



BOARD PACK



Non-Executive Director

September 2024

Seeking Passionate Non-Executive Directors to Shape the Future of Evolve Housing

Join us to *'create thriving communities for all people'*

Evolve Housing is a profit for purpose organisation that is deeply passionate about its mission to provide quality housing and services to its clients. Over the past few years, we have experienced significant growth and we welcome the recent announcements made by Housing Australia regarding its preferred applicants to deliver 13,700 homes across Australia under the Housing Australia Future Fund Facility.

Recently, the Board engaged an external consultant to conduct a comprehensive board and governance review, which confirmed that the Board is stable, well-structured, and enjoys a strong, productive relationship with management. As we look to the future, careful consideration is being given to the succession planning of the Board.

We are seeking Non-Executive Directors who share our passion and vision to join the Board. It is essential that new directors bring the necessary skills and experience to help us achieve our strategic plan and the mindset to embrace our culture and vision.

We invite you to consider being part of this exciting journey, where your contribution can make a significant impact on the lives of our current and future tenants.

ABOUT THE EVOLVE HOUSING GROUP

PROPERTY PORTFOLIO

Managing over 5,000 social, affordable, key worker, disability and market rental housing properties providing homes for more than 11,000 residents living in metropolitan Sydney, the Hunter region, Mid-North and Central Coast of NSW, the ACT and Victoria.

At Evolve Housing, we believe in everyone's right to a home.

Home is somewhere to feel safe and secure, and to be part of a community. We provide housing to those in need, and offer programs, activities, and services to enrich our residents' lives and help them feel connected to their community.

Evolve Housing Group is recognised as one of the most innovative, high performing providers of social, affordable and key worker housing in Australia. We are a charity and Tier 1 Community Housing Provider (CHP) registered under National Regulatory System for Community Housing (NRSCH), and a housing provider registered by the Victorian Government.

We have recently been awarded the Western Sydney Awards for Business Excellence (WSABE) *Outstanding Employer of Choice Award* for 2024, recognising the strategies and initiatives implemented by the organisation to create a stimulating and supportive workplace environment.

We provide housing across the entire housing continuum—from crisis accommodation for those experiencing homelessness or domestic or family violence to social and affordable housing.

Our quality support and service, ambition to improve and grow, and passionate and dedicated team, define us and continually inspire us. The Evolve Housing Group comprises Evolve Housing Limited and its controlled entities, including Evolve Housing Vic Limited (EHVL), EchoRealty NSW & ACT Limited (ERNAL) and EchoRealty Vic Limited (ERVL).

Our proud group of entities work together with aligned purpose and values to provide housing services to people in need across New South Wales (NSW), the Australian Capital Territory (ACT) and Victoria.



ABOUT THE EVOLVE HOUSING GROUP

OUR VISION

Thriving communities for all people

OUR PURPOSE

To enable more people in need to live in quality homes in thriving and inclusive communities.

OUR VALUES

- **Inspiration:** We approach opportunities and challenges with creativity and enthusiasm. We encourage those around us to imagine, learn, innovate, and do things better.
- **Honesty and Integrity:** We are honest, fair, and ethical in all interactions. We do the right things for the right reasons all the time.
- **Empathy:** We are aware of and sensitive to the feelings and perspectives of others and use that understanding to guide our actions.
- **Accountability and Respect:** We act with professionalism and take responsibility for our decisions and actions while treating others how we would like to be treated. We value and encourage individuality and diversity.



STRATEGIC PRIORITIES

Housing provides a foundation for individuals and families to achieve their dreams.

Our vision goes beyond mere goals and objectives, numbers, and targets. Our vision embodies our shared commitment to make a tangible and lasting difference in the lives of people and communities. This plan represents our core values of Inspiration, Honesty and Integrity, Empathy, Accountability and Respect.

Our Strategic Plan translates our purpose into direction, ambition, and action. It embodies our commitment to enable more people in need to live in quality homes in thriving and inclusive communities, irrespective of their background or circumstance.

The plan is a clear pathway to achieve the best possible outcomes for our residents and clients.

Our plan is structured around four goals that are vital to our vision:

1. Responding to housing need
2. Delivering exceptional client service
3. Improving lives and strengthening communities
4. Sustaining organisational excellence



CHIEF EXECUTIVE OFFICER

LYALL GORMAN

Lyall Gorman is the Group CEO of the Evolve Housing Group and joined the company in May 2019.

A well-regarded business leader, Lyall is also the President of Business NSW, having served as a Board Director for the past eight years and Deputy President for two years. Lyall also holds the position of Deputy President at the Australian Chamber of Commerce and Industry (ACCI).

He has over 35 years' experience in senior management, project management and administration, in both the Public and Private sectors. He holds a Master's Degree in Administration (UNSW) with majors in Finance, Organisational Culture and Change, Organisational Behaviour, Statistics and Marketing.

Lyall was born in Griffith, NSW and has a passion for small business, mentoring emerging business leaders and aspirational youth while also figuring on the public speaking circuit in areas including Leadership, Building a Winning Culture, High Performance, Brand, Development, Consumer Engagement



CHAIRPERSON

PAUL HOWLETT

Paul Howlett is the Chairperson of the Evolve Housing Group and joined the company in April 2009.

Paul has an engineering and construction background with more than 50 years' experience in executive management positions, advising governments, the private sector and not-for-profit organisations. Paul brings a wealth of experience to the Board particularly in the areas of developing and advising on strategy, procurement and governance. He is also currently a Director of Centacare Evolve Housing in Tasmania.



BOARD

CHRIS ECCLES Deputy Chair

CHRIS has worked in a variety of government and private sector senior management positions. Most recently, between 2009 and 2020 Chris headed up the Departments of Premier and Cabinet in South Australia, New South Wales and Victoria. In 2017 Chris was made an Officer of the Order of Australia 'for distinguished service to public administration, to innovative policy development and sound governance, and to the delivery of reform in the areas of training, education and disability'.

DAVID BORGER Director

DAVID is currently the Executive Director of Business Western Sydney, a not-for-profit business group representing the region's largest organisations in government, business, industry and community. David has also served as a NSW Government Minister for Roads, Housing, and Western Sydney and is a former Lord Mayor of Parramatta. David currently sits on several boards including the NRMA, Sydney Olympic Park Authority and the Museum of Applied Arts and Sciences.

DAVINA ROONEY Director

DAVINA is a property professional with a passion for sustainability. A qualified engineer, Davina worked on large-scale construction projects in Sydney and London, and helped build an award-winning school in the Himalayas. Davina has received multiple industry awards and her work at Stockland culminated in its recognition as the world's most sustainable property company. Davina is currently on the Board of the Australian Sustainable Built Environment Council and the World Green Building Council. She has led the Green Building Council of Australia as CEO since 2019.

GEORGINA LYNCH Director

GEORGINA has more than 30 years' experience in the financial services and property industry with significant global experience in corporate transactions, capital raisings, initial public offerings, funds management, corporate strategy, and acquisitions and divestments. Georgina has extensive executive and board experience — notably, she is currently the Chair of Waypoint REIT and of Cbus Property, which is one of Australia's leading integrated property developers. In addition, Georgina currently serves on the Board of Vicinity Centres RE Ltd.

DR ROBERT LANG Director

ROBERT brings deep knowledge and passion for Western Sydney. He is a previous CEO of Parramatta City Council, the Sydney Harbour Foreshore Authority and Pacific Power. His expertise includes urban planning, place-making, strategic repositioning, restructuring, corporate governance, finance, technology, risk management, and human resources. Robert is an Adjunct Professor at Western Sydney University's School of Business, and currently sits on the Boards of Ability Options, Sydney Festival and Greater Sydney Parklands.

TIM REGAN Director

TIM is an experienced executive and non-executive director with expertise in the health, property and services industries. He is currently the Chief Operating Officer of The George Institute for Global Health and has previously worked in senior and executive roles at Mirvac Group, TJS Services, Sydney Organising Committee for the Olympic Games, and PricewaterhouseCoopers. Tim has numerous Board positions at commercial and not-for-profit companies which currently include the Australia China Business Council NSW and the National Australia India Business Council.

KAY VEITCH Director

KAY has extensive experience in executive leadership at Qantas Airways, Virgin Australia Airlines and GWA Group Limited. She is a former Director of CARE Australia, Local Land Services and former Chair of Keep Australia Beautiful NSW. Her current appointments include Director of ASPECT Studios Pty Ltd and GNS Limited and an independent committee member at Australian Physiotherapy Association. Kay's key areas of expertise are organisational transformation, change leadership, commercial distribution and revenue management.

TIM SPENCER Director

TIM is an experienced executive, leading the Mulpha Development team to deliver world leading master planned communities. His property experience was founded in tier 1 construction and development delivery, extending into visionary urban planning. Tim has worked for both private and public enterprises delivering the full spectrum of property from residential, commercial, industrial, retail, infrastructure and retirement.

GOVERNANCE



STRUCTURE

The Evolve Housing Group operates mirror boards across the parent entity Evolve Housing Limited and all controlled entities. Evolve Housing Limited is a company limited by guarantee and registered with the Australian Charities and Not for Profit Commission (ACNC).

COMPOSITION

The Board currently consists of 9 directors. The Constitution allows for a maximum of 10 directors.

The Evolve Board has established various committees, each comprising Board members who have the relevant specialist expertise to focus on the issues specific to that Committee, and make recommendations to the Board. The remit of each committee is set out in its Terms of Reference. Along with Board meetings, committee meetings are scheduled annually in advance, with flexibility for additional meetings to be called if required.

The current Board Committees include:

- Finance, Risk and Audit Committee (FRAC)
- Governance, Nomination and People Committee (GNPC)
- Transactions Review Committee (TRC)

TENURE

Directors are usually appointed for a total term not exceeding 12 years.

BOARD MEETINGS

The Evolve Housing Board formally convenes 6 times per annum and also has 5 monthly catch-ups with Management. One board meeting accompanies the annual strategy day and another accompanies the AGM.

Remaining dates for 2024 are: 25 October and 11 November (AGM)

Board Meeting dates that have been set for 2025 are 27 January, 3 March (includes strategy day), 15 April, 5 May and 17 June.

REMUNERATION

Base director remuneration in FY24/25 is \$38,254. Appointment to Committee roles, Chair or Deputy Chair come with additional remuneration

THE OPPORTUNITY

NON-EXECUTIVE DIRECTOR

As a Non-Executive Director, you will provide independent oversight, strategic guidance, and governance to the Board of Directors. Your expertise and insights will help shape the organisation's future, ensuring it remains true to its mission while navigating challenges and opportunities.

The primary aims of this position are to collectively govern with other Directors to:

- Contribute to the development and oversight of the organisation's strategic direction, ensuring alignment with its mission and values.
- Monitor performance of the business and maintain ultimate accountability for the achievement of strategic goals.
- Ensure major risks are managed.
- Approve major capital expenditures.
- Appoint the Group CEO and ensure management succession is well planned.
- Approve remuneration policy.
- Sign off on accounts.
- Ensure all legislative and compliance obligations are met.
- Ensure ongoing financial viability of the organisation.
- Serve as an ambassador for the organisation, leveraging your networks to enhance its profile
- Maintain the organisation's ethical standards.
- Uphold the highest standards of governance, including legal and regulatory compliance, risk management, and financial stewardship.
- Actively participate in Board meetings and sub-committees, providing constructive challenge and support to the executive team.

Duties and expectations of Directors:

- Be familiar with the responsibilities and legal obligations of a Director, including the qualities of a Responsible Person as described by the ACNC.
- Act honestly, ethically, in good faith and to the best of their ability in the interests of Evolve Housing. At all times exercise a reasonable degree of care and diligence in the exercise of their powers and in the discharge of their duties. Declare and manage conflicts of interest.
- Attend and participate in all Board meetings regularly, ensuring consideration of relevant papers and agenda items in anticipation of meetings.
- Participate on a sub-committee of the Board or a special purpose committee as required.
- Be suitably prepared and engage positively in Board discussion and support all decisions once they have been discussed and resolved by the Board.
- From time to time represent the organisation at local and national events.
- Ensure all confidentiality requests and privacy obligations are upheld.
- Be able to commit to approximately two days per month.

KEY SELECTION CRITERIA

NON-EXECUTIVE DIRECTOR

Evolve Housing is open to hearing from all candidates who support the company's mission and values. However, ideally candidates will have aptitude and experience in some of the following:

Attributes and experience:

- Experience and affinity for mobilising diverse communities
- Deep experience and understanding of structural barriers to inclusion and ready access to services
- Strong social outcomes mindset and experience
- Expertise in balancing financial and commercial risks and 'deal-making' with a growth mindset
- Expertise in property, infrastructure development or similar sectors
- Expertise in finance and financial transactions (as opposed to accounting)
- Passion for the Community Housing Provider sector
- Experience with customer advisory or consultative groups, including tenant engagement
- Exposure to higher education and vocational education and training sectors
- High profile with strong and relevant networks with business, government and community leaders enabling you to influence on behalf of Evolve Housing.
- Demonstrated experience in corporate governance as a company director or executive with AICD qualifications
- Real Estate qualification/license

The ideal candidate will also exhibit:

- A willingness to collaborate through tactful and purposive discussion and challenge of ideas with management and Board colleagues
- Demonstrated leadership and willingness to exert influence through community, business and professional networks
- Excellent communication and interpersonal skills, with the ability to influence and build consensus
- Passion about the community housing sector and Evolve Housing, with a commitment to drive positive change.

Evolve Housing is committed to fostering a diverse and inclusive environment. We welcome applications from individuals of all backgrounds, experiences, and perspectives.



HELPFUL RESOURCES



Websites

evolvehousing.com.au
echorealty.com.au



Annual Reports

evolvehousing.com.au/reports/



Plans and Strategies

evolvehousing.com.au/plans-and-strategies/




News

evolvehousing.com.au/about-us/news/



FOR MORE INFORMATION

Grace Atkinson, Director
People for Purpose

 0468 625 252

 grace@peopleforpurpose.com.au

 www.peopleforpurpose.com.au

