



2015 ANNUAL REPORT

ACKNOWLEDGEMENT OF COUNTRY

Argyle wishes to acknowledge the traditional custodians of this land and pay our respects to the elders – past, present and future, for they hold the memories, the traditions, the cultures and hopes of Aboriginal Australia. We must always remember that under the concrete and asphalt, this land is, was and always will be the traditional Aboriginal land.



A composite image featuring a man in a wide-brimmed hat and a woman smiling. The image is split diagonally from the bottom-left to the top-right. The upper-left portion is a blue-tinted overlay of the man, and the lower-right portion is an orange-tinted overlay of the woman. The word "DIVER" is written in large, white, sans-serif capital letters across the center, with the "D" and "I" on the blue background and the "V", "E", and "R" on the orange background.

DIVER



DIVERSITY

DIVERSITY: THE ART OF THINKING INDEPENDENTLY TOGETHER.

In this year's annual report Argyle would like to acknowledge the value we place on diversity as it weaves its way into every area of the work we do. Diversity not just in our approach, but in the people and communities we serve, the opportunities we create and the results we deliver. Through diversity we are able to succeed.

CONTENTS

- VISION & VALUES 7
- WELCOME FROM THE BOARD 8
- STRATEGIC PLAN 10
- IMPROVING OUTCOMES FOR THE WOMEN OF CLAYMORE 12 
- HOW OUR TENANTS SCORE US 14
- TERTIARY SCHOLARSHIPS PROGRAM 16
- IMPROVING OUTCOMES THROUGH COMMUNITY CONNECTIONS 17
- OUR NEW LOOK 18
- TECHNOLOGY AND SYSTEMS UPGRADE 20
- EMPLOYEE INDUSTRY AWARDS 21
- BUILDING AFFORDABLE HOUSING IN NSW 22
- WELCOME TO COMMON GROUND CANBERRA 24 
- PARTNERSHIPS & COLLABORATION IN ACTION 26 
- WHAT THEY SAY ABOUT US 28
- FINANCIALS 30
- VIDEO INSTRUCTIONS 31



WATCH THE PAGE COME TO LIFE!

- You will find this symbol on the pages that have a video embedded.
- How-to instructions can be found on the inside back cover.

VISION

BY PROVIDING
 HIGH QUALITY
 HOUSING SERVICES
 AS THE FOUNDATION
 WE ASSIST
 OUR TENANTS
 & THEIR COMMUNITIES
 ACHIEVE A BETTER
 FUTURE

VALUES



DIVERSITY

We respect all people and their diversity



PARTNERSHIPS

We work in partnership with businesses, community and tenants



COLLABORATION

We collaborate with our community to achieve positive and innovative outcomes



ACCOUNTABILITY

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



OPPORTUNITY

We create opportunities for a better 'tomorrow' for people in our communities



ADAPTABILITY

We strive for excellence and are adaptable to meet changing needs

As Chairman of Argyle Housing (Argyle) it is with great pleasure that I invite you to explore this year's Annual Report.

For eight years I have personally seen this organisation go from strength to strength and remain true to its vision of creating a better futures. Strong values have guided Argyle along this path, positioning us as a leading Tier 1 not-for-profit housing provider within Australia.

This past year has been an adventurous journey with many new projects and triumphs as you will discover within this report. You will also see how important partnerships are to Argyle, particularly in terms of creating opportunity within our communities.

In the past 12 months we have housed over 370 new families and individuals, and built or acquired 56 new properties, growing our portfolio to 2,367 dwellings. Through all this we are proud to say we have continued to maintain a financially strong and economically viable organisation, with the capacity to reinvest over the year ahead.

Our organisation is dependent on people; we could not do what we do

without their dedication and endeavour. We have seen our team grow by over 13% in the past 12 months and we are committed to investing back into the workforce with over \$133,000 budgeted for staff training over the next year to further develop their skills.

Our annual tenant survey provides an opportunity for Argyle tenants to provide feedback, among other things, on the quality of our service. The recent survey indicated that 88% of our tenants are satisfied with the service we provide. A key goal of our tenants is the desire to be house proud. We plan to spend \$3.4 million on repairs and maintenance to properties over the next 12 months to assist them to achieve this goal.

Argyle had a healthy operating surplus this past year of \$2.9 million; we will use these funds to expand and improve our housing portfolio. This includes the purchase of eight additional properties in the coming year to a value of approximately \$3.5 million.

We continue to consult with government and local communities to create sustainable housing and opportunities for areas in need. This occurs through regular meetings with federal, state, territory and local government representatives. Our staff are also in constant contact with the many service providers who provide the much needed support required by a proportion of our tenants.

On behalf of the Board of Directors I would like to acknowledge everyone who has contributed to making the past year a great one. Thank you to our tenants, employees, stakeholders and partners for your support.

Sincerely,

Dr. Terry Spencer
Chairman, Argyle Housing



A WELCOME WORD

FROM THE BOARD



STRATEGIC PLAN



TENANTS & COMMUNITY

Argyle is committed to its tenants and community and will bring about positive change and outcomes.



SUSTAINABLE GROWTH

Argyle has developed and upholds a sustainable business model to deliver on its primary purpose; providing housing options to those in need.



PEOPLE, PERFORMANCE & CULTURE

Argyle strives to be an employer of choice with a well-resourced and engaged workforce who feel valued and respected. Argyle provides staff with the training, skills and knowledge to achieve amazing results and outcomes for our tenants and community.



PARTNERSHIPS & CAPABILITY

Argyle continues to improve systems and processes to increase efficiency. Our resource pool is strengthened further through a diverse network of long-term partnerships.



ADVOCACY & IDENTITY

We work to lift the profile of Argyle and to extend our reputation as a high quality housing services provider. We then use this platform to strongly advocate for community and tenant needs.



IMPROVING OUTCOMES FOR THE WOMEN OF CLAYMORE



TENANTS & COMMUNITY

DID YOU KNOW?

Of our 2268 tenancies, 721 tenancies have an occupant with either a physical or intellectual disability / 160 tenants identify as Aboriginal or Torres Strait Islander

The Wellness Centre is a tranquil place where the women of Claymore can come to experience kindness, often for the very first time. Here they have the opportunity to heal and rebuild, and one by one the centre is changing the outcomes for women of an area heavily burdened by poverty and stigma.

Argyle shares many common values with The Benevolent Society so this partnership was an easy one to form. Through outreach work it became apparent that many women living in Claymore felt broken and hopeless, and this was causing them a lot of stress. Anne Dixon, Community Development Worker from The Benevolent Society brainstormed a solution with Argyle and from that day on The Wellness Centre was born. We remained united over the belief that even if we could only help a few women, every other week, it was well worth it and we had to try.

The Wellness Centre is the product of a unique partnership between Argyle & The Benevolent Society.

Initially the concept started as a wellness tent to test the waters within the community. It was embraced and the response was overwhelming, so we knew we had to find a way to create roots for the concept. We compiled resources and Argyle committed the use of a townhouse that was in the perfect location, centrally located in Claymore, rent free. Utilising the bottom floor as an outreach office for our tenants, the uppers floor room were quickly fitted out by Anne (from The Benevolent Society) as treatment rooms and the tea and coffee supplies filled within the kitchen.

To kick off the program Argyle gifted an initial series of massage sessions, giving Anne the opportunity to schedule in the very first clients whilst coordinating volunteers specialising in aromatherapy massage and homeopathy to come on board.

Now each fortnight the centre is open for 4 hours. In this time women can make appointments to see a massage therapist or homeopath for an hour long

appointment. The concept is evolving as many of the women have started bonding over painting and artwork together in the backyard between appointments.

Since starting in September 2014 over 70 women have accessed the Wellness Centre, and this will continue to grow as the positive news of the centre amplifies across the community. We look forward to strengthening our relationship with The Benevolent Society in the aim of achieving together what's best for the community and the women of Claymore.

"I feel in the presence of really wonderful women. I feel relaxed and I feel cared about. There has been nothing like this before, for the women of Claymore"

HOW OUR TENANTS SCORE US

“FEEDBACK IS THE BREAKFAST OF CHAMPIONS”

At Argyle we believe that good feedback is the key to our improvement, the more we get the more opportunity we have to grow as an organisation and therefore help more people in need.

Every second year we encourage our tenants to share with us their thoughts on how we are doing. We do this via an independent service offered by the Federation of Housing. This year 46% of our tenants responded, 12% above industry standard and highest nationally, and we are so thankful to each and everyone one of them for taking the time to do so.

Who completed the survey?



58% aged between 40-69 years

52% have been with Argyle for over 6 years

59% of tenants in Young, NSW completed the survey (highest regional response rate)

Your home



93% are satisfied that their home suits their needs

88% are satisfied with their neighbourhood

This year 46% of our tenants responded, 12% above industry standard and highest nationally



TENANTS & COMMUNITY

Housing Services



88% are satisfied with housing services

84% know their rights as an Argyle tenant

86% believe their rights are upheld

88% believe that Argyle staff are helpful and attentive



Condition of your home

#1 tenant priority is repairs and maintenance

#2 tenant priority is overall condition of their home

83% are satisfied with repairs and maintenance services

84% are satisfied with condition of their home

90% are satisfied with Argyle's maintenance contractors

Complaints

60% are satisfied with the way complaints were dealt
↑ 7% from 2013.

↑ 11% in how Argyle keeps tenants informed of complaints progress

Communication



92% are happy with the way Argyle communicates

81% believe that Argyle listens to tenants views and acts on them

93% prefer communication via post

Tenant engagement



69% satisfied that they are able to influence the decisions Argyle makes

QUICK FACT

10,762 requests for maintenance/repairs were raised with Argyle, which on average = 42 per working day

TERTIARY SCHOLARSHIPS PROGRAM

One of the ways Argyle is able to give back is via the Argyle Tertiary Scholarships Program.

This program allows us to offer seven scholarships each year up to the value of \$1,500 for tenants over the age of 16 years.

To date four tenants have been provided with funds to assist with study fees and supplies. tenants from Young, Griffith and Campbelltown studying at both University and TAFE. We wish each of these tenants all the very best with their studies and look forward to assisting more tenants in the future.

DID YOU KNOW?

Argyle has a network of over 291 contractors, working with our maintenance officers to fix, replace and renovate

"I have always had a dream to own my own business within the Agricultural Industry and I believe that this qualification will make a difference in my ability to reach my goals and dreams. I am so excited to be granted the Argyle scholarship as both my computer and printer died last week, and now I have the money to buy new ones and continue my studies. I would like to say a big thank you"
(Jessica, Scholarship Recipient)



TENANTS & COMMUNITY

IMPROVING OUTCOMES THROUGH COMMUNITY CONNECTIONS

In 2015 Argyle implemented a new program focused purely on tenant wellness.

Tenant Action Workers are now located at each Argyle office and their role is to ensure our tenants have opportunity to actively engage within their community and access the many services and support options available.

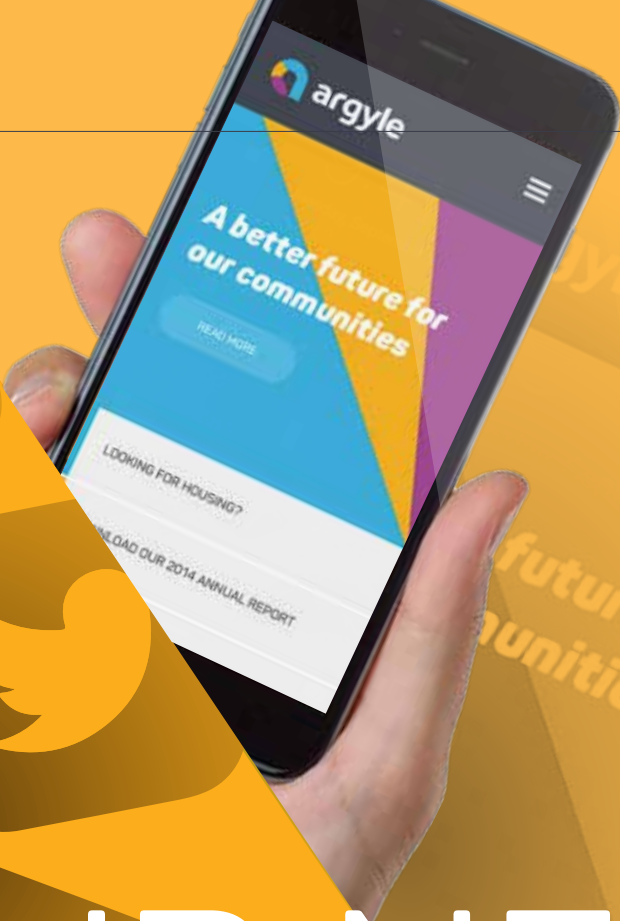
Within the first 3 months this initiative has helped over 60 tenants connect with newfound opportunities such as education and training, general interest groups and a range of other support services to make life just that little bit more comfortable and enjoyable. Where there are not existing services within the community, the Tenant Action Workers rally to access grants and fill these gaps with speed. This program is just another way Argyle works at community level to build better futures. We look forward to measuring and sharing the success of this program after the first full 12 months.

Joe is an elderly Argyle tenant – he likes to keep his home neat and tidy but was finding it a struggle.

CASE STUDY

Some tasks were just too hard and his vacuum had stopped working. Recently widowed, he was also feeling quite lonely. Joe expressed these concerns to his Argyle Tenancy Officer and was quickly connected with a Tenant Action Worker.

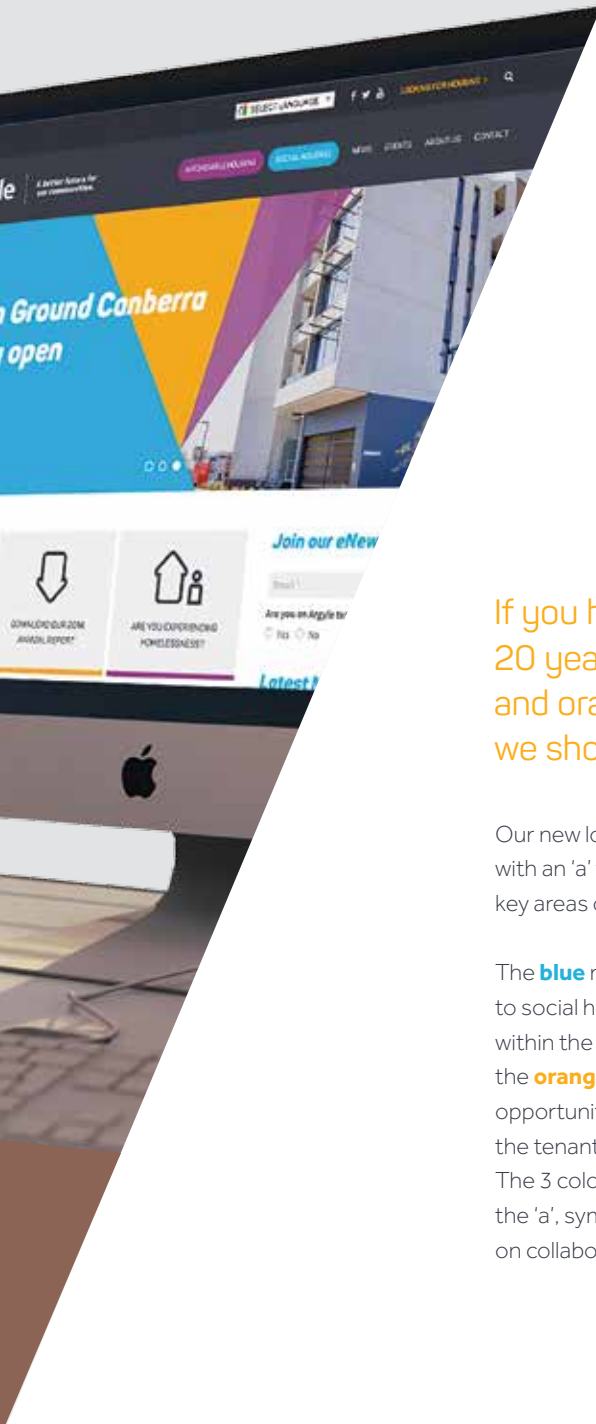
The Tenant Action Worker connected Joe with the local St. Vincent de Paul who offer a No Interest Loan Scheme – he was further assisted with the paperwork and quotes to purchase a new vacuum. To cover the cleaning tasks he could not manage, the Tenant Action Worker assisted Joe organise an affordable cleaner to come in regularly and that suited his budget. This experience has strengthened the relationship between Joe and Argyle, and he has since attended tenant participation events where he has the opportunity to meet and talk to other tenants who share his interests.



OUR NEW LOOK



ADVOCACY & IDENTITY



If you haven't noticed, we've had a facelift! For more than 20 years Argyle has used the same logo with the green and orange colours. With the changing times we decided we should follow suit.

Our new look is vibrant, easily identified with an 'a' for Argyle and reflects the 3 key areas of our purpose.

The **blue** represents our commitment to social housing, the **purple** our growth within the affordable housing sector and the **orange**, representing growth and opportunity not only for Argyle but for all the tenants and communities we reach. The 3 colours merge together to form the 'a', symbolising the value with place on collaboration and partnerships.

You will also find we have a shiny new website which can be found at www.argylehousing.com.au

Our social network is growing and we are excited to launch electronic communications such as e-newsletters in the coming year.

The response to our new look and advancements in the digital space has been overwhelmingly positive and we thank everyone for embracing the changes.

TECHNOLOGY & SYSTEMS UPGRADE

DID YOU KNOW?

Average age of Argyle employees is 42yrs and average length of service is 2.5 years. Longest serving employee has been with us for 17 years.

In July Argyle went live with a fully integrated IT system known as Kypera. We have joined a number of other community housing providers across Australia to use this system. Whilst still being implemented, once fully operational will allow our tenants to have access to their account via a web based application and allow for SMS reminders to be sent regarding property inspections. Argyle will also start to use mobile applications to complete property inspections and reduce the amount of paper we use.



PEOPLE,
PERFORMANCE
& CULTURE

kypera
Hometeam
UNRIVALLED INNOVATION

QUICK FACT

With 73 employees our workforce has grown by over 13% in the past 12 months. 82% are full time and 18% are part time

EMPLOYEES RECOGNISED AS INDUSTRY FINEST

Two of our employees have been formally recognised by our industry this year.

Megan Ward has been with us for over 11 years. Starting as a Tenancy Officer she now steers as our NSW Operations Manager. Known for her can-do positive attitude and motto "everything is fixable" we are proud to announce that Megan was awarded the 2015 **'Emerging Community Housing Leader'** by the **Federation of Housing Associations.**

Bernadette Welfare lives and breathes our values, and is committed to doing everything she possibly can for all who

walk through our doors. In her role as Senior Pathways Advisor she works every day with those who find themselves in housing crisis. It was only fitting that she was nominated for and took home the prestigious **Australasian Housing Institute award for most 'Inspirational Team Member' for the NSW/ACT.** We wish Bernadette all the best as she goes on to the national awards in October.

We want to acknowledge both of these extraordinary women and thank them for their commitment to Argyle and their contribution to our team.



**PEOPLE,
PERFORMANCE
& CULTURE**



BUILDING AFFORDABLE HOUSING IN NSW



SUSTAINABLE GROWTH

DID YOU KNOW?

Argyle has a portfolio of 2367 households of which we own approximately 10%

There is an increasing need for affordable housing options Australia wide. One way Argyle works to combat this shortage is to identify areas of need and work with local and federal government to fill these gaps.

In the Southern Highlands region of NSW we were able to acquire two portions of land by way of title transfer and thanks to the National Rental Affordability Scheme (NRAS) build 16 x 1 and 2 bedroom units. 5 of these units were built in Burradoo for over 55's and 11 were built in Moss Vale.

- All units are centrally located with easy access to transport, shops and services
- \$5.43m spent in total on construction
- All completed within 13 months
- Universally designed with landscaped grounds + individual parking spots

- Fully accessible units provide options to those with diverse needs
- Green features include solar boosted hot water and toilets, washing machines and external hoses serviced from rain water

All units were leased within weeks of completion due to an overwhelming response in applications.

QUICK FACT

Argyle's portfolio consists of 96.8% social housing and 3.2% affordable housing



Life is beautiful

WELCOME TO COMMON GROUND CANBERRA



SUSTAINABLE GROWTH

DID YOU KNOW?

The majority of our housing is located in NSW (89.7%) with 10.3% in the ACT. We signed up 562 new lease agreements (including transfers) in the past year, 370 were singles and families new to Argyle

As tenancy and property managers for Common Ground Canberra, the first of its kind in the ACT, we take great pride knowing the site is now complete and home to over 40 singles and couples who would have otherwise struggled to find housing.

Located in the heart of Gungahlin in the ACT, Common Ground Canberra is a low cost supportive living initiative, focused on providing long term and secure housing to those who have experienced homelessness or who are on low incomes. It is a style of housing pioneered in New York over 25 years ago and has since found global success.

The site in Gungahlin consists of 40, one bedroom units with extensive internal and external living areas. Spread across 4 floors, the site delivers a 6-7 star energy efficiency rating. Some of the great features within each unit include reverse cycle air conditioning and heating, double glazed windows and doors, an

open plan kitchen & living space, an internal laundry, balcony and storage cage on the basement level.

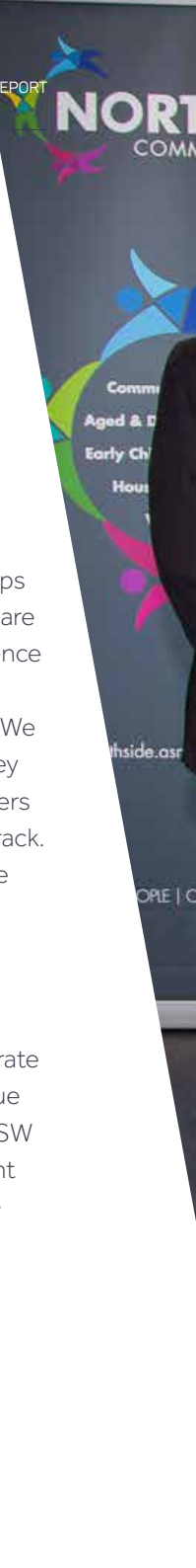
The aim is to build a community and within it positive role models. A unique, social mix of tenants aims to reduce stigma yet promote a sense of community through diverse interests and backgrounds. This unique mix will continue to foster a viable and fruitful community.

What truly sets Common Ground Canberra apart is the 24 hour security, onsite support services, and extensive common areas that are designed to encourage tenants to form relationships. These areas include an expansive kitchen and entertaining area, a fully equipped

art room, several computer workstations, and outdoor BBQ and veggie gardens.

Argyle looks forward to building great relationships with the new tenants through genuine support and a welcoming onsite presence. We are committed to providing secure and sustainable housing, aligned with our vision to build a better future for our communities.

"To all the common ground staff, thank you for giving me the chance to live here. I feel a lot happier these days because I feel safe. I love my flat. Thank you"



Argyle has and always will value partnerships and the endless opportunities they create. Our partnerships, including those we have with our tenants are key to our success and survival.

The success of Common Ground Canberra is a true example of the power of partnership. Argyle is excited and keen to work alongside such a skilled network within the ACT community, all with the common goal of providing housing to those in need.

This collaboration started with the groundwork laid by the Common Ground Canberra board. Led by the late and much admired Liz Dawson, they are a community based and voluntary team which worked tirelessly for several years to get the project on its feet. Their assistance in providing a 24 hour concierge for the property has been critical to our role as property managers and we thank them for this.

The ACT government has been on board and supportive from the very start. The funding it and the

federal government provided truly transformed Liz's vision into reality.

Argyle knows that for some, accessing services can be hard. Northside Community Services is the perfect complement to our collaborative style of tenancy management as their onsite staff act as service navigators for the tenants. Northside provides intensive support to address health and welfare concerns and assist tenants to become job ready and to be integrated into the wider community.

Hundreds of individuals, local businesses and charities have contributed their time and money to Common Ground Canberra. This includes IKEA which kindly furnished 20 units and the internal common areas onsite - a dream come true for residents who have very little.

The future looks fantastic for the tenants at Common Ground Canberra and without partnerships this would not be the case. They are beginning to get their independence back and now have the support required to reach their potential. We all look forward to seeing how they themselves can give back to others and their community down the track. As we continue to work alongside our newfound and long term partners, we frequently evaluate our work in order to improve the outcomes of Common Ground Canberra. Argyle aims to collaborate and bring to life many more unique housing initiatives throughout NSW and the ACT in the not too distant future. Partnerships will continue to be the key to our success and we look forward to delivering more successful outcomes that significantly change the lives of many.



THSIDE
UNITY SERVICE

COMMON GROUND
CANBERRA

Argyle



A DIVERSE RANGE OF PARTNERSHIPS & COLLABORATION IN ACTION

QUICK FACT

The distance from Argyle's most northern office, Campbelltown to the most western office, Griffith is 594 Km via Wagga Wagga. Argyle staff travelled 346,542km's over the course of the year to service our tenants far and wide

PARTNERSHIPS
& CAPABILITY



WHAT THEY SAY ABOUT ARGYLE



Overall I am very satisfied with almost everything. I have been treated very well, and I just want to say thanks. I have a beautiful home, good neighbours and the gardens are well cared for. I have not been this happy for over 15 years.

ARGYLE TENANT



I am happy with the staff and community. As an elderly person, I feel safe, and it is good to have a staff that understand my needs. I feel comfortable to ask for help and the maintenance is done properly.

ARGYLE TENANT

Argyle is so much more than a housing provider, you offer support with anything

ARGYLE TENANT

I appreciate and highly respect Argyle's services. Without Argyle today, I would not be where I am. A life changing experience.

ARGYLE TENANT

I have been a tenant with Argyle for many years and have been exceptionally happy with their service and what they provide, they work hard to keep their tenants happy to provide a stable and affordable accommodation for everyone involved. Thankyou.

ARGYLE TENANT

I am extremely grateful for Argyle taking me on as a tenant. It has helped me in many ways to provide a stable home for my son. Thank you Argyle.

ARGYLE TENANT

I love being a part of the Argyle team. I feel supported by my peers and I know that my expertise and experience are valued within Argyle

NELL, ARGYLE EMPLOYEE

"I love my job, I love my team"

CHANTELLE, ARGYLE EMPLOYEE

I really love your (Argyle) initiative and have spoken about it to other services in Canberra.

DEPT. PREMIER AND CABINET

FINANCIALS

TOTAL ASSETS

\$74 MILL

OWNED PROPERTIES VALUED AT **\$59.9m** & 283 DWELLINGS

OPERATING SURPLUS \$2.9M

PROPERTY  REPAIRS & UPGRADES **\$3.7M**

INVESTMENT IN PROPERTY OF

\$4.2M









16 DWELLINGS

RESTRICTED CASH FOR FOR FUTURE MAINTENANCE

\$3.6M

INSTRUCTIONS

-  Download the free Aurasma app on your iPhone, iPad or Android device.
-  Launch Aurasma, open the menu and search for Argyle Housing
-  Click Follow on our channel
-  Tap this icon on your screen
-  Hover your phone over any page where you see this symbol
-  Watch what happens!



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