au/>

Constitution

[Coast Shelter Constitution](#)

Annual Reports

[Annual Report 2023](#)
[Annual Report 2022](#)
[Annual Report 2021](#)

Strategic Plan

[Strategic Plan 2022 - 2025](#)
[Strategic Plan 2024 - 2027](#)



For more information



For all enquiries please contact

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