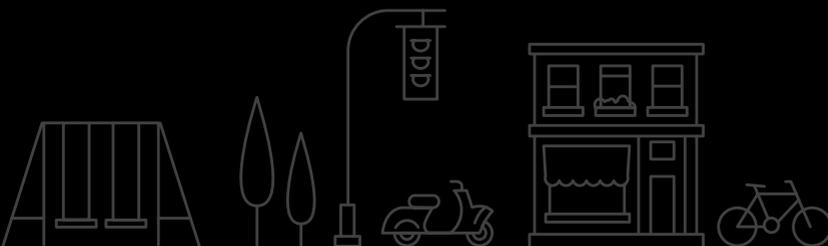




**argyle
housing**

Strategic Plan

2018 - 2021





Our Message

Argyle Housing's 2018-21 Strategic Plan is focused on the organisation's need to remain relevant to the Tenants we serve. The Plan expresses a commitment to ongoing improvement by providing a clear direction for the development of staff both in regard to their skills and the maximisation of individual potential.

The Strategic Plan review was tenant and community focussed with an emphasis on how Argyle Housing can provide more housing options, exceptional tenancy experience and opportunities for tenants to achieve the best outcomes possible in their lives.

The review was also an opportunity for Argyle Housing to plan how, as an organisation, it can meet the housing needs of the communities in which we operate. The Strategic Plan 2018/21 provides a framework for Argyle Housing to build local partnerships that fulfil specific needs and to respond quickly and effectively to wider growth opportunities that may arise.

Our sincere thanks to all who were involved in what was a lengthy consultation process for their ideas and willing participation. The Argyle Housing Board, Management and Staff are committed to translating this Plan into a lived reality.

Wendy Middleton

CEO, Argyle Housing

Our Vision

To deliver quality housing options and connections to community.

Our Values

Respect

We have regard for the feelings, wishes and rights of everybody.

Opportunity

We seek out ways to improve and add value to the delivery of our services.

Accountability

We are accountable for what we do and how we do it.

Resilience

We face our challenges, we learn and we move forward.

Strategic Objectives

Tenant Experience.

Community Connections.

People and Culture.

Relationships and Collaborations.

Growth and Sustainability.

Tenant Experience

To assist people on low to moderate income by providing access to housing solutions.

- Match people's needs and expectations with housing options.
- Provide a service that is culturally sensitive and respects the feelings, wishes and rights of everybody.
- Provide tenants with a genuine opportunity to influence Argyle Housing policy, procedure and service delivery (tenant voice).
- Ensure access to the housing application process is accurate, timely and fair.
- Explore opportunities to maximise the use of existing stock.
- Provide opportunities for tenants to exit social housing into private rental or home ownership as appropriate.
- Provide a high quality service experience to everyone.
- Continually evaluate our service delivery and make improvements as required.
- Explore opportunities with tenants to provide the most appropriate accommodation for their needs.
- Provide clear communication to tenants that enables them to meet their obligations and enhance their tenant experience.
- Respond effectively to changes in government policy.
- Respond effectively to changes in individual tenant and applicant circumstances.
- Ensure relevant and timely information and service solutions are made available for all customers.



Community Connections

Encourage the involvement of people and organisations in the solution of problems affecting the community.

- Ensure housing and support services work together to sustain tenancies.
- Give tenants a voice in finding solutions to problems within the community.
- Ensure information, referrals and resources for applicants and tenants are appropriate and based on need.
- Explore and enable opportunities for tenants to connect with other people in their communities.
- Provide opportunities for community members and organisations to become involved in Argyle Housing programs.
- Use evidence, research and local knowledge to effect positive changes in our communities.
- Seek out and advocate for solutions to gaps in services in our communities.
- Support staff to be active in the community and to contribute their ideas, skills and expertise.



People and Culture

Foster an inclusive and positive workplace environment.

- Support a diverse workplace that is culturally aware and competent.
- Ensure clear and respectful communication exists between all levels of the organisation.
- Recognise and nurture staff skills and capabilities.
- Give staff a voice in developing and reviewing internal policies and procedures.
- Continuously review, update and improve Argyle Housing's recruitment and induction processes.
- Develop and deliver an effective training and development program.
- Support succession planning across all levels of the organisation.
- Provide a safe workplace where employee work, health and safety are shared responsibilities.
- Enable, build and promote a positive workplace culture.
- Provide clear communication to ensure staff are aware of, and meeting their obligations to the organisation and each other.
- Ensure staff are well resourced and supported in their work roles.
- Optimise the design and use of technology, work processes and operational structures.
- Facilitate and lead change.

Relationships and Collaboratons

Develop strong and effective relationships and partnerships to achieve positive outcomes for the people and communities we serve.

- Respect the cultural practices and beliefs of individuals and organisations.
- Acknowledge and respect the skill set of other providers.
- Ensure that tenants are being supported by appropriate support partners.
- Build relationships with stakeholders to raise awareness of the changing needs of the community.
- Identify, develop and support social enterprises through collaboration and partnerships.
- Comply with all contract and compliance obligations.
- Ensure clear guidelines and transparency in all partnership agreements.
- Review and formalise agreements to ensure they are beneficial and appropriate to tenant needs.
- Take our duty of care seriously and refer to an external agency where required.
- Deliver social outcomes in alignment with the Social Outcomes Framework.
- Evaluate individual and community needs and align partnerships to deliver positive change.

Growth and Sustainability

Increase housing options while sustaining our current assets.

- Ensure that growth is responsive to need through genuine community consultation.
- Evaluate existing housing stock for growth opportunities.
- Strengthen financial capacity to expand housing resources in response to market demand.
- Leverage opportunities for expansion of housing resources through strategic partnerships.
- Diversify the current business model to include the need to build on growth and reinvest continually.
- Ensure that Argyle Housing is governed by a highly qualified, engaged and motivated Board of Directors.
- Ensure that Argyle Housing's management team have the knowledge and skill required for their roles.
- Develop business cases and financial modelling for all proposed growth projects.
- Ensure that Argyle Housing has an organisational structure in place that has the flexibility to be responsive to challenges and opportunities.
- Foster a workforce with a mindset that embraces change and is open to growth opportunities.



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A better future for our

Communities

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