

A smiling woman with blonde hair is holding a young girl in front of a modern brick house. The woman is wearing a light purple top and skirt, and the girl is wearing a pink dress. The house has a grey brick facade and a white roof.

Candidate Information Pack

Argyle Housing Chief Executive Officer

Consultants: Andrew McEncroe, Managing Partner and Kate
Bromley, Consultant

February 2022

derwent

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Chief Executive Officer

- **Argyle Housing – Tier 1 Community Housing Provider**
- **Build sustainable regional communities**
- **Bowral NSW**

Argyle Housing is a high performing, not-for-profit, Tier 1 Community Housing Provider delivering Social and Affordable Housing with 2,700 properties under management that house over 4,500 people across NSW and the ACT.

In addition to managing the existing portfolio, Argyle's current strategy is to increase the supply of quality Affordable Housing and Social Housing in regional NSW and the ACT through the delivery of a series of exciting major projects. These transformational projects are being delivered in partnership with local councils and private and/or public stakeholders that will bring about real change and opportunity. They are also providing new, good quality housing that enables a pathway for Social Housing tenants to move along the housing continuum to the private rental market and home ownership.

Argyle is seeking a CEO to build on over 30 years of success and grow the organisation to increase its impact on the lives of individuals and families through creating homes in regional areas. As CEO you will be working with a committed board and team who are ambitious and motivated by opportunities to innovate for client-centric services. Your immediate priorities will include becoming an Employer of Choice, delivering transformational housing projects, and shaping strategic growth opportunities.

You will be an inspiring leader who combines a passion for social outcomes with sharp commercial acumen and exceptional stakeholder management. Your ability to build respectful, trusted, and collaborative relationships with communities and stakeholders in regional environments is a critical success factor. Experience in the housing or not-for-profit sectors is not essential, however you will have delivered results in complex stakeholder and regulatory contexts, and experience in property projects would be valuable. The head office is in Bowral and extensive travel will be required to connect and lead in the regions they serve.

This is a rare and challenging career opportunity to lead the growth of a significant ethical organisation and make a difference.

To apply and for a copy of the Candidate Information Pack, please go to www.derwentsearch.com.au and search the role title. Applications require a resume and covering letter addressing your interest and suitability. For enquiries, please contact Derwent at publicsector@derwentsearch.com.au or call Ali McCourt 02 9091 3253

Closing date: Sunday, 20th February 2022.

About Argyle Housing

Argyle Housing is a not-for-profit community-based provider of social and affordable housing

Their objective is to provide and manage secure, sustainable housing for people on low to moderate incomes. They are responsive to local needs and are committed to building sustainable communities.

Argyle Housing Vision:

Argyle Housing's vision is to deliver quality housing options and connections to community.

They have over 30 years' experience and currently serve over 4,500 tenants and 2,400+ properties across NSW and the ACT. Their outstanding service and commitment at a regional community level is what sets them apart as a leading community housing provider.

Argyle Housing:

- Actively links tenants to services and support to strengthen overall wellbeing.
- Operates a widespread tenant participation program, fostering individual and community level growth.
- Creates partnerships aimed at reducing disadvantage and achieving social inclusion; and
- Provides services to the homeless.

Argyle Housing actively encourages its clients to be involved in the organisation's activities

This involvement helps their clients build social capital, reduces isolation, and teaches new skills. It also provides Argyle Housing with a valuable source of knowledge and information about the communities they operate in and how they can better serve these communities.

Argyle Housing have a diverse and growing portfolio across NSW and the ACT

Argyle Housing currently operates in 17 local government areas – this property portfolio reflects the diversity of community needs and geographic areas in which they operate. Argyle Housing's portfolio consists of properties owned and managed, managed for Housing NSW, ACT Directorate of Community Services, other community housing providers, and leasehold properties managed for private owners.

Argyle Housing are committed to assisting their clients and their communities to achieve a better future.

To underpin this commitment, they have built a financially strong and economically viable organisation. As their property portfolio continues to grow so does the opportunity to acquire more housing, leverage economies of scale and become more innovative in creating solutions to provide accommodation to those in need. This, in turn, further strengthens their operating base and provides greater security for their tenants.

Argyle Housing Values:

Respect: Have regard for the feelings, wishes and rights of everybody.

Opportunity: Seek out ways to improve and add value to the delivery of their services.

Accountability: To be accountable for what they do and how we do it

Resilience: Face challenges, learn and move forward.

Position Description

Position Description: Chief Executive Officer

Reporting to: Board of Directors

Direct Reports: 5

Purpose

Acting under delegated authority from the Board, you will work in partnership with the Chair and the Board and have primary responsibility to ensure the implementation of Argyle's Strategic Plan; directing and managing all operational activities of Argyle.

Together with the Executive, the CEO is responsible for achieving short, medium and long-term housing, community and other business objectives for Argyle, Argyle's clients and the communities Argyle works in.

Key Accountabilities

Growth & Sustainability

- Identify and pursue potential business opportunities and develop proposals/business cases for consideration by the Board.
- Develop and maintain partnerships based on trust and respect.
- Shape and formulate long term strategy, working closely with the Executive and the Board.
- Provide forward looking perspective and advice on emerging issues on the horizon and their impact on the Company.
- Provide overall business strategic leadership and execution of the business plan.
- Periodical review and implementation of Argyle's agreed Strategic Plan
- Ensure clarity and focus of strategic business objectives and goals, risk mitigation, reporting and management.
- Develop and support Argyle's partnership network across sectors
- Drive continuous improvement in corporate governance, service delivery and operational efficiency.
- Ensure sound financial management stewardship of Argyle.
- Ensure Argyle's budget aligns with Argyle's strategic and operational plans and monitor performance against budget and reporting to the Board.
- Ensure achievement of annual financial objectives
- Monitor and report on appropriate key performance indicators or measures
- Identify and appropriately manage risks.
- Oversee risk management strategies, ensuring they are integrated with strategic and operational plans
- Ensure fulfilment of the regulatory compliance measures and requirements.

Community Connections

- Be locally responsive, deliver and measure community impact.

People and Culture

- Provide strong strategic leadership and direction to all staff through the Executive to improve their satisfaction, retention and performance.

- Provide exceptional leadership to the Executive through professional development, mentoring and coaching.
- Lead the enhancement of Argyle's organisational culture, values and reputation with employees, clients, and other external stakeholders.
- Design and communicate performance standards for the Executive and ensure they have skills, knowledge, and experience to match and exceed requirements.
- Mentor, measure and provide feedback through performance reviews.
- Enhance Argyle's reputation as employer by creating a work environment that reflects Argyle's values and goals with positive relationships between coworkers and with our clients and business partners.
- Ensure the provision of a safe and inclusive environment for clients and employees.
- Lead and support the achievement of Argyle's mission, vision, values and goals.
- Recruit and develop exceptional employees aligned to Argyle's values.

Customer Experience

- Create a culture of client centred service and accountability.
- Support place/home making by and for our clients.
- Identify and understand client needs to ensure services are in place to sustain tenancy and achieve best outcomes.
- Improve other client outcomes through a network of partnerships for other services and programs such as health, education, and employment where appropriate.

Relationships & Collaborations

- Develop and manage relationships with a complex and diverse set of stakeholders, inclusive of clients, staff, regulatory bodies and Government (Local, State and Federal), including Agencies, Departments, relevant Ministers and Shadow Ministers
- Contribute to the effective operations of the Board by keeping the Board informed of all issues relating to management accountabilities, providing accurate and timely information and maintaining professional relationships with Directors and the Company Secretary.
- Identify and advise the Board on emerging issues and their impact on Argyle.
- Communicate and lead the implementation of the Board's decisions.

Work Health & Safety

- Promote sound corporate governance, financial management and ethical standards within the business.
- Perform such other and additional duties and responsibilities as requested, consistent with the role as Chief Executive Officer.

Board Members:



Donna Anthes, Chair, Board of Directors

Donna is an experienced Company Secretary and Non-Executive Director with proven governance & risk management expertise. She has significant board level experience and leverages her strong record of accomplishment in leading change and resolving complex business issues. Donna's rich experience, ranging from start-up businesses to large-scale organisations, enables her to engage effectively and credibly with a broad range of stakeholders and provide sound business leadership in changing environments. Donna has executive experience across the public, private and not-for-profit sectors including Qantas, Macquarie Bank and the University of Newcastle, where she has been responsible for achieving operational efficiencies; implementing significant change programs; establishing corporate service functions and governance frameworks. A record of accomplishment of business development accompanies Donna's strong leadership



Susan Bailey, Chair, Nominations, Remuneration & Governance Committee

Susan is a non-executive director in the not-for-profit sector and previously in the public sector. She has over 30 years' experience as a commercial lawyer in the private and public sectors including insurance and electricity. Susan has executive experience as General Counsel of Ausgrid and General Counsel and Company Secretary of Royal & Sun Alliance Australia.



Chris Martin, Member, Assets, Acquisition & New Business Committee and Member, Audit & Risk Committee

Christopher has 37 years of broad-ranging experience in the property industry, covering property funds management (both listed and unlisted); property and asset management; property investment (including acquisition and divestment); property development; project management; financing and financial management; marketing; sustainability; and corporate governance and compliance. He has experience both on-shore (Australia) and offshore (as Regional Head of Asset Management for Asia-Pacific, based in Singapore, with LaSalle Investment Management).



Yvette Pietsch, Chair, Audit & Risk Committee and Member, Nominations, Remuneration & Governance Committee.

Yvette has over 25 years' experience in public practice as a Chartered Accountant, working with private groups and not-for profit organisations.

Yvette is currently an independent member of the Governance, Audit & Risk Committee for Shellharbour City Council, and was previously a Trustee and Deputy Chair of Centennial Park & Moore Park Trust and a member of NSW Council for Women's Economic Opportunity. Yvette has extensive experience in financial and risk management, corporate governance, business operations and commercial management.



Tracey Wadsworth, Chair, Assets, Acquisitions & New Business Committee; Member Nominations, Remuneration & Governance Committee.

Tracey has over 25 years in the property and finance sectors in strategic property and financial advisory, development and project management as well as asset and property management. Tracey has held senior executive positions in both the public and private sector nationally and internationally this has included Landcom, Royal Bank of Scotland, CRI and Tamaki Regeneration Company. Throughout this time, Tracey has been involved in a number of large scale social and urban renewal projects including most recently the Tamaki Regeneration Programme in Auckland, New Zealand. This is the largest social regeneration project in New Zealand seeking improve the social and economic well-being of a key area of Auckland.



Julian Sawicki, Member, Assets, Acquisitions & New Business Committee, and Member, Audit & Risk Committee.

Julian Sawicki has a 25-year career in executive management and membership of boards. This experience covers financial management, strategic planning, risk management, human resources and culture, quality, and compliance with a strong understanding of board governance principles arising from the completion of the Company Directors course via the Australian Institute of Company Directors.

Julian's passion for community services is reflected in his senior and Chief Executive roles with values-based organisations providing a wide range of community and personal support services throughout South Australia. His experience in community housing policy and practice arises from significant involvement with community housing companies such as Westside Housing and Unity Housing. This practical experience coupled with knowledge of government policy adds to his board experience in the superannuation, community services, community housing, and disability services sectors.



Robert Mulcahy, Member, Audit & Risk Committee.

Robert has over 30 years senior executive experience in the financial services and for purposes sectors nationally and internationally. Initial responsibilities were focused on financial matters and has transitioned towards general management including strategic planning, operational excellence, business development and risk identification and mitigation. Appointments over this period include significant roles at Westpac, Toyota Finance and Uniting.

The Application and Selection Process

COVID-19

In this dynamic and challenging environment, Derwent and Argyle Housing are responding to changes to ensure the safety and equity for all applicants and stakeholders. Interviews will be held in accordance with NSW Health guidelines and may be appropriately conducted in person or by video conference. We are happy to discuss these in greater detail with potential candidates and ensure that we are protecting the health and safety of everyone we work with.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to field inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments including interviews will be offered a feedback session to discuss their experience and the assessment results.

Applications

Closing date: Sunday, 20th February 2022

Applications:

All applications are to be received by Derwent. To apply, please go to www.derwentsearch.com.au and search the role title. Applications require a resume and a cover letter highlighting your suitability.

Inquiries:

Contact Derwent by email publicsector@derwentsearch.com.au and we will reply with information and arrange a convenient time to speak as required. Derwent will maintain confidentiality with respect to contact by potential applicants.

Selection process

Derwent will conduct a review of applications for Argyle Housing to consider and select a candidate short list to attend an interview with the selection panel.

Candidates may also be required to complete additional assessments such as a presentation, personality profile and cognitive ability assessments. Further information and sufficient notice regarding additional assessments will be provided, and reasonable adjustments will be provided for candidates with a disability.

Reference Checks

For candidates in final consideration, at least two referees will be contacted with permission before an offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role.

Pre-employment verification and background checks

Before an offer of employment is made the following checks will be undertaken:

- Academic Qualification Check
- Professional Membership Check
- Criminal History Check.