



*A better future for  
our communities.*

# ***ACCOUNTABILITY***

ANNUAL REPORT 2017

# OUR VISION

ACHIEVING SUSTAINABLE  
COMMUNITIES THROUGH ACCESS  
TO HOUSING & SUPPORT SERVICES



## ACCESS TO HOUSING

PROVIDING ACCESS TO HOUSING  
FOR THOSE AT RISK



## SUSTAINABLE GROWTH

GROW OUR CAPACITY TO MEET THE  
NEEDS OF OUR COMMUNITY



## RELATIONSHIPS & COLLABORATION

TO FURTHER OUR MISSION THROUGH  
COLLABORATION AND PARTNERSHIPS



## PEOPLE, PERFORMANCE & CULTURE

DEVELOPING AND MAINTAINING AN  
ENGAGED WORKFORCE MOTIVATED TO  
ASSIST THOSE IN NEED



## COMMUNITY

PROVIDING COMMUNITY SUSTAINABILITY  
THROUGH ACCESS TO PERSONALISED  
DEVELOPMENT JOURNEYS



## ADVOCACY

ADVOCATING FOR RECOGNITION  
AND SUPPORT OF THE NEEDS OF  
OUR COMMUNITY



# WELCOME

FROM THE CHAIR  
TERRY DOWNING

As Chair of Argyle's Board of Directors I would like to welcome you to Argyle's Annual Report 2016/17.

The theme of this year's report is Accountability, one of Argyle's core values. As a Community Housing provider we are accountable for what we deliver and how we do it. We are accountable to our tenants and customers, staff and service providers, the Government, our partners and the wider communities in which we participate. We also have a responsibility to deliver on our strategic plan to increase Argyle's financial sustainability through relationships and collaboration to achieve our vision – a better future for our communities.

This year, the annual report focuses on how we demonstrate our accountability. We provide a scorecard on our 2017 Tenant Satisfaction Survey, an overview of how we are increasing access to services for our tenants and applicants and how we support our tenants through the Tenancy Action Worker and Argyle Scholarship program.

The report also provides a snapshot of exciting new partnerships that support some of the most vulnerable people in our communities and future growth and development projects.

Argyle staff are to be commended for their exceptional work during the year and there are some inspirational stories in the report from our tenants which are an acknowledgement of this work.

I would also like to acknowledge and thank the Board for its contribution and commitment to Argyle, and its values and vision. During the year, the passing of Chris Benton, a previous long serving Chair and Argyle's first patron saddened us. We also had two long standing Board members retire, Nikki McAdoo and Ian Cropper. I offer my personal thanks to both on behalf of everyone associated with Argyle and wish them a happy and healthy retirement.

I hope you enjoy reading the annual report and that it provides you with an insight into the work that we do and the people we serve.

## ACKNOWLEDGEMENT OF COUNTRY

Argyle Housing wishes to recognise 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 traditional Aboriginal land.



# BOARD OF DIRECTORS

**Terry Downing**  
CHAIRPERSON

**Appointed 2012**

Terry's experience includes senior executive positions in the financial services sector and consulting to service industries including insurance, banking, funds management, superannuation and aged care. Terry brings extensive financial, risk management, corporate governance and commercial experience.

**Pamela Edwards**  
DIRECTOR

**Appointed 2012**

Pamela has extensive experience in the investment management business in Australia, the UK and Europe. Prior to that Pamela was a partner in a prominent Australian law firm.

Pamela is a former Vice President of the Corporate Counsel Association, Europe and is a member of the Australian Institute of Company Directors.

**John Peters**  
DIRECTOR

**Appointed 2013**

John is a qualified architect and has worked in various facets of property in the UK, New Zealand and throughout Australia, for over 35 years.

Much of this experience was with Lend Lease. John has also consulted to investors and financial stakeholders during this time, including Merrill Lynch, GPT, Thiess, St George Bank and Multiplex.

Board of Directors



Donna

Terry S

Trevor

Pamela



## Directors 2017/18



**Trevor Fair**  
DIRECTOR

**Appointed 2008**

Trevor has experience in avionics and Management Accounting. After completing his CPA Trevor worked in public practice in Bowral before becoming a partner of Oxley Partners Chartered Accountants in 2005. He is registered SMSF Auditor for the practice.

**Terry Spencer**  
DIRECTOR

**Appointed 2007**

Terry has had a long and varied career in science management, project/program management, business analysis and business process re-engineering, predominantly in the public sector.

He has also served as an expert consultant to national and international bodies in areas as diverse as technical advice, regulation and process auditing.

**Donna Anthes**  
DIRECTOR

**Appointed 2016**

Donna is an experienced Company Secretary and Non-Executive Director with proven governance & risk management expertise. Donna's strong leadership skills are accompanied by a track record of growing revenue and business development.

**Susan Bailey**  
DIRECTOR

**Appointed 2016**

Susan has over 30 years' experience as a commercial lawyer with expertise in strategy, planning, governance, project management and change management. Susan has worked in the public and private sector including insurance, utilities, building and social services.



# FAIRWELL TO RETIRING DIRECTORS



## NIKKI MCADOO

2005 TO NOVEMBER 2016

After moving to the Southern Highlands, Nikki decided on a change of direction, studying welfare management and thereafter taking on the role of Manager of Highlands Community Centres (HCC). Nikki brought valuable insights and strong sense of social justice into the role, thus making her a strong advocate for Argyle tenants. Nikki was an active member of the Nominations, Remunerations and HR Committee and was also a member of the Argyle Reconciliation Action Plan working group. Tenants will miss seeing Nikki as a judge in Argyle's annual tenant gardening competition and at local tenant events in the Wingecarribee. Argyle wishes Nikki well in her 'retirement' and we will all miss her.

## IAN CROPPER 2004 TO JANUARY 2017

Following a number of years in industry, Ian taught Business Studies in TAFE before moving into educational administration. He held a number of Deputy and Principal positions and had regional area responsibilities as well as being a member of the Board of the Illawarra Institute of Technology. Whilst on the Argyle Board, Ian was Chair of the Audit and Risk Committee and also an Asset and New Business Committee Member. Ian was a particular favourite with the staff in the Bowral office and the 'go to' man where a Director signature was required. Ian was often invited to attend staff functions and acted as judge on several occasions for the best hat at many Melbourne Cup lunches and best decorated desk competitions at Christmas. Most of all, Ian always took an interest in staff wellbeing and whether the Management and Board were doing enough to support staff and tenants.





Rayan Assaf  
Scholarship recipient  
Nick Blow  
Tenancy Action Worker

# ACCESS TO HOUSING



"After losing my house and money, Argyle found me a place to live and life is now stress free. I suffer from ongoing illness but feel very safe and secure with Argyle. They have treated us with respect and kindness. I cannot speak highly enough of them - very happy."

CAMPBELLTOWN TENANT



## ACCESS & ALLOCATION

**252** APPLICATIONS FOR HOUSING PROCESSED

**148** TOTAL PROPERTIES ALLOCATED

**70** TEMPORARY ACCOMMODATION REFERRALS

**160** TRANSFERS PROCESSED

**259** ENQUIRIES FOR FACS HOUSING PRODUCTS

## OFFICE LOCATIONS



## SOCIAL HOUSING PROPERTIES

AINSLIE	<b>172</b>
ALBURY	<b>58</b>
BOWRAL	<b>693</b>
CAMPBELLTOWN	<b>298</b>
CONDER	<b>52</b>
GRIFFITH	<b>135</b>
GUNGAHLIN	<b>20</b>
QUEANBEYAN	<b>260</b>
WAGGA WAGGA	<b>216</b>
YASS	<b>95</b>
YOUNG	<b>188</b>

**2,463**



Total Properties

**5,288**



Household Members

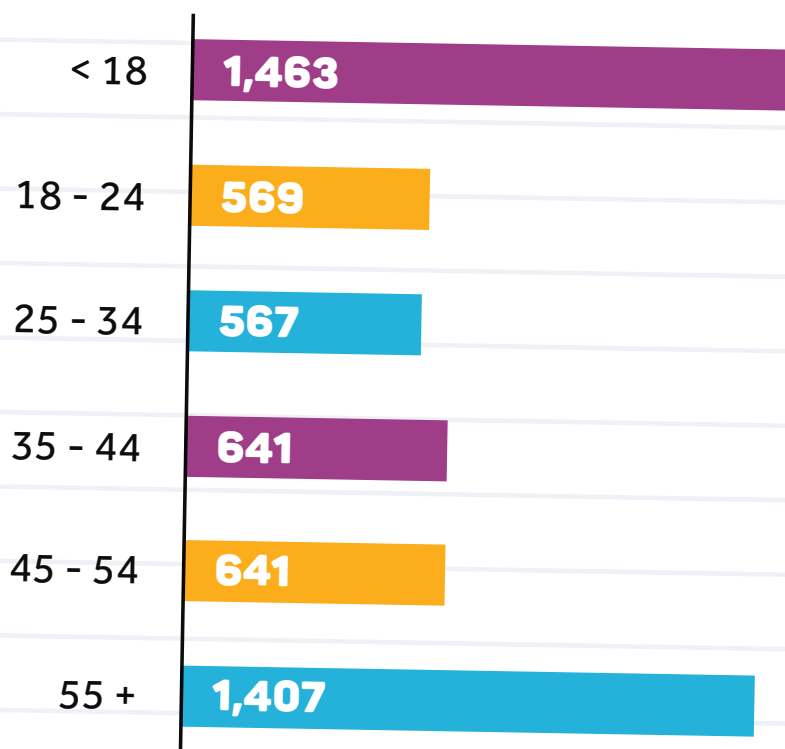
## AFFORDABLE HOUSING PROPERTIES

BOWRAL	<b>23</b>
CAMPBELLTOWN	<b>26</b>
GRIFFITH	<b>5</b>
GUNGAHLIN	<b>20</b>
QUEANBEYAN	<b>3</b>
WAGGA WAGGA	<b>3</b>

**10,171**

work orders raised for repairs and maintenance

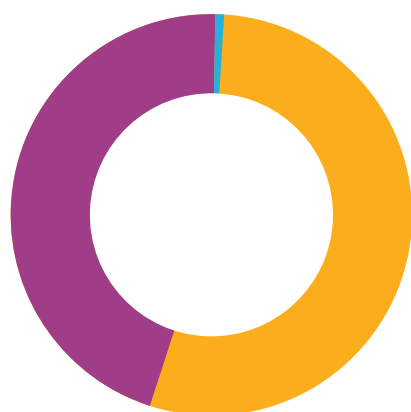
# AGE BREAKDOWN



## MORE STATS

Single Parent Families	590
Single Males	1,471
Have a Disability	36.7%
Are Indigenous	7.2%
English as Second Language	1.3%

# GENDER BREAKDOWN



- Male - 2407
- Female - 2877
- Not specified - 4



# 2017 TENANT SURVEY

## SCORECARD

An amazing 60% (1400) of Argyle's tenants took the time to provide us with feedback in this year's tenant survey. A huge thank you to all who participated and helped us achieve the highest survey return rate of any Tier 1 Community Housing Provide.

Thank you also to all the Argyle staff who went above and beyond to encourage and enable tenants to participate in the process and to the tenant volunteers who gave up their time to assist their fellow tenants.

Each second year we encourage our tenants to share their thoughts with us on how we are doing. We do this via an independent survey conducted by the NSW Federation of Housing Associations. Using the Federation brings significant benefits, including an impartial and independent data collection and analysis service.

## RESULTS BY LOCATION

Location	Surveys Returned	Satisfaction Percentage
Ainslie	41	78%
ACT	90	80%
Campbelltown	252	85%
Griffith	116	83%
Queanbeyan	162	83%
Wagga Wagga	200	94%
Wingecarribee	404	84%
Young	160	89%

## SOCIAL OUTCOMES

 **19%** volunteer in their community

*20% would like to learn more about volunteering*

 **17%** are studying

*20% would like to further their skills & education*

 **17%** looking for paid work

## TENANT DEMOGRAPHICS

**69%**

OF RESPONDENTS STATED THAT **ONE OR MORE PEOPLE** IN THEIR HOUSEHOLD LIVE WITH A **DISABILITY**

**20%**

OF RESPONDENTS WERE **20-39 YEARS OLD**

*7% were over 80 years old!*

**15%**

IDENTIFIED AS **ABORIGINAL OR TORRES STRAIT ISLANDER**

**86%**

RELY ON **CENTRELINK** AS THEIR PRIMARY SOURCE OF INCOME

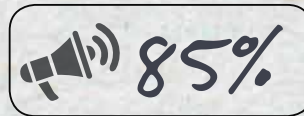


# OVERALL RESULTS

needs improvement



satisfied with Argyle's overall services



believe their rights are upheld



satisfied with repairs & maintenance



satisfied with the way Argyle involves tenants



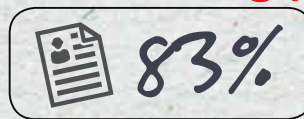
satisfied with their neighbourhood



happy with Argyle communication



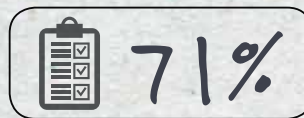
feel safe in their home



read the tenant newsletter



satisfied with condition of home



satisfied they can influence decisions

got to get it better

we want to get it right

We will improve on this

## IMPROVEMENT NEEDED

The feedback we received this year really highlighted for us tenant's priorities of maintenance, service and communication. Our tenants want to take pride in their homes and we are committed to sharing this responsibility.

In each of the core areas Argyle performed above the industry benchmark. However, 1400 tenants have told us that although they are generally happy with our services, **standards have slipped over the last two years**. What a wake up call!!

### Overall satisfaction with services:

↓ 2% since the last survey

### Repairs and maintenance:

Satisfaction ↓ 8% since the last survey

### Communication with our tenants:

Satisfaction ↓ 7% since the last survey

### Complaint handling:

Satisfaction ↓ 16% since the last survey

### OVER THE NEXT 12 MONTHS WE WILL:

- ✓ Overhaul **repairs and maintenance** services to ensure **better response & communication**
- ✓ Introduce an **Argyle phone app** to provide tenants with a direct access line to Argyle
- ✓ Introduce a **rating system** for our **contractors** based on feedback from tenants
- ✓ **Review** staff communication with tenants and provide **guidelines and training** as required
- ✓ Introduce a tenant **feedback hotline**



# ARGYLE

# BUS PROJECT

People have the opportunity to make better choices when they have all the information and support they need to make a decision. With this in mind, 2016 saw the evolution of an innovative project that allowed Argyle to deliver information to tenants and communities via the Argyle Bus Project.

With an insight from our tenants via constant communication, we have established the need to have customised services delivered to their area by the same company that provides their housing. The Argyle bus was commissioned in December 2016 with a mission to deliver social and affordable housing information to communities and tenants, where they live.

Manned by an Argyle Tenancy Action Worker (TAW) the bus is a mobile office with Wi-Fi, computer, printer and all the mod cons of home, including a coffee machine! Trialled in the Shoalhaven region between January and April 2017, the bus provided information on housing and support services to 653 people over a three month period. Local service providers also travelled on the bus with the TAW enabling partnership and relationship building and community connectedness.

The Argyle bus is an innovative response to the isolation of many of our regional community members and an acknowledgement that not everyone has access to transport, or the capability, to travel distances to access services.



Nick striking a pose with the Argyle bus!

**6,500** kms travelled so far

**653** service users across the trial area

**40+** services engaged in the trial area including specialist Aboriginal services

**10** services travelled on the bus to outreach locations





# STREAMLINING ACCESS TO HOUSING

TO STREAMLINE THE PROCESS FOR SOMEONE SEEKING HOUSING WITH ARGYLE, IN FEBRUARY 2017 WE CONSOLIDATED THE FUNCTION OF ACCESS AND ALLOCATION INTO A DEDICATED TEAM BASED OUT OF THE BOWRAL OFFICE.

Argyle's Access and Allocations team is the first contact point for people in need of safe, secure and affordable housing. Our teams' role is to assist applicants to find housing to meet their needs and they have an important role in assisting Argyle address our waiting lists by matching suitable tenants to vacant properties. The team assess each housing applicants requirement, the urgency of their need and their eligibility for housing. Our team is also an important source of information and advice for housing applicants on the many housing assistance products that are available through Family and Community Services to help applicants rent in the private market.

Throughout the assessment process Argyle can now look at individual needs and challenges of applicants with the aim of achieving the best possible outcomes for their current and future needs. That could be an Argyle Housing Tenancy or tenancy in the private rental market. The team can address any needs for professional intervention, such as counselling or social worker assistance through referrals to local non-government support services.

The team works with each Argyle office and are able to support the offices with support for the homeless, those suffering mental illness, drug & alcohol abuse, escaping domestic violence or simply those in need due to financial hardship.

"Our family was at a really low point, with no money and we did not know what to do next, or who to turn to for help. Argyle helped in so many ways to get us back on our feet."

ARGYLE TENANT



← Access & Allocations team



# MARION'S STORY

AT THE AGE OF 56, MARION FOUND HERSELF ON THE VERGE OF BECOMING HOMELESS.

Marion and her daughter had been living with her parents when unexpectedly, in 2015 her parents had to sell the family home and move to a retirement/nursing home as Marion's father was suffering with dementia.

Marion was working and studying at this time. "I was finding it extremely difficult to find suitable and affordable accommodation in the private market. All the rental properties I viewed that I could afford were rundown, had mould issues and were in areas where I would not feel safe." In May 2015, after a discussion with Centrelink about her situation Marion was advised to contact Argyle Community Housing. "When I contacted Argyle, I was extremely impressed with the way in which my situation was managed. I could not believe my luck, when I heard that I might be eligible to apply for an over 55's, newly built complex in Burradoo." Marion found the process from the application to approval to moving in 'effortless'. "I love my property, how beautiful and how well built it is, its location, the environment, the

wonderful neighbours and the fact that it is within walking distance to town with the convenience of a bus stop directly outside my front door. The unit is a perfect size for my daughter and me." Since moving in 2 years ago, Marion finds Argyle's ongoing service to be friendly and professional. "All my queries are answered and any issues are dealt with in a professional, timely and friendly manner. Both my daughter and I are grateful to Argyle for housing us in such a beautiful home."

Having stable and affordable housing has made the world of difference to Marion. She is now working as an Administration Officer for a Not-for-profit organisation that provides educational programs and well-being retreats and her daughter will complete Year 10 at High School this year and then next year begin her journey into senior schooling and the Higher School Certificate. "I feel very fortunate to be able to live in a beautiful, well-appointed home, whilst being able to provide for my daughter. I cannot thank Argyle enough for their support. If I did not have Argyle's affordable property to rent, I would not be able to cope financially as private rental properties in the Highlands are limited and very expensive."



# STOP PRESS

## GREAT NEWS!

Argyle is going to be **housing refugees** over the next 5 years in **partnership** with the **Red Cross!**



# RELATIONSHIPS & COLLABORATIONS

↙ Aboriginal  
Conference



Uncle Tom  
Slockee

Terry D

"Argyle and SEARMS commitment to provide a range of housing choices for Aboriginal people, especially for those most in need and financially unable to gain access to the private rental market, to break the cycle of disadvantage by delivering fit for purpose, client focused services works because our organisations and our Boards have a strong commitment to the relationship."



# PREMIER'S YOUTH INITIATIVE

Argyle Housing knows that too many youths are forced into the unfortunate situation of being homeless which can interrupt their access to education and training, and damage their physical and mental health.

Homelessness and particularly chronic long-term homelessness has significant impacts on the ability of young people to access education and training, maintain physical and mental health and fully participate in society. In 2015-16, specialist homelessness services in NSW assisted more than 18,400 young people aged 15-24 years. Some were alone living in unstable housing, sleeping rough, living in boarding houses, motels or in crisis refuges, or house hopping with family and friends.

The Premier's Youth Initiative Pilot Program is a youth homelessness initiative that will provide services to young people leaving Out of Home Care.

The Initiative aims to support young people who are vulnerable to homelessness in the process of leaving Out of Home Care by way of offering a suite of interventions aimed at bridging the gap between Out of Home

Care support and independent living. These interventions target and build the long-term capacity and resilience of young people with the aim to permanently divert them from the homelessness service system.

***Argyle has proudly entered a 3-year partnership agreement with Anglicare NSW South, NSW West & ACT to deliver the Premier's Youth Initiative Pilot Program in South-Western Sydney. Working closely with Anglicare, Argyle's role in the program includes the provision of accommodation to assist youth in establishing and maintaining a tenancy.***

The objective is to enable young people to remain in accommodation following the end of our exit from the program. To further strengthen the initiative, the program will be supported by a dedicated Tenancy Officer, providing tailored tenancy management services to pilot participants in close partnership with Anglicare.

We look forward to working with Anglicare to achieve good outcomes for young people.



*"Working with St Saviours, Argyle aims to support vulnerable young people who are at risk of homelessness as they leave out of Home Care and transition to independent living."*

AMANDA FREW, REGIONAL MANAGER



# JEFF'S STORY

Jeff Scott is an Argyle tenant from Ainslie Village in the ACT who has a genuine community approach to living and supporting others by being an active community member. Last year, Jeff initiated Cycle Recycle at Ainslie to restore and assemble bikes to sell to tenants. This project created positive benefits for tenants. Because of the success, Jeff has been able to purchase additional tools, much needed bike racks, a service hoist and accessories that have aided in the growth and development of the initiative.

"During my time living at Ainslie Village I have witnessed first hand the positive transformation among tenants and other clientele that have engaged with the program. To be honest the appreciation has been over whelming which creates a win / win on so many levels.

This community service has introduced the ability of restoring bicycles, assembling bikes, selling and personal servicing of bikes. I have also appreciated community donations from various government networks and third party resourcing all obtained under my own personal time."



In acknowledgment and support of Jeff, Argyle nominated him for an industry award with the Australasian Housing Institute in February 2017 in the category 'Tenant led initiative'.

This year Jeff has gathered a team of fellow tenants to form an indoor cricket team called the Village Vikings that plays in a local competition at the Kaleen Indoor Cricket Centre. With support of the team gaining momentum, the learning curve for those involved has included team-building, high-impact learning, increased team skills and communications, improved morale and belief in one's self. Those involved have already gained a sense of accomplishment by playing as a group to complete a challenging task and learning ways to improve communication and social skills.

Argyle and our Tenancy Action Worker Alex Ho support the team by providing the team shirts, transport to the venue and other expenses. As Jeff has said:

***"I am nothing but proud and honoured to be in a position that has been personally rewarding on the mental level. The intermediate effects have been priceless and witnessing the benefits first hand now includes the launch of the indoor cricket team known as the Village Vikings."***



## STOP PRESS

At the AHI awards on 17 October Jeff won the ACT award for Tenant Led Initiative. He is now off to Sydney as the ACT representative for the Australasian Awards in this category.



# WENDY TALKS WITH JESSE

WENDY MIDDLETON  
ARGLYE, CEO

JESSE WHITE  
SEARMS, GENERAL MANAGER

## ABOUT PARTNERSHIPS

### How did you meet?

**WM** Jesse and I met through Uncle Tom Slockee, who is the co-chairperson of the SEARMS Board. He approached me about three years ago to see if Argyle would like to put in a joint application for funding. I think we spent a bit of time sussing each other, and each other's organisations. It didn't take long to work out we could do something together. We've come a long way in a few years.

**JW** I agree Wendy. A couple of my Directors were keen for me to explore how to move forward into the National Regulatory System for Community Housing. Our partnership with Argyle allows us to draw on the expertise and experience of Argyle to achieve National registration.

### Where does this partnership sit, organisationally?

**JW** It's right across our organisations, not just on paper or between me and Wendy.

**WM** Jesse's staff and mine both interface regularly. At a Board level, our Boards have met, and Uncle Tom and Terry Downing, Argyle's chair, did a joint presentation at the Aboriginal Housing Office conference in October 2017.

### Wendy, you lead a large and sophisticated Tier 1 community housing provider. What is it that Argyle can learn from working with a housing provider that is much smaller?

**WM** The biggest learning for us has been cultural. We've learned about cultural implications of our work, and how to work well with Aboriginal people. SEARMS also had some systems that we have been able to benefit from.

### Jesse, what is it that you get out of partnering with a much larger mainstream housing provider?

**JW** Argyle are so well established, and have a wealth of experience they can share with us, particularly around compliance.

### You've told me about some of the advantages that you and your staff have gained from working together, but do you think it makes any difference for your tenants?

**JW** I think some of the policies and procedures that Argyle have, especially on customer service, are really good. They've been happy to share these with us, and we've adapted them to our needs and adopted them. Some of Wendy's staff have joined our team on secondment to show us how they roll these out. It's been a real investment by Argyle, a hands-on contribution, and not just a copy and paste exercise. It's had a positive impact on our tenants.

**WM** I think it's been positive for us. It's enabled us to reflect on what we've got to improve in our own policies and practice where Aboriginal people are involved.

### What advice would you each give to another organisation in your position who might be thinking about going into a similar sort of partnership?

**JW** Commitment. It's worked because Wendy and myself, and both our Boards, have had a strong commitment to the relationship. That's been the backbone. It's been built on trust.

**WM** I think that we've developed a friendship. What's our relationship? We're friends. Friends who are tenant-focused and can learn from each other. It's as simple as that.

**JW** That's right. We've formed a really good working relationship. There's a lot of trust there. There's also some financial benefit in sharing resources. We're doing real stuff together, not just signing some pretty document that sits on a shelf.

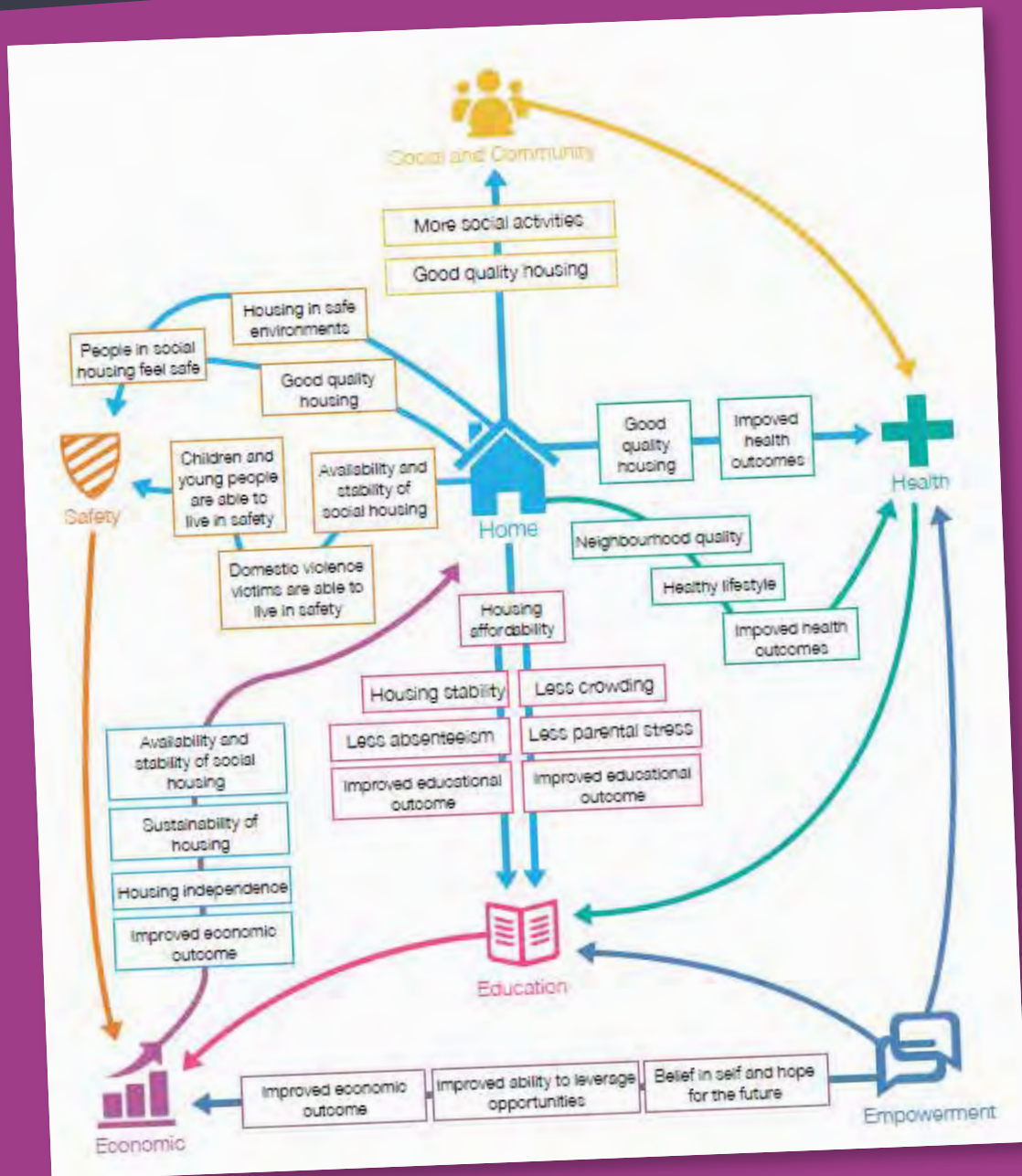


Argyle Tenancy Action Worker  
Chantelle Hitchener and our Partners  
from the Wagga Safety Forum



# COMMUNITY

FUTURE DIRECTION





# CLEO'S STORY

Training,  
Education,  
Empowerment

Cleo, an Argyle tenant first contacted Nick, the Argyle Tenancy Action Worker (TAW) in Campbelltown in January 2017. She had been out of work for nearly two years and was seeking advice and assistance on possible retraining and employment options.

Nick was able to provide Cleo with information about obtaining a Warehousing and Forklift License and Cleo enrolled in the Certificate 111 Course in January. Cleo was also successful in her application for an Argyle Tertiary Scholarship (\$750) which helped her with transport, tutoring, computer software and other costs associated with the training.

Nick caught up with Cleo in June when she had completed her course. She was very excited to report that she had learnt many new skills including operating a forklift and working within a team in a busy warehouse environment.

'I had to study very hard especially for the forklift assessment. They asked me to show five possible dangers when driving the forklift and I got them all right.'

Cleo has worked in care and hospitality before and is really excited about entering a new industry.

'Now I want to get some work experience and try to find a job in a warehouse. I want to show my family you can always learn and that work can be fun!'

Cleo has attended the Claymore Opportunity Hub with Nick to work out the next steps. She is working closely with the on-site employment co-ordinator Korrily to find jobs in warehousing and similar fields. Korrily says there are some great opportunities at the moment.

'It's great to have Cleo visit the Hub and continue her path into finding employment. Working with Argyle Housing is so important to help our local residents access the wonderful opportunities here at the Hub.'

Argyle would like to thank all the partners who have shared and contributed to Cleo's journey - Claymore Hub, Max Employment, Fork Talk Warehouse and BCA Training Organisation.



## TENANT UPDATE

The Claymore Opportunity Hub found a work placement for Cleo at a Factory in Picton. She quickly learned the daily duties and soon after was offered employment.



# ARGYLE

# TERTIARY SCHOLARSHIPS

The 2016/17 financial year was the most successful so far for the promotion and uptake of Argyle's tertiary scholarships with 16 scholarships approved by the CEO

The introduction of the Future Directions, the Human Services Outcomes Framework (HSOF) and social housing outcomes framework by the NSW Government signifies a shift for the community housing sector to focus on outcomes for individuals receiving services including monitoring and reporting requirements.

Arguably, Argyle's Scholarship's program is one way Argyle can demonstrate its focus on tenant wellbeing, empowerment and capacity building.

- Total funding for the scholarship from the Board over the three years to 30 June 2017 is \$30,000.00
- In the 2016/17 financial year, additional funding of \$7000 was sourced through sponsorship from Argyle's Insurer, AJ Gallagher and Auditors, KPMG
- In the 2016/17 financial year, 16 scholarships were approved to the value of \$17,490.00. Payments are made in stages according to the length of the course and proof of progression and continued enrolment. Of the \$17,490 allocated, \$14,690 was paid to tenants, including payments to continuing students from the prior financial year
- The Argyle Tertiary Scholarship continues to support a range of Argyle tenants from young people who have just left school to adults who are studying to improve their chance of finding employment.

## Argyle Tertiary Scholarship Quick Statistics 2016-2017 Financial Year

### Gender:

- 69% women
- 31% men

### Location:

- Across **SEVEN** Argyle office locations

### Age Range:

- 16 to 64

### Qualification:

- 2 x Bachelor degree
- 4 x Diploma
- 7 x Cert 111
- 3 x Cert 1 & 2

### Studying:

- Community and Health
- IT & Design
- Business
- Hospitality
- Sports Science
- Drama

# CREATING A SAFER COMMUNITY

## Wagga Wagga Home Starter Kit and Forum Project

In collaboration with Wagga City Council, Wagga Police Local Area Command and Neighbourhood Watch, Argyle organised two very successful Home Starter Kit Forums for tenants and community members in Wagga Wagga during October 2017.

Funded by a grant from Neighbourhood Watch, the initiative was a response to the growing number of break and enter incidents which have occurred in the Tolland and Ashmont areas over the last five years.

During the 2016 round of tenant forums facilitated by Argyle Housing, our Wagga Wagga tenants were clear in expressing their concern for the safety of their properties and themselves within their community. All attendees received valuable information about keeping their home safe and had the opportunity to chat to the Police Liaison Officer, Neighbourhood Watch representatives and Wagga City Council staff about any concerns they may have had.

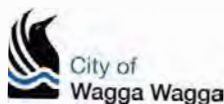
The project recognised factors that could contribute to situations that make a break and enter offence easier. The forum brought the community together to provide awareness and education to homeowners and neighbours, enabling greater community participation in preventative actions that they may previously have been unaware of.

Held at the Tolland and Ashmont Community Hubs, the forums were a great success with 60 people attending the two sessions. To reinforce the safety message, all participants were given a free Home Security Starter kit to take home. The kit comprises a Neighbourhood Watch door stop alarm, door and window alarm and police contact number magnet and can be installed with minimum fuss and cost by the home occupier. Organisers are hopeful that these security items will help to ensure safety in the home and reduce the instances of crime in Wagga.

Creating a platform for tenants to discuss their concerns with the neighbourhood watch president provided an opportunity for tenants to feel empowered to:

- take action in their own communities
- learn tips and strategies to protect their homes from a possible break and enter
- know what groups are out there to support them
- learn correct numbers to contact for suspicious behaviour in the community and emergencies

Working with some of the most vulnerable community members, Argyle, Neighbourhood Watch, Police and the Council are providing ongoing information and community awareness advice about measures to prevent residential break-ins.







# PEOPLE, PERFORMANCE & CULTURE



"I would like to thank my entire team for the continued effort they put in to ensure our tenants are treated as their number one priority. It is nothing short of amazing"

WENDY MIDDLETON - ARGYLE HOUSING CEO

# STAFF AT A GLANCE

## TRAINING 2016/2017

- **2070** TOTAL STAFF TRAINING HOURS
- **90** TRAINING SESSIONS
- **14** EMPLOYEES COMPLETED CERT 111 OR ABOVE
- **1** TRAINEE COMPLETED QUALIFICATION AND TRAINEESHIP
- **62%** EMPLOYEES COMPLETED TRAINING IN NEW INTEGRATED MANAGEMENT SYSTEM (KYPERA)

## STAFF LONG SERVICE

**3** TEN or more years of service  
(As at 30 June 2017)

**3** reached FIVE years of service  
(During the 2016/2017 financial year)

## STAFF GENDER



Male staff risen from 16% in 2015/2016!

Male - 27%  
Female - 73%

## WORKFORCE PROFILE:

(As of 30 June 2017)

**78** employees

**84.6%** full time

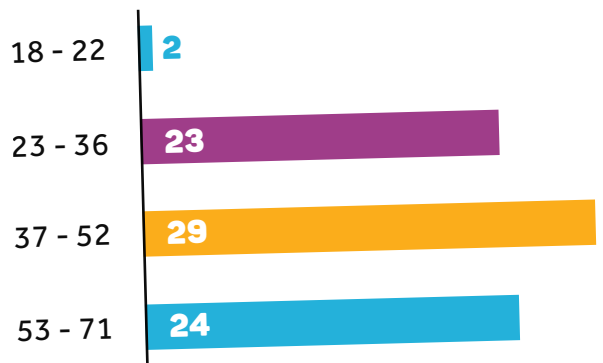
**15.6%** casual or part time

## STAFF BY LOCATION



## STAFF AGES

29% of Argyle's workforce falls into the **51-60 age bracket** with the next largest group (**28%**) falling into the **31-40 age bracket**. As at 30 June 2017, the workforce consisted of:

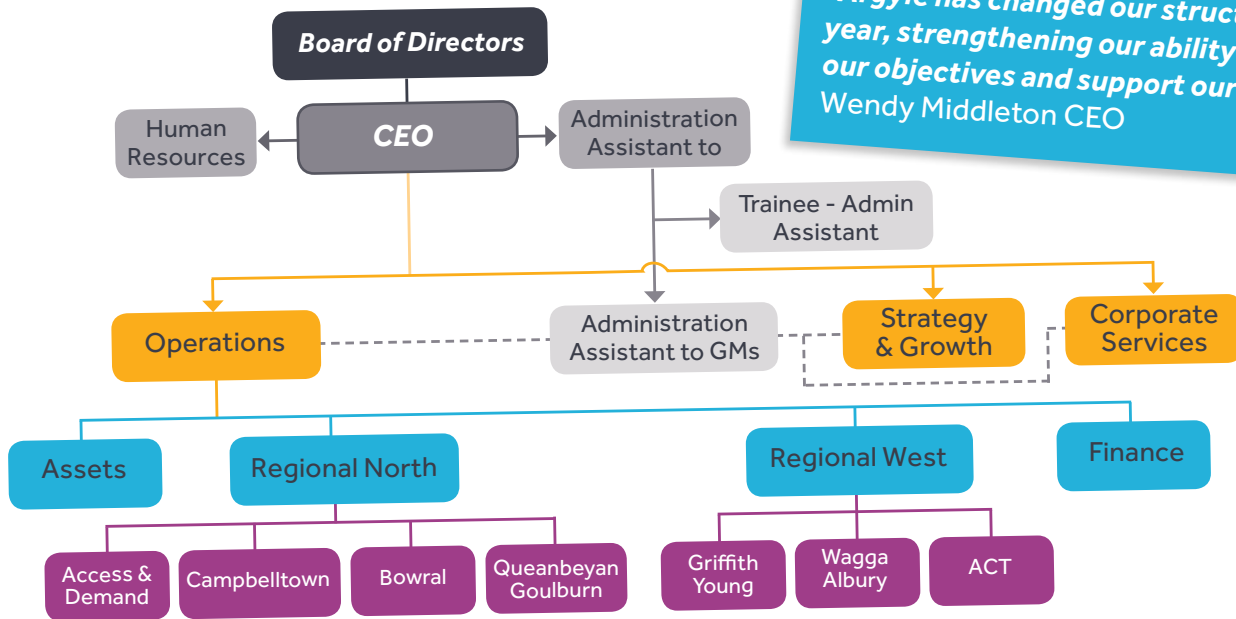


**5%** employees identifying themselves as being of **Aboriginal or Torres Strait Island** background.



# ORGANISATION CHART

*"Argyle has changed our structure this year, strengthening our ability to meet our objectives and support our Tenants"*  
Wendy Middleton CEO



## WELLBEING

The key focus of the 2016 Argyle Employee Planning Day was wellbeing. The Wellbeing Committee was formed in November 2016, and has since developed the idea of a Wellbeing Allowance that aims to support each individual's journey to greater health. The allowance is calculated over a calendar year and is determined by how many days an individual is contracted to work each week.

The allowance goes towards employees personal wellbeing goals. Employees are encouraged to spend their allowance on items/ activities that will improve their wellbeing and can include sporting registration, equipment, uniforms; gym memberships, fitness class fees, weight loss programs, quit smoking programs; Chiropractic, Dietitian, Nutritionist support and fees and/or Therapeutic/Remedial massages, etc. So far 27 of the staff have taken up the program (34.6% of the workforce)

*Staff Planning Day 2017*





# AMANDA FREW



**Regional  
Manager North,  
Argyle  
Community  
Housing**

After years of working in the fields of property/tenancy management services and community engagement/program delivery I wanted to use my skills and experience in a way that would be helpful to the end user. When the opportunity to work at Argyle Housing popped up I knew that the community housing sector was the perfect place to utilise these skills to the benefit of tenants and service delivery partners.

Through my past employment I have been fortunate enough to gain a vast amount of business experience across the property and community service sectors. Fortunately these experiences have given me the ability to develop and implement a strategy, and proactively drive outcomes aligned with organisational objectives while also meeting identified community and stakeholder expectations.

Having spent the majority of my career managing residential and commercial tenancy management teams, I am really enjoying the opportunities of meeting tenants face to face in the hope of resolving their housing issues.

In my role as Regional Manager North, I am responsible for leading our local teams across Campbelltown, Tahmoor, Bowral, Goulburn, and Queanbeyan, as well as our centralised Access and Allocations Team. With a hands-on approach to assisting tenants to resolve their needs and I am enjoying the personalised contact with tenants more than ever.

# JENNELLE IRWIN



**Regional  
Manager West,  
Argyle  
Community  
Housing**

For the greater part of my working life, I have worked for a number of Community based NGO's across a wide range of sectors such as mental health, aged care, disability, youth, children and families as well as housing and homelessness. As Regional Manager West, I am responsible for leading our local teams across ACT, Yass, Young, Griffith, Wagga and Albury.

***Jennelle enjoys working with our staff as a means to achieving great outcomes with our tenants and residents.***

I wanted to join the Argyle team because of its commitment to its tenants, residents and the surrounding communities, and after the experience of working in the previous sectors I really felt that moving to work in housing and homelessness services with Argyle housing would be a fulfilling step forward.

A part of the job that I enjoy is working with our staff as a means to achieving great outcomes with our tenants and residents. I also enjoy working directly with residents and tenants to hear from them about their challenges, aspirations and their relationship with Argyle. It is about ensuring that our tenants' and residents' welfare is at the forefront of our decision-making process.



# ARKANGELO MAYOL

I am a South Sudanese Australian who arrived in Australia in 2003 with my wife Pauline Kuol. Our marriage is blessed with five children, three boys and two girls.

Despite being a full time parent and encountering the social barriers faced by any new immigrant, I managed to acquire a bachelor degree in commerce through University of South Australia and master's degree in Public Policy and Management through Carnegie Mellon University.

I have skills, knowledge and experience in accounting, finance, management, strategic planning, policy analysis, social housing including property, tenancy management, property allocation, home visit, rent collection and arrears management.

For the eight years prior to joining Argyle, I held several positions in Housing SA (South Australian State Government) and also worked as a loan consultant with Home Start Finance.

In June, 2014, I left my full time ongoing job with Housing SA to care for my aged and ill parents in South Sudan. In the process, I lost my mother but remained for some time to care for my dad. However, with a young family in Australia and the risk of losing our housing mortgage, I had to return to Australia to be close to the kids and to find work to keep our property.

On the 6th March 2017, I was given an opportunity by Argyle to work as a Tenancy Officer at Ainslie Village and I am currently in the process of relocating my family to the ACT.

Being with Argyle Housing validates its values of diversity and opportunity for all. I have come to realise that Argyle is a great organisation to work with, not to mention the support and motivation rendered to staff and tenants.

*"I would like to contribute to Argyle's overall vision by supporting the vulnerable tenants at Ainslie Village to sustain their tenancies and improve their lives. My dream is to be part of making Ainslie Village a livable, friendly environment and community."*





# RUPINDER KAUR

I started working at Argyle in January 2012 in the Griffith Office. I had applied for the position at Argyle as I enjoyed working in administration and being able to meet people without having to go out in the field. The administration role allowed me to help people and walk out of the office on some days knowing that I have made a difference to someone's life, even if it's just minor.

In April 2013 I transferred from Griffith to Wagga as Administration Support Officer. Here I offered support to the Tenancy Officer and Pathways Officer as well as managing the everyday needs of the office. I then went on to work as Senior Administration where I was responsible for training the administration staff in the Murrumbidgee Region - I was the go-to for staff in the Murrumbidgee.

Since September 2016 I have been in a dual role of Maintenance Administration & Allocations Officer. In the Maintenance Administration role, it is my job to offer support to the Maintenance Officer and assist with tenants' maintenance inquiries for Wagga & Griffith.

As Allocations Officer it is my role to select suitable applicants for the

properties that become vacant in Wagga, Yass, Young, Griffith, and Albury.

Along with all the roles I have held with Argyle, the most exciting has been "Jack of All Trades". I have always loved taking on challenges that have been thrown at me. I don't believe in having just one role and sticking to it. It just doesn't work!

I absolutely love my job and the people I work with. My team leader is wonderful and I enjoy working and learning from her all the time. I am really looking forward to the upcoming challenges of taking on Albury and assisting with the transition to Argyle.

I have worked for Argyle for almost 6 years and it has been the one place that I have enjoyed working at the most - even on the not so good days - but I wouldn't want it any other way! I hope to be able to put a roof over someone's head as often as I can. I believe this can allow people to focus on the other more important things in life.

"I feel I can make a difference by having maintenance issues rectified and housing people in suitable homes as this would allow them to feel comfortable in their own home."





# NIKKEA-ROSE BROWN

In last year's annual report we featured a story on Nikkea-rose who was in her first year of an Administration traineeship.

This year, Nikkea has provided an update on her personal journey – a story that supports the value of traineeships for both the employee and employer.

"Since starting my Traineeship with Argyle in June 2016, I have successfully completed my Certificate III in Business Administration and I am now currently in my second year undertaking study for my Certificate IV in Business Administration. Throughout my traineeship I have gained so much valuable knowledge and experience, and I cannot describe how grateful I am to be a part of Argyle.

Looking back over the past year, I can honestly say the experience has changed my life, and I am very proud of what I have achieved and the personal challenges I have overcome. I have even finally managed to get my driver's licence and have purchased a car!

The combination of studying while working has been a great experience that has opened up my skill-set.

Over the past 17 months I have been part of a team that has put together important company events like the Annual General Meeting and the staff Planning Day. Being involved with these has given me hands on event management and administration experience.

I have grown both personally and professionally and I now have the self-confidence and foundation to build a successful career and future for myself, and it is such a rewarding feeling.

I will forever be incredibly thankful for all of the time and effort everyone at Argyle has invested in me and I can't wait to see what the future brings.'

"Throughout my traineeship I have gained so much valuable knowledge and experience, and I cannot describe how grateful I am to be a part of Argyle."





# BOWRAL OFFICE

old office

2017 has been a year of positive steps forward and a fantastic step that instantly provided our staff with a bright, new, and modern working environment was the opening of our new ground floor office in Bowral. The provision of dedicated staff facilities on a floor space that was formerly retail shop fronts at the ground floor of our Wingecarribee offices has provided a brand new, easily accessible location for our Southern Highland tenants to access our services without having to negotiate a lift. The open floor plan which features new workstations, decorative greenery and a vibrant colour scheme represents a dynamic work environment and friendly welcoming presentation to our tenants and the community.

Our tenant's comfort and safety were first and foremost in the design of the new office space as we saw the need for every tenant to feel as though they were walking into a welcoming space that did not separate them from the rest of the world. Whilst the use of the lift was some times trivial, it quite often created a sense of separation when having to use it. Aside from this, having an open floor planned office for them to enter at street level allows a support network they might have felt was not easy to have access to previously.

"The Tenants really like that the new office is nice and bright, and a lot of them are happy that we are now on street level and don't have to use the lift. I really like the new open plan layout because I now feel like I'm part of the team."

DEBORAH HILL, RECEPTIONIST

The **Bowral office** has moved downstairs to **32-36 Wingecarribee Street, Bowral**. The office's modern styling incorporates a welcoming **open plan design** and **ease of access** for tenants and customers.



New office



"Love the fact you are on street level. No more lift."

ARGYLE TENANT









"The Ginninderry project recognises and supports community housing by planning and designing for social equity and affordability as part of our community development. A partnership with Argyle is a key element of our future delivery of affordable housing at Ginninderry."

TONY CAREY,  
STRATEGIC ADVISER, GINNINDERRY



# SUSTAINABLE GROWTH

 <b>Bathrooms</b>	Total Number Scheduled for planned maintenance	<b>22</b>
	Total completed	<b>22</b>
	Percentage	<b>100%</b>
 <b>Floor coverings</b>	Total Number Schedule for planned maintenance	<b>131</b>
	Total completed	<b>148</b>
	Percentage	<b>131%</b>
 <b>Kitchens</b>	Total Number Schedule for planned maintenance	<b>9</b>
	Total completed	<b>14</b>
	Percentage	<b>156%</b>
 <b>Laundries</b>	Total Number Schedule for planned maintenance	<b>21</b>
	Total completed	<b>13</b>
	Percentage	<b>62%</b>

Planned Maintenance Results 2016/2017



Graphic representing the completion rate for our planned maintenance in the year 2016 2017

# GINNINDERRY

Argyle has been invited to work with the developer of the new ACT subdivision of Ginninderry. Argyle will assist the project in the management of the affordable housing aspects of the development through our skills and advisory services to support residents and assist them in succeeding in a real opportunity for them to own their own home.

The development project presents an opportunity for Argyle to extend its contribution over each stage and to work alongside a developer with a genuine focus on improving access to affordable housing for more people within the ACT.

The project is a Joint Venture between Riverview Developments Pty Limited on behalf of Corkhill Brothers Pty Ltd and the ACT Land Development Agency (LDA) on behalf of the Australian Capital Territory and is expected to take approximately 30 years. The Corkhill family provided over 600 hectares of their family holdings next to the Murrumbidgee River.



The development of 11,500 dwellings will create four new suburbs with 20% of the dwellings in this project meet a range of affordability criteria. This will include innovative design principles buildings and a number of smaller residences on small blocks (eg 114 sq.m) that will target that. Solar panels and smart energy systems will feature in the design as well as landscaping and targeted finance to attract home owners who might otherwise be prevented from purchasing their own home. The new suburbs will have modern shopping precincts, green areas and schools with sporting and other facilities.

*"By providing housing as the foundation assist our tenants and their communities to achieve a better future."*

# GRIFFITH

As part of our affordable housing program Argyle purchased two properties as their construction was completed in September 2016. Paying \$297,500 for each, these modern dwellings in Franco Street Griffith contribute to our Affordable Housing program providing a means and opportunity for families on low to moderate income to access housing, and provide a stepping stone to home ownership. The residences are now the homes of two hard working mothers and their children.



*"It has been a lifesaver getting the property, because we were unable to afford the rental market. Becoming a single mum was challenging and getting the property was a god sent as we were struggling to afford the private rental. The property is beautiful and my kids are happy and we are really happy here." Rebekah Wilson*



# THE GARDENS MACARTHUR

Argyle has invested \$3.23m in seven units at the Macarthur Gardens Tower B development in Campbelltown, being developed by BlueCHP. Construction of our seven 2-bed units, are part of the apartments complex located within 100 metres of Macarthur Square and within 250 metres of the Macarthur train station.

The apartment complex consists of 101 apartments in three towers – 6, 7 & 8 stories high – over a common two level partly underground basement carpark.

The buildings have been constructed using cross laminated timber, a durable and high quality prefabricated timber product that improves the structural properties by distributing the along-the-grain strength of the wood in both directions. They are also lightweight which results in reduced foundation loads and distribution requirements.



## GARDEN UNITS

Argyle is pleased to be undertaking the first of a series of garden units, or granny flats. A garden unit is a self-contained residence and can be placed on larger blocks as a separate dwelling to the existing home. Our Garden unit project provides certifier approved second dwellings of 1 and 2 bedrooms designed to be sympathetic to the main house and neighbourhood.

This project enables us to provide continued support to our tenants and provide them the opportunity to downsize without moving from their address and maintain their established community ties and allows Argyle to offer housing to more families who need the larger dwellings.



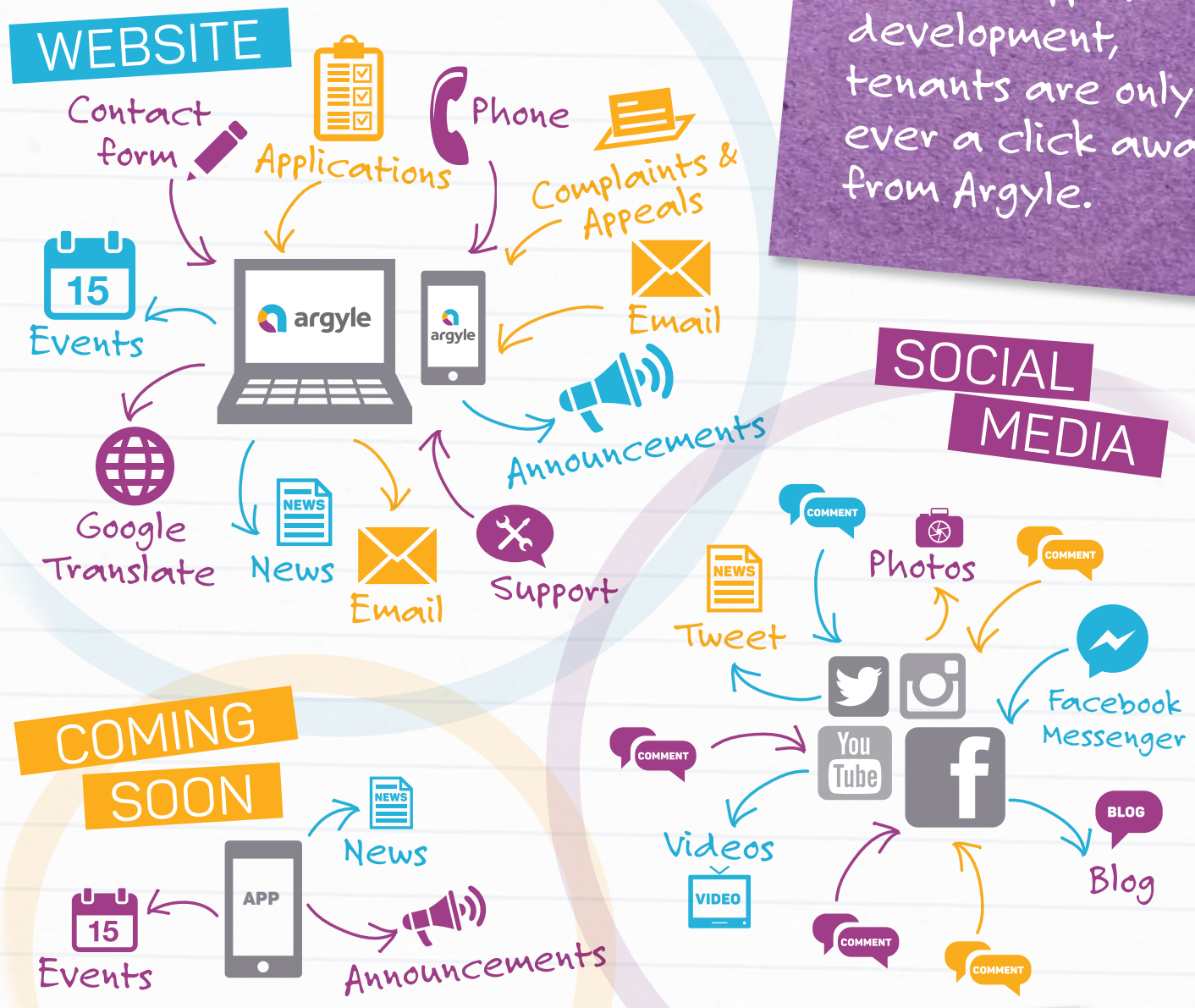
  
arkistruct  
Housing for everyone.

Argyle is working with Arkistruct, their 2ndSpace building programs and their NSW partner SydBuild. Arkistruct has over 40 years' experience in building, design and precision manufacturing to create innovative housing solutions. Arkistruct unites the efficiency of prefabrication with the versatility of its unique designed rapid building system to provide solutions that will enhance all types of residential building projects.



# ARGYLE'S DIGITAL FOOTPRINT

With a user friendly website, social media and an app in development, tenants are only ever a click away from Argyle.



## STOP PRESS

**GREAT NEWS!**  
 Bowral Argyle has won a **Wingecarribee Shire community grant** to provide basic computer training for tenants to be facilitated by Robertson CTC.





# FINANCIAL SUMMARY

ANNUAL REPORT 2017

**TOTAL  
ASSETS  
\$90M**

**308  
PROPERTIES  
OWNED**

**Value of  
PROPERTIES  
\$76.2M**

**\$2M  
Operating  
SURPLUS**

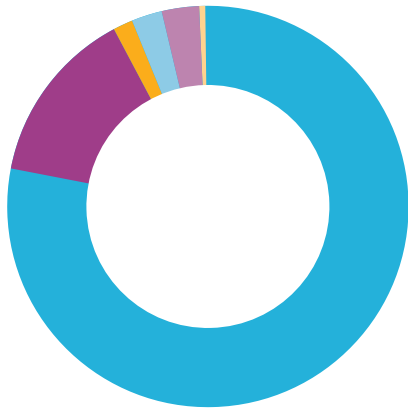
**\$1.55M  
INVESTMENT IN  
PROPERTY**

**RESTRICTED  
Cash for  
MAINTENANCE  
\$4.5M**

**Property  
Repairs &  
UPGRADES  
\$4.8M**

## 2017 INCOME

The full 16/17 financial report is available on Argyle's website at [argylehousing.com.au](http://argylehousing.com.au)



- Rental Income - **\$21,456,703**
- Government Grants - **\$3,814,190**
- Management Fees - **\$448,257**
- Tenant Repair Reimbursement - **\$656,496**
- Water & Utilities Recoveries - **\$721,162**
- Other - **\$160,035**

## EXPENSES



- Tenant & Property Related - **\$16,404,402**
- Employee Related - **\$5,700,484**
- Office and Administration - **\$3,311,548**

### NATIONAL REGISTRATION

Argyle is a Tier 1 Registered Community Housing Provider in Nsw and the ACT. At its last registration in 2016, Argyle was compliant with all aspects of the Registration Criteria.

- ✓ **Tenant and Housing Services**
- ✓ **Governance**
- ✓ **Probity**
- ✓ **Community Engagement**
- ✓ **Housing Assets**
- ✓ **Management**
- ✓ **Financial Viability**



# OUR VALUES

## **COLLABORATION**

We collaborate with our community to achieve positive and innovative outcomes

## **OPPORTUNITY**

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

## **DIVERSITY**

We respect all people and their diversity

## **ACCOUNTABILITY**

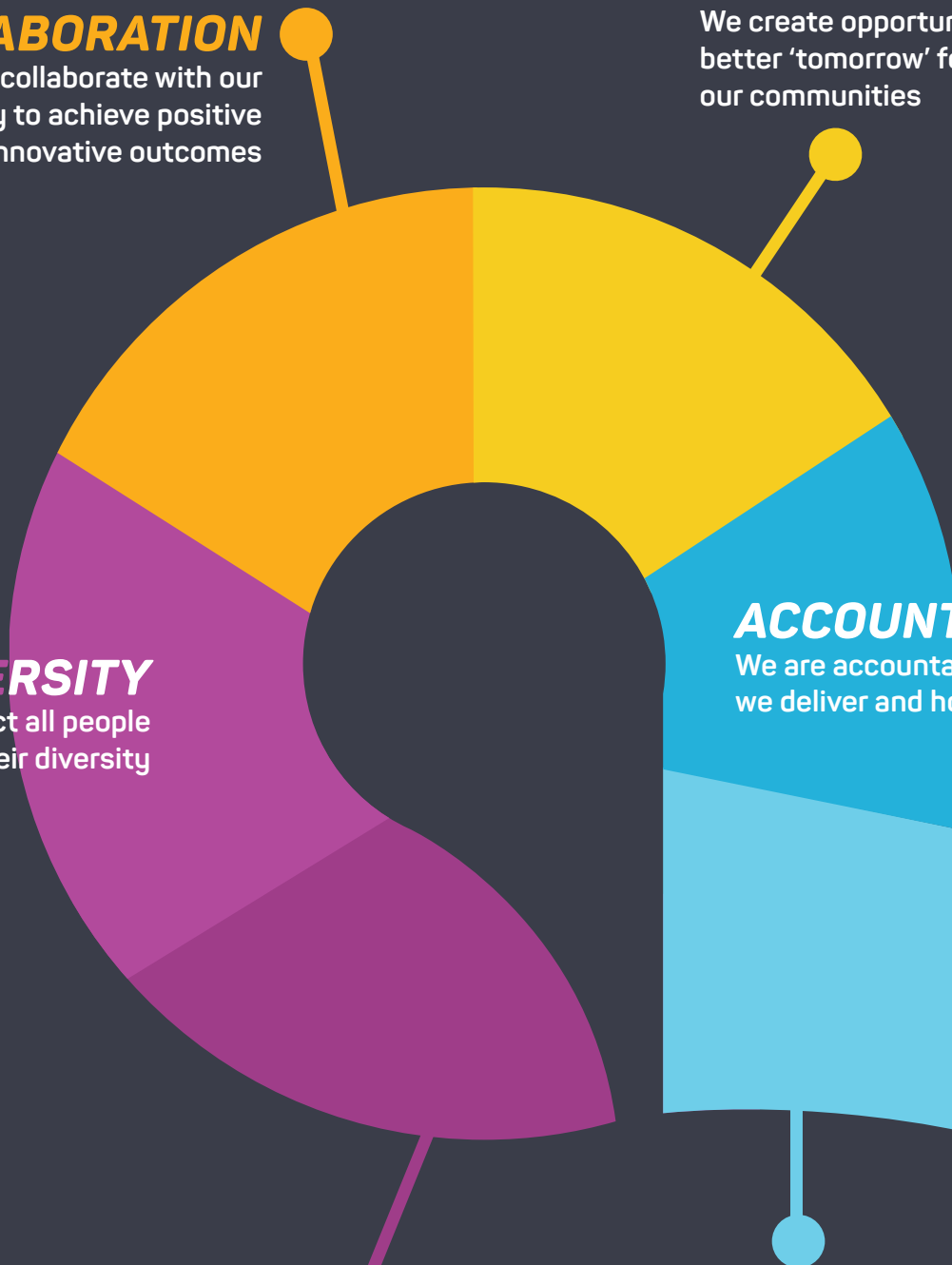
We are accountable for what we deliver and how we do it

## **PARTNERSHIPS**

We work in partnership with businesses, community and tenants

## **ADAPTABILITY**

We strive for excellence and are adaptable to meet changing needs



# OUR PARTNERS

"We want to thank the Commonwealth, NSW and ACT Governments and the over 200 organisations, agencies and contractors that have worked with us and helped us deliver positive outcomes for our tenants." *Wendy*



## DISABILITY ACCREDITATION

Argyle is accredited by the National Disability Insurance Agency as Disability Provider for Tenancy Support and Modifications.



### BOWRAL

32 – 36 Wingecarribee St  
P.O. Box 1026,  
Bowral NSW 2576  
P: 02 4861 2753

### GRIFFITH

Suite 2/136-140 Yambil Street  
P.O. Box 389,  
Griffith NSW 2680  
P: 02 6962 6830

### TAHMOOR

Community Links Wollondilly  
6 Harper Close  
Tahmoor NSW 2573  
P: 02 4681 0594

### CAMPBELLTOWN

28 Broughton Street  
P.O. Box 1121,  
Campbelltown NSW 2560  
P: 02 4627 0002

### QUEANBEYAN

S114 Crawford Street  
P.O. Box 502  
Queanbeyan NSW 2620  
P: 02 6297 5929

### WAGGA WAGGA

8 Fitzhardinge Street  
P.O. Box 550,  
Wagga Wagga NSW 2650  
P: 02 6921 6479

### GOULBURN

56 Clinton Street  
Goulburn NSW 2580  
P: 02 6297 5929

### YOUNG

Shop 4/ 33 Clarke St  
Young NSW 2594  
P: 6382 7818

### YASS

135 Comur Street  
Yass NSW 2582  
P: 0448 173 830

### AINSLIE

Ainslie Village  
23 Quick Street  
Campbell ACT 2612  
P: 02 6162 6800

### COMMON GROUND CANBERRA

130 The Valley Avenue  
Gungahlin ACT 2912  
P: 02 6241 0352



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