



Evolve
Housing
+ Support



Audit Committee Chair & Trustees

Candidate Information Pack

Nov 2025



Eastside People

Welcome from our Chair

I am very proud to be Chair of Evolve and to lead a Board of Trustees which gives time, skills and experience to guide our work and ensure that we can continue to deliver vitally important services. If you join us and become an Evolve trustee, you will be part of an organisation which provides a home, however temporary, for around 500 people.

Each and every day, our staff teams strive to try to end the cycle of homelessness and help our residents move towards independent living. Many of the people we work with have experienced great challenges and often trauma. Evolve's work can help rebuild damaged lives and demonstrate the possibilities of a brighter future.

But the environment is complex, and it is the trustees' role to try to ensure that our resources are used well, our homes are safe and secure, and our organisation is well run and accountable.

If you are inspired by the opportunity to use your skills to support this mission, then do please apply. I look forward to hearing from you.

With best wishes,

Paul Infield

Chair, Evolve Housing + Support



About us

Evolve Housing + Support: A place of positive change and growth

Who we are

Evolve Housing + Support is a leading homelessness charity in London, providing housing and support to over 1,300 people each year.

We believe in building on people's strengths, aspirations and goals to help break the cycle of homelessness and help them move forward with their lives.

Our mission is to help children, young people and adults who are homeless or at risk of homelessness reach their potential and move on to live happy, fulfilled lives.

Our organisation began in 1861 as Croydon YMCA. We became South London YMCA in 2005 when Croydon YMCA merged with the YMCA of Lambeth, Lewisham and Southwark. We later merged with Earls Court YMCA in 2013 and Grenfell Housing and Training in 2017.

We now work in the London Boroughs of Bromley, Croydon, Lambeth, Sutton, Merton and Lewisham, and the Royal Borough of Kensington and Chelsea. Our customers and staff include people of all ages, men and women from a diverse range of cultures, faiths and backgrounds.

After consulting with customers, staff and other stakeholders, we rebranded in late 2015, disaffiliating from the national YMCA Federation at that time. We are now Evolve Housing + Support – a brand and name that accurately represents our work and the full diversity of our customers and speaks to their aspirations for the future.

“Services like these—those that support people beyond just providing housing—are incredibly important. A roof over someone's head is necessary, but the extra activities, like workshops or programmes, really make a difference.”

– Jecs



What we do

We offer a programme of support tailored to meet people's individual needs, including housing, employment and skills training, mentoring and counselling. We work with young parents and children at risk of exclusion to build the skills and resilience that can help prevent homelessness. We campaign to end street homelessness. We build affordable homes to help people move on to an independent life.

We are a place of positive change and growth for people of all ages, cultures and backgrounds. We empower people who have experienced homelessness to build their independent living skills. Our solution-focused approach looks at strategies customers can use to overcome problems to achieve lasting impact.

This approach is built into all of our housing services as well as our community-based services, including our Work + Learning and Health + Wellbeing programmes, and our Horizons Mentoring scheme.

Our impact

Customers are at the heart of everything we do. We support people to achieve their potential: whether its helping people move on to independent living (80% of our customers gain independent tenancies after they leave us), improve their health and wellbeing (100% of our customers with mental health issues manage them better after our support) or to get into work or training. We've had real success helping people set up their own businesses, move on to university and in some cases, come to work for us.



Our purpose, mission & values

Purpose

Our purpose is to make a lasting difference to lives and communities by providing housing, support and community services to enable people to contribute to society and achieve their full potential.

Mission

Our mission is to help children, young people and adults who are homeless or at risk of homelessness reach their potential and move on to live happy, fulfilled lives.

We are

Honest - We treat homeless vulnerable people and colleagues fairly, with respect and with an unconditional positive regard.

Inclusive - We enable our customers to play a key role in defining and designing the work we do. We develop our managers not to just manage, but to lead their teams.

Optimistic - We don't pass judgement on customer or colleague potential simply based on where they are in their lives at this point in time.

Determined - We ensure that customers and colleagues have a solid skills foundation to build their future development on.

Creative - We provide a pathway of opportunity to support customers and colleagues to achieve their full potential, whatever that may be.

Passionate - We believe that every customer and colleague has the potential to make significant contributions to the organisation, sector, and community; be that through paid employment or volunteering their time.

Our commitment to diversity

People are at the heart of everything we do, and we work hard to foster a culture that reflects this.

It takes a variety of roles to deliver our housing and support, and all kinds of skills and experience are needed. We encourage a culture of openness, collaboration and inclusion across the organisation, because we know that is how we deliver the best possible service to our customers.

We are looking for people who can act as advocates for Evolve Housing + Support and who will be committed to our mission and approach. Our approach to diversity supports everything else we are committed to doing, and we expect all our trustees to demonstrate a personal commitment to equality and diversity, social justice and inclusion.



Joining our Board

We are currently recruiting for three new trustees - a Chair to lead our Audit and Risk Committee, and two additional trustees.

The Evolve Board is made up of ten dedicated and talented trustees who bring a rich mix of skills, experience and perspectives. Joining Evolve offers the opportunity to be part of a dynamic organisation that's passionate about making a lasting difference to people's lives and communities. We're looking for individuals who share our vision and values and want to help shape our future impact.

As a sub-committee of the Board of Evolve, the role of the Audit and Risk Committee is to ensure the adequacy of the risk management framework and the associated control environment, to provide scrutiny of the organisation's financial performance and to oversee financial reporting. The committee has a crucial role in Evolve because it provides assurance that financial and operational risks are identified, managed, and monitored, ensuring that we can achieve our mission while remaining compliant and solvent.

We are also keen to welcome someone with financial skills and experience to join our Board, and to sit on the Audit and Risk Committee.

In addition, we recognise the importance of having a Trustee who brings knowledge of HR issues, including EDI and safeguarding.

Being a trustee – what's involved

Every charity has a Board of Trustees – a group of volunteers who ensure that the organisation is effective in carrying out the purpose for which it was set up. The trustees at Evolve have responsibility for overseeing the work of the charity, ensuring that it is effectively and efficiently run, with the appropriate oversight and governance.

A helpful summary of trustee roles and responsibilities can be found in the Charity Commission guidance for new trustees: [The Essential Trustee: what you need to know, what you need to do \(CC3\)](#)

What you'll gain from this role

Becoming a trustee is a fascinating and compelling way to engage with the charity sector. It is a role that will give back as much as you put in, and often more. One of the primary takeaways from the [Charity Commission's 2025 research into trusteeship](#) is the extent to which trustees benefit from their experience. Although trusteeship is a significant voluntary undertaking, most would recommend it to others. Many trustees report experiencing multiple and profound benefits, from feeling they are positively impacting the world to feeling more connected to a community or movement, highlighting the rewards of responsibility. Overall, only 1% of the trustee population surveyed would not recommend the role to others.

Strategic experience

Strategic experience can be hard to come by. It can often take decades to find yourself in a role which requires strategic oversight. A charity Board role is a fantastic way of getting a head start on this, allowing you to develop and hone your critical thinking, problem-solving and analytical skills. The strategic experience which can be gained through a trustee role can have an immediate and powerful impact on your career, opening doors to new responsibilities and more senior job prospects.

Equally, for those who have already had some strategic responsibilities, a Board role provides an opportunity to use those skills in a significantly different context.

Continued personal development

Through a trustee role you can gain a clearer idea of your professional strengths and weaknesses whilst simultaneously learning new skills. Understanding how to adapt your

professional knowledge to useful and impactful ends is a good reminder of your versatility, giving you confidence in your existing abilities while challenging you push the boundaries of your expertise.

Teamworking

As a trustee at Evolve you will be part of a team and will have the opportunity to apply your unique skills and experience while also learning from others. Working in a team with a passionate team of individuals who bring diverse perspectives is often one of the most enjoyable aspects of the role. The ability to collaborate effectively with others and to challenge constructively the ideas of fellow trustees as well as those of the leadership team is essential to ensuring the Board's strategic decisions are fully informed, reasonable and effective.



Job description – Chair of the Audit and Risk Committee

Location: The Board meets either at our Head Office in South Wimbledon, or in central Croydon

Time commitment: Our Board meets 5 times a year, at the end of January, March and June, mid-September and early December. Meetings are usually on a Thursday and run from 5pm to approximately 7pm.

Our Audit Committee meets 4 times a year, usually two weeks prior to the March, June, September and December Board meetings. Meetings are usually on a Thursday from 4pm to approximately 6pm, in either South Wimbledon or central Croydon. In addition to the meetings above, we usually hold an away day once a year.

The overall time commitment is approximately 1 day per month.

Remuneration: Unremunerated, reasonable expenses reimbursed

As a sub-committee of the Board of Evolve, the role of the Audit and Risk Committee is to:

- Assure the adequacy of the risk management framework and the associated control environment
- To provide scrutiny of the organisation's financial performance and non-financial performance to the extent it affects the organisation's exposure to risk and affects the control environment
- To oversee financial reporting

Role responsibilities

The Chair of the Audit and Risk Committee is a trustee and member of the main Board of Evolve Housing + Support (Evolve).

Leadership, governance and strategy

- To ensure that the Audit and Risk Committee operates effectively in accordance with the Terms of Reference, demonstrating the highest standards of governance.

- To ensure that all the affairs of Evolve Housing + Support are carried out effectively and in compliance with the requirements of the Charities Act, the Companies Act and all regulatory bodies.
- To ensure effective internal controls are in place and to ensure compliance with internal financial regulations, standing orders and delegated authorities.
- To ensure that an annual budget and regular financial projections are produced, aligning with the 3-year business plan and the annual corporate plan.
- To monitor the integrity of the financial statements of Evolve, having regard to the accounting policies, key areas of judgement, audit adjustments, compliance with relevant accounting standards and relevant UK regulations.
- To review monthly management accounts, together with future financial forecasts to ensure short and long-term financial viability.
- To monitor the organisation's cash balances and future cash flow projections to ensure short and long term solvency.
- To ensure a robust internal audit programme is in place and to monitor and review its effectiveness.
- To ensure annual external audits are undertaken as required by regulations
- To chair meetings of the Audit and Risk Committee and ensure that all relevant information is provided to Committee Members to enable them to make appropriate decisions.
- To set agendas and to ensure the meetings are conducted according to the rules of the organisation, as advised by the Director of Corporate Services and Company Secretary.
- To ensure that members of the Committee wishing to speak are accorded sufficient time, attention and courtesy by other members and ensure that the business on the agenda is dealt with within a reasonable time.
- To lead on specific functions as delegated and approved by the Board.
- To report to the Board on the activities of the Committee and on decisions taken by the Committee.

External relationship management

- To advise the Board on the appointment, reappointment and removal of internal auditors.

- To make recommendations to the Board in relation to the appointment, reappointment and removal of external auditors and to oversee the selection process for new auditors and, if an auditor should resign, investigate the issues that led to this and to decide whether any action is required.
- To recommend to the Board the appointment of bankers and approve the organisation's treasury management policy.
- To network and promote the work, achievements and future plans of the organisation.
- To be an excellent role model exhibiting good governance practices and behaviours.

Person specification

Core competencies:

- Able to lead and inspire the Audit and Risk Committee.
- Strong communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders and audiences.
- Strategic thinking, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making.
- Skilled at bringing people together to generate a strong team spirit, able to work collaboratively, and build consensus in decision-making.
- Able to contribute to the leadership of the organisation through periods of change, including growth in a highly competitive environment.
- Proactively support the values of Evolve Housing + Support, ensuring the Committee does so too.

Knowledge and experience:

- Governance experience, member of a Board or similar Committee, with knowledge of good governance practice.
- Finance – a qualified accountant with a strong understanding and knowledge of finance and financial management.
- Business acumen – able to offer a commercial focus.
- Able to assess risk and promote risk awareness without being risk averse.

Personal behaviour and style:

- Strong commitment to equality and diversity; social justice and inclusion.

- Passionate about service improvements; strongly champions the right of customers to have influence and access to excellent services.
- Enabling and supportive leadership style.
- Has the time and commitment to effectively discharge the responsibilities of the role.



Job description – trustee

Location: The Board meets either at our Head Office in South Wimbledon, or in central Croydon

Time commitment: Our Board meets 5 times a year, at the end of January, March and June, mid-September and early December. Meetings are usually on a Thursday and run from 5pm to approximately 7pm.

Our Audit Committee meets 4 times a year, usually two weeks prior to the March, June, September and December Board meetings. Meetings are usually on a Thursday from 4pm to approximately 6pm, in either South Wimbledon or central Croydon. In addition to the meetings above, we usually hold an away day once a year.

The overall time commitment is approximately 1 day per month.

Remuneration: Unremunerated, reasonable expenses reimbursed

Main responsibilities

Leadership, governance and strategy

- To review and approve the strategic Business Plan, Annual Plans and Budgets.
- To contribute to the effective leadership and governance of the organisation.
- To contribute to ensuring that the affairs of Evolve Housing + Support are carried out effectively and in compliance with its Articles of Association, the Regulator of Social Housing, the Charities Act, the Companies Act and all regulatory bodies.
- To contribute to ensuring that effective internal controls are in place and to ensure compliance with internal financial regulations, standing orders and delegated authorities.
- To monitor all aspects of performance to ensure services are delivered to the highest standards and in line with Evolve's vision and values.

Attending meetings

- To attend Board meetings, including Away Days or similar, and contribute effectively in accordance with guidelines set by the Chair.

- To maintain confidentiality and be aware of any possible conflicts of interest, declaring the same in advance.
- To prepare for meetings in advance to enable a full contribution and appropriate decision making.
- To carry out specific functions as delegated by the Chair, including attending sub-committees on a regular or ad hoc basis.
- To attend an annual appraisal meeting with the Chair.

Internal relationship management

- In conjunction with any Remuneration Committee, to help determine executive remuneration and deal appropriately with succession planning and recruitment
- To assist with hearing any appeals as required under HR, complaints and other internal procedures.

External relationship management

- To represent and promote Evolve Housing + Support in the wider community, acting as an ambassador for the organisation.
- To network and promote the work, achievements and future plans of the organisation.
- To be an excellent role model exhibiting good governance practices and behaviours.

Person specification

Core competencies

- Able to contribute effectively to the work of the Board, providing appropriate strategic oversight and scrutiny of the organisation's work.
- Strong communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders and audiences.
- Strategic thinking, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making.
- Ability to proactively support the values of Evolve Housing + Support.

Knowledge, experience and skills

We are particularly interested in people with at least some of the following knowledge/experience:

- Senior experience in HR, including workforce development and culture. Current knowledge and experience of EDI issues and safeguarding would be welcome
or
- Finance – strong understanding and knowledge of finance and financial management
and
- Governance experience or knowledge of good governance practice.
- Experience gained in a regulated housing provider in one of these areas: compliance, health & safety, development, safeguarding in housing.

General

- An empathy for our core customer group.
- An understanding of the difference between strategic governance and operational delivery.
- Business acumen - offering a commercial focus will be an advantage.
- Skilled at working together to generate a strong team spirit, able to work collaboratively, achieving consensus in decision making.
- Able to assess risk and promote risk awareness without being risk averse.

Personal behaviour and style

- Strong commitment to equality and diversity; social justice and inclusion.
- Passionate about service improvements; strongly champions the right of customers to have influence and access to excellent services.

Ready to apply?

Eastside People is supporting Evolve Housing + Support in the recruitment of these roles.

Please [click here](#) to apply by submitting your CV and a cover letter **both in Word doc format**.

Please use the cover letter (max 2 pages) as an opportunity to add to the information you have shared in your CV and ensure that you cover the following:

- Why are you interested in the Audit and Risk Committee Chair or a trustee role at Evolve Housing + Support?
- Having read the information pack, what relevant experience and skills do you feel you would bring to this role?

If you would like a call to discuss the role in more detail, please email Lucinda Shaw to arrange a convenient time at lucinda@eastsidepeople.org. Having a call of this kind will not influence the success or otherwise of your application.

We want you to have every opportunity to demonstrate your skills, ability and potential. If you have a disability or require reasonable adjustments during the application or interview process, please contact us so we can support you appropriately.

The closing date for applications is Monday 22 Dec 2025. Shortlisting interviews with Eastside People will take place shortly after, and shortlisted candidates will have an interview with Evolve during the week beginning 12 January 2026.

Finally

We understand AI can be a helpful tool, but please use it with caution and ensure your application is personalised and accurate.

If you know anyone else who might be interested, please do share this information pack with them.



Eastside People

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**Eastside People is the trading name for Eastside Consulting Ltd. Company number:
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