

# LOOKING BACKWARDS, MOVING FORWARDS



# A WARM WELCOME TO THIS YEAR'S ANNUAL SELF-EVALUATION

I am delighted to have joined Linc in March 2018 after many years working in Wales and admiring the positive difference Linc makes within its communities.

Our self-evaluation 2017/18 demonstrates the positive work across Linc by so many dedicated tenants, community members, staff and board members. There is strong passion for delivering great homes, enjoyable communities and services that mirror the expectations of tenants and residents.

Moving forward, we know we have work to do to ensure we can meet the future challenges. We want to continue providing excellent and improving services. Over the coming year, will be modernising our services, by ensuring they are digital and efficient and will be working closely with our tenants and partnerships to do this. This is something we cannot do alone. Listening to our tenant's voice has never been more critical, and our focus for the year ahead remains putting our tenants and the community at the heart of all we do.

The Welsh Government has set a target of 20,000 new affordable homes by 2020. I am confident that Linc can contribute effectively to the provision of new, affordable housing in Wales and help the Welsh Government meet its target.

I would like to thank all our colleagues across Linc for their continued efforts, and hard work. I am also grateful to our Board members for their significant contribution.

**Scott Sanders**  
Chief Executive Officer  
August 2018



Recently appointed Chair Richard Norton welcomes CEO Scott Sanders.

# OUR HOMES



We build homes where communities can flourish, and tenants and residents can focus on what matters to them.

Improving wellbeing is something we take seriously. Our neighbourhoods are carefully designed with your wellbeing in mind. From the internal features in your home which make it a beautiful place to live, to the green spaces outside which can include things from edible gardens full of herbs and fruit trees to outdoor gyms to boost physical activity.

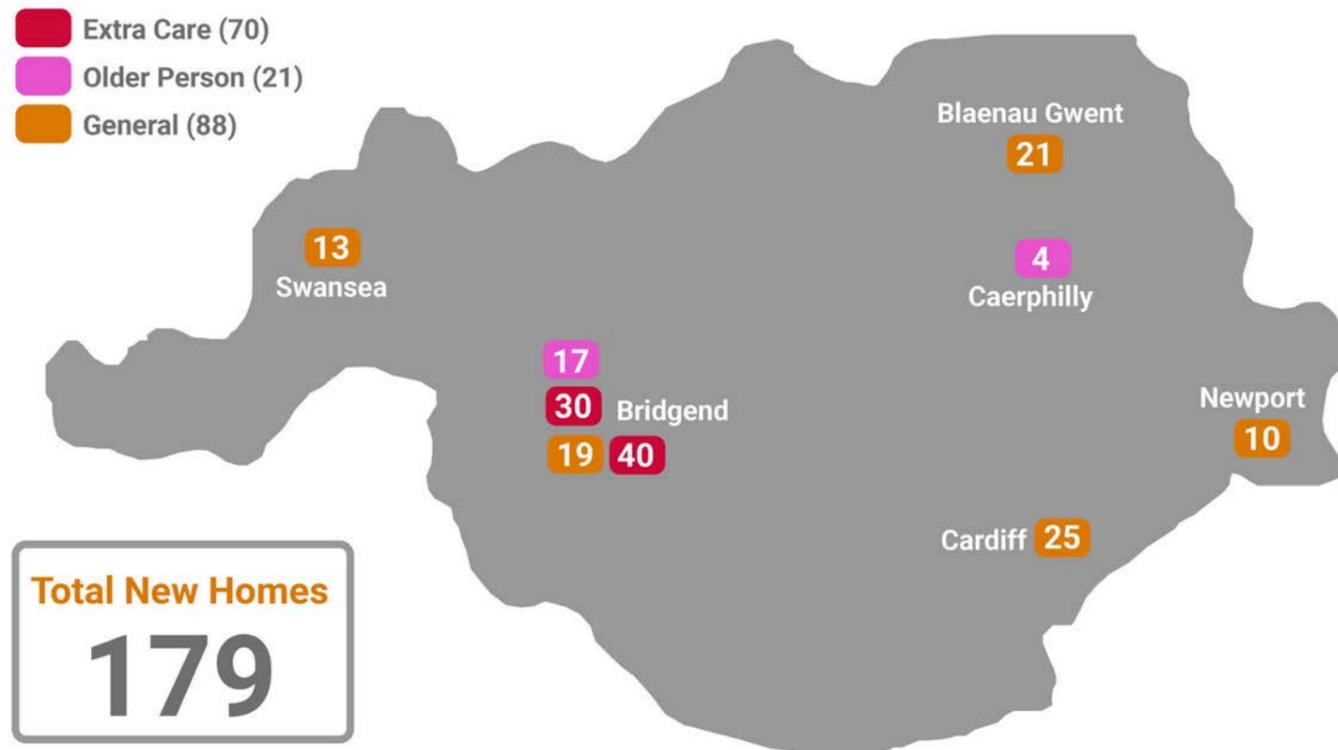
We want affordability to be at the heart of our developments, we build our homes to ensure they are cost effective for our tenants by being energy efficient.

It is important that our homes are accessible, and we work closely with the Royal National Institute of Blind People Cymru (RNIB) to achieve 'visibly better' standard in our sheltered and extra care schemes. During 2017/18 we were delighted that our extra care schemes Glyn Anwen and Capel Court achieved platinum standard, which is the highest standard that can be achieved.

We are always looking to improve our services and what we can offer and we have big plans ahead for 2018/19.

LAST YEAR WE COMPLETED 10 NEW HOMES  
AND ACQUIRED A 64 BED NURSING HOME

THIS YEAR WE ARE COMPLETING OVER 170 NEW HOMES



# OUR PEOPLE



We do not just build homes,  
we build communities where people can thrive.

A home is such an important part of a person's wellbeing, and we think of ourselves as more than just a landlord. We have teams in place to support our tenants to have a voice in the service they receive; have extra support when they need it and provide a range of opportunities for personal development and growth. We take a strength-based approach to our work with tenants, focusing on what is strong not wrong in their lives.

## INDEPENDENT LIVING

The tenants of Aberavon Court enjoyed a day of festivities as the scheme celebrated 30 years of housing, health and social care. Aberavon Court was built in 1986 and was the first older persons scheme to be built by Linc.

Tenants and members of the local community were invited to celebrate and were treated to cake, music from a steel band and a hog roast. The Deputy Mayor of Neath Port Talbot attended along with David Rees AM, who commented:

"The opportunity to have supported living within the community is hugely important, this facility allows people to live within their community in a secure environment but with the independence they want. That is important to them and important to us as a society as well. The 30-year celebration is a marker to say let's have more of this and ensure that others can continue to live in their communities as well".

The event brought together influential members from the local authority, which gave Linc an opportunity to showcase sheltered housing and demonstrate that retaining our scheme managers on site has been the secret of our success.



## STRIVE

Feeling safe in your own home is key! Our dedicated STRIVE team work with tenants to support and empower people to make changes, improve their wellbeing and feel safe and happy in their own home.

## COMMUNITY REGENERATION

At Linc, we want to support our tenants in what matters to them. We have set up our Community Regeneration team, who are working with a range of expert partners to provide employability skills and opportunities for our tenants across Wales.

## ASSET MANAGEMENT

We know that an effective repairs and maintenance service is something that is so important to our tenants, and influences how you view us as a landlord.

Throughout 2017, we wanted to listen to tenants and involve our tenants in reshaping the service in light of ongoing feedback of our repairs service. Tenants were vital in supporting our approach to continuous improvement. We wanted to:



- Involve tenants from start to the finish in reshaping the asset management service
- Open up new opportunities for tenants to get involved and scrutinise every aspect of a service
- Be bold – tip the process on its head and challenge the way we normally do things
- Ensure tenants were equipped with training and support to put the needs of others, and our most vulnerable tenants first
- Improve openness and transparency and trust our tenants would make the right decisions for everyone
- Ensure diversity and equality considerations were integrated into the whole process
- Empower tenants to strengthen their decision-making capacity by selecting the new Linc contractors

A huge amount of activity has taken place over the past year with our tenants from revising and developing a new asset management strategy; development of new service standards; tenants interviewing new repairs staff and marking the tenders for our new repairs service.

We are confident that with the support of our tenants, our new team and processes in place, our asset management service will go from strength to strength during the year ahead.

# BEYOND HOUSING

We provide a vast array of diverse services to people across South Wales.

Linc as a business is so diverse, our core business is vast, and more than just housing. From specialist nursing provision; a thriving and unique event venue in the centre of Newport; to a cosmopolitan retail and residential quarter in Cardiff. 2017 has been a year of expansion and growth, supporting more people to access great services across South Wales.

## OUR NURSING HOMES

We think our three nursing homes are quite exceptional places. As soon as you walk in through the door and meet our residents and staff you will see that Penylan House, Capel Grange and Ty Coch are something special, and a place you'd feel proud to call home.

We pay special attention to our nursing homes, after all, they are people's homes, and help promote a sense of wellness and contentment. The occupancy rate for 2017/18 was 94.3%



## CREATIVE ART CLASSES

Our Creative Art Classes started in 2017 with a small number of residents for 2 hours a week. The idea was to give the residents the opportunity to try something new! Some of these residents had never painted before and they were unsure whether they would enjoy the class. However, as the time went on they were surprised at how relaxing this could be and they decided to keep coming to the class.

The class has grown in popularity and now runs for a full day, welcoming up to 15 residents.

The residents feel a sense of pride and achievement, sharing one another's paintings and praising each other's creations. Residents are very enthusiastic to show their work so we are planning an art exhibition to present and share their work during 2018.



## FORGET ME NOT CHOIR

The Forget Me Not Choir is a very important part of the activities and events going on at Penylan House. The choir is enjoyed by residents, family members and carers alike. The Elders look forward to a Thursday afternoon every week because of the choir. Residents benefit from being part of the choir as they build new and lasting relationships with one another, choir members and also get to sing well known songs as well as learn new ones.

The enjoyment and meaning the residents obtain from being part of a fun filled and active choir means the world to them.



## ENVIRONMENT TRANSFORMATION

Capel Grange was the first of our Nursing Homes that went through an innovative transformation in one of its communities. Reminiscent pods (RemPods) are a creative way to generate reminiscence by recreating scenes, sensory sights and sounds from the past or present. These pods are particularly effective in dementia settings because the resident is taken back to a time they were familiar with when they were either children or members of their communities. The pods are scenes/pictures that are local to that Nursing Home such as the Transporter Bridge in Newport or Roath Park in Cardiff.

We have observed the benefits of the RemPods on our residents and staff who work in that environment. Some of the best moments you witness is seeing or hearing very lively conversations between carer or family with our residents. The pods generate conversations and stories about places they once knew which means times that could be spent feeling isolated and non-communicative are reversed by very natural and therapeutic chitter chatter.

We believe improving the environment for people who live in our Nursing Homes will yield positive and beneficial outcomes for them. We promote healthy lifestyles and wellbeing and encourage people to live out their best possible lives in a safe and stimulating environments.



## LYSAGHT INSTITUTE

We are proud to have restored Lysaght Institute in Newport to its former glory and in 2018 it celebrates its 90th year. Whether it is for a wedding, party, a meeting, conference, or community activity, Lysaght offers a unique event venue in the heart of Newport, with facilities to cater for any requirement.

Lysaght is fast becoming the hub of the local community, from being a stylish, yet affordable wedding venue, to hosting local community events. During 2017 it was busier than ever, getting several 5\* reviews from weddings and playing host for the M4 relief road enquiry for several months.

In 2017, we also embarked on an upgrade of Lysaght, including redecoration and a brand new bar area. We wanted to make sure that when anyone steps into Lysaght, whether you are a Linc tenant, a bride & groom, or attending a corporate event, Lysaght felt like a special place.

We have created a brand new community hub, which includes the latest technology. This resource is for our community to benefit from, whether it is a job club or after school event for children. It's fresh functional space, and most importantly it's free for the community to use. We hope it will become an important community asset in the year ahead.

The Lysaght is a place that reflects our commitment to the local community, and a place where people arrive and instantly know they matter.



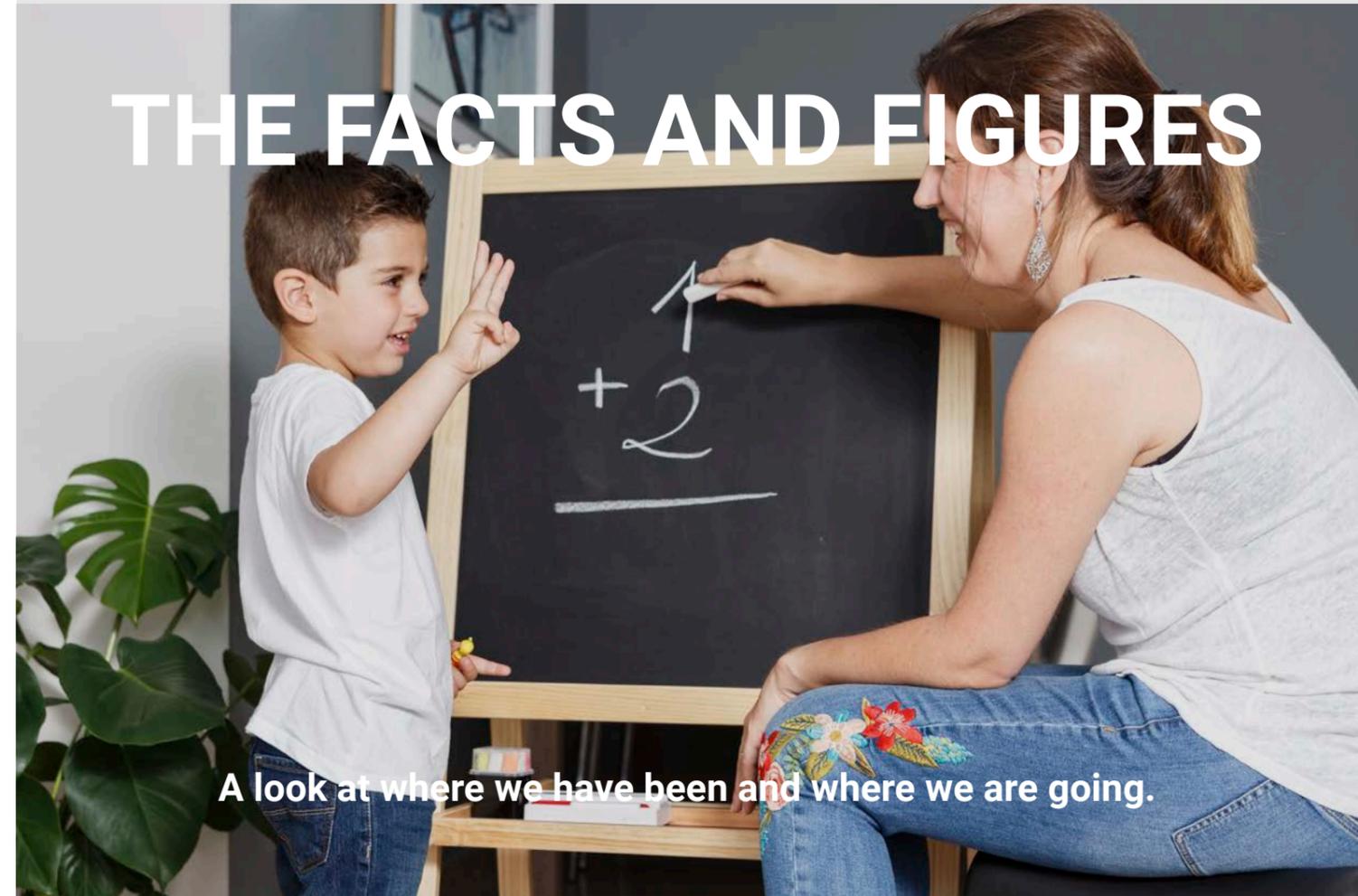
## BARRACK LANE

Barrack Lane is our cosmopolitan retail and residential quarter. Situated in the heart of the bustling Cardiff city centre. Barrack Lane is home to an exciting range of stores and cafes. This unique development comprises of 9 retail/business units at pavement level and 27 apartments on the upper three floors. The aim of the development has been to create a new buzz around the southern area of the city centre and to help boost Cardiff into becoming a world-class shopping destination.

We are delighted that all our units and apartments were occupied as of the end of March 2018.



# THE FACTS AND FIGURES



A look at where we have been and where we are going.

## LOOKING BACK OVER THE YEAR

|  |   |   |
|--|---|---|
| Tenants arrears                            | 1.31% by the end of 2016/17 (£311,992)                    | 1.30% by the end of 2017/18 (£307,753)                    |
| Tenants in receipt of Universal Credit     | N/A   | 124 by the end of 2017/18                                 |
| Tenant evictions                           | 12 Tenants were evicted during 2016/17                    | 8 Tenants were evicted during 2017/18                     |
| Time to let a new home                     | 15 Days to let a new home in 2016/17                      | 15 Days to let a new home in 2017/18                      |
| Reports of anti social behaviour incidents | 631 Reports of anti social behaviour incidents in 2016/17 | 650 Reports of anti social behaviour incidents in 2017/18 |

## OUR TENANT SATISFACTION SURVEY RESULTS

-  81% ARE SATISFIED WITH THE SERVICE PROVIDED BY LINC
-  82% ARE HAPPY WITH THE OVERALL QUALITY OF YOUR HOME
-  82% ARE HAPPY WITH THEIR NEIGHBOURHOOD AS A PLACE TO LIVE
-  84% AGREE THAT THEIR RENT PROVIDES VALUE FOR MONEY
-  80% AGREE LINC ARE PROVIDING A SERVICE TENANTS AND RESIDENTS EXPECT
-  69% ARE HAPPY WITH THE WAY WE DEAL WITH REPAIRS AND MAINTENANCE
-  64% BELIEVE WE LISTEN TO TENANTS AND RESIDENTS' VIEWS AND ACT UPON THEM
-  81% OF TENANTS AND RESIDENTS TRUST US
-  67% AGREE WITH THE WAY WE DEAL WITH ANTI-SOCIAL BEHAVIOUR

## HEALTH AND SAFETY



-  ALL OF OUR STAFF NEED TO COMPLETE A HEALTH AND SAFETY LEARNING MODULE. ALL AREAS OF THE BUSINESS REMAINED AHEAD OF THE 80% TARGET FOR 2017/18
-  THE NUMBER OF ACCIDENTS PER 100 EMPLOYEES AT THE END OF 2017/18 IS LOWER THAN IN ANY OF THE PRECEDING FOUR YEARS
-  ALL PLANNED AUDITS (48 SITE-BASED AND 90 DESKTOP AUDITS) HAVE BEEN COMPLETED DURING 2017/18
-  WE WERE 100% COMPLIANT FOR GAS SAFETY AND SMOKE DETECTION INSPECTIONS
-  WE COMPLETED ALMOST 2000 ASBESTOS CONDITION INSPECTIONS, WHICH WAS ON TARGET
-  WE HAVE COMPLETED THE ANNUAL PROGRAMME OF LEGIONELLA TESTING AND REMAINED ABOVE THE 95% TARGET.
-  ELECTRICAL FIXED WIRING IMPROVEMENT PROGRAMME EXCEEDED THE TARGET SET COMPLETING 864 IMPROVEMENTS.

## COMMUNITY ENGAGEMENT



The outcomes from meaningful engagement with tenants can be vast, and includes:

- Improving Services and Value for Money
- Accountability
- Individual and Community Capacity
- Improving Communities
- Our focus is working closely with tenants to do what matters, and ensure we spend our money wisely. We have a drive to make a difference in our communities providing the best services while always looking to improve.

We are the facilitators in making tenant involvement happen, and can provide advice, help and support. Our priority is to ensure we listen to our tenants' voices and we have processes in place to ensure that communication is maintained.

Over the past year (2017/18) highlights of our work includes:

- 
**TENANT ENGAGEMENT**  
 Engaged with over 650 tenants and their families to get involved, or take part in community events.
- 
**FOOD AND FUN SESSIONS**  
 Nearly 100 children benefited from the Food and Fun Sessions at St Mellons over the course of 6 weeks.
- 
**FUN RUNS**  
 100 community members took part in the Aberbeeg Fun Run including both younger and older tenants.
- 
**HEALTH & WELLBEING DAYS**  
 15 formal and informal groups were provided with support, including help accessing funding and improving health and wellbeing. Over 80 children benefited from Health and Wellbeing sessions in Lewistown, Bridgend, Aberbeeg and Ebbw Fach.
- 
**VINTAGE DAYS**  
 100's of tenants from independent living schemes benefited from various projects including 3 'Vintage Days' held in Blaenau Gwent and Newport designed with a 'dementia friendly' focus.
- 
**STEEL REMEMBERED**  
 Over 600 people, including many tenants, attended our Steel Remembered event and exhibition in the Senedd. Over 1000 children engaged in Steel Remembered workshops across schools in Newport and Cardiff.
- 
**SEASONAL COMMUNITY EVENTS**  
 Over 500 tenants and their families enjoyed seasonal events at Lysaght Institute during 2017.
- 
**SKIP AND RECYCLING EVENTS**  
 We supported 100's of tenants to benefit from 3 skip and recycling events (Caerphilly, St Mellons and Danygraig).
- 
**FUNDING FOR DIGITAL EQUIPMENT**  
 We supported 60 tenants in Blaenau Gwent to access funding for digital equipment
- 
**FUN DAYS**  
 Over 70 tenants attended the St Mellons Fun day consultation event and over 60 took part in making hanging baskets.

We are proud of our work, engaging with our tenants and listening to our tenants' voices. Over the next year we will carry on doing what we do best, but we will also explore new tools for engagement to reach those we engage with the least. We want to support the many committed tenants already involved with Linc, but find new and innovative ways of hearing even more voices.

## ASSETS

Most of our assets team are based out in the community, supported by our onsite contractors. We are committed to ensuring our property standards are high, and we take health and safety extremely seriously.



Our regular estate inspections, along with our responsive, reactive repairs team and planned maintenance program (such as new kitchens, bathrooms, boilers and windows) helps keep your home in top shape, and most importantly you and your family safe.

|  |   |
|--|---|
| Gas safety compliance  | 100% compliant  |
| Day to day (reactive repairs) carried out last year cost an average of £172 per repair   | 12,289 repairs carried out during 2017/18 (12,241 carried out during 2016/17) |
| Planned maintenance improvements, including fitting kitchens, bathrooms, windows and boilers. Average cost per improvement was £2,356.64 | Completed 439 improvements during 2017/18 (Completed 280 during 2016/17)      |

## CUSTOMER CONTACT TEAM

It has been another busy year for our customer contact team. Our friendly team answered 37,284 calls this year (down from 38,281 last year). It is great when we can help our tenants at the first point of contact. This year we have helped an average of 70% of our tenants solve their issues without the need to be transferred to another department.



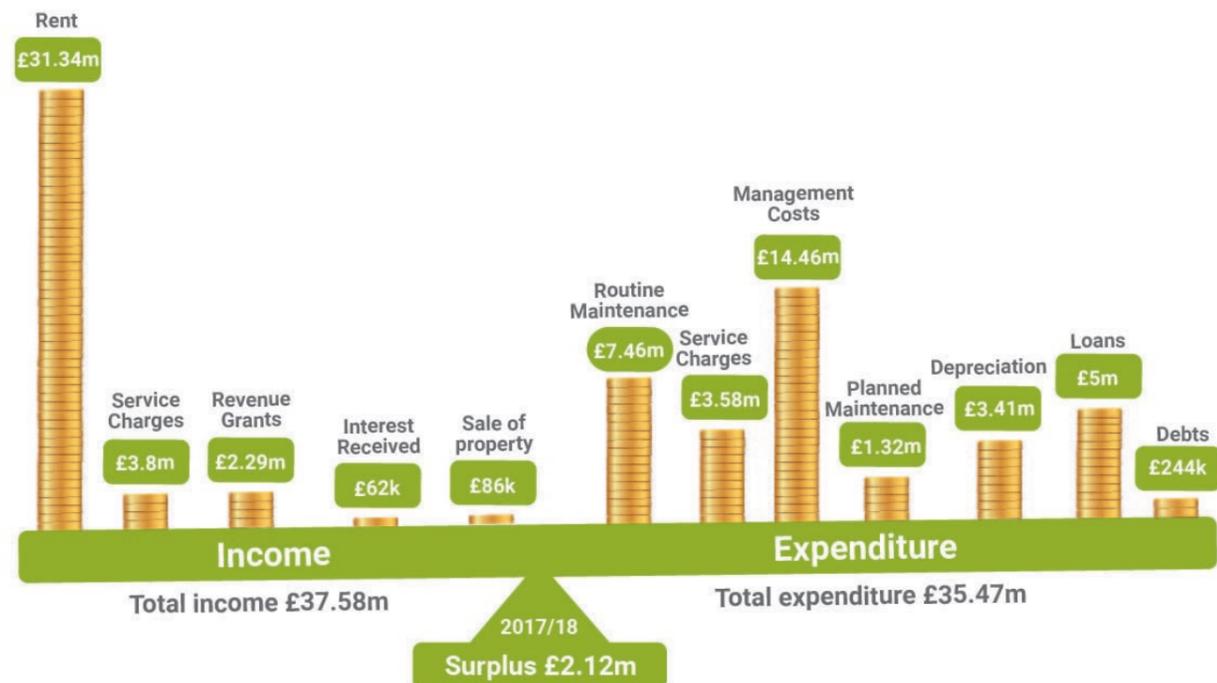
# MANAGING THE MONEY



Take a look at how we invest to continually deliver what you need and improve on our service.

Across the UK rent levels have been rising, making accommodation less affordable as a proportion of income. At Linc we are proud of our affordable social rents and work closely with our tenants to provide them with the right support to successfully manage and maintain tenancies.

Linc has continued to show a strong financial performance across all areas of the business. This will allow us to continue to grow and invest in improving services for all our tenants residents and clients across Wales.



Our approach to value for money runs through all that we do, from the services we provided to the purchases we make. It is more than the cost, it is the value our spending can bring to tenants, residents and communities.

We are focused on reducing the costs of our services, while maintaining high levels of service delivery and ensuring we get more for our money, both our assets and our people.

As we further embrace technology we will need to invest to enhance our digital services, enhance our services to support the lives that many of our tenants lead while supporting those who need our help the most.



# MOVING FORWARDS

We will continue to improve and provide an even better service to tenants in the year ahead.

## OUR PLANS FOR THE BUSINESS INCLUDE



### NEW BOARD MEMBERS

We will recruit new board members with skills that complement the future direction of the business and continue to provide excellent governance.



### BOARD MEMBER PAYMENT

We will review our approach to board member payment in collaboration with our tenants, staff and stakeholders.



### WE WILL MODERNISE

We will modernise by ensuring that health and wellbeing is at the forefront of our work environment, our practices are efficient and our services are digitised. We will reach out to society through stories and ensure that we review our governance structures to ensure it remains fit for the future.



### WE WILL REFRESH OUR VALUES

We will review and refresh our values, making sure they reflect Linc and our business.



### VALUE FOR MONEY

We will produce a Value For Money Strategy.



### WEBSITE AND SOCIAL MEDIA

We will launch our new Linc Cymru website and form our communication and marketing activity around a social media and online presence.



## OUR PLANS FOR OUR HOMES SERVICES INCLUDE



### IMPROVED REPAIRS AND MAINTENANCE SERVICE

We will deliver an improved repairs and maintenance service by supporting our new contractors LCB, and bringing our repairs calls in house.



### NEW HOMES

We will deliver 170 new homes and maximise the benefits these bring to the wider community including apprenticeships and training opportunities.



### SUPPORTING OUR TENANTS THROUGH THE CHALLENGES OF WELFARE REFORM

We will support tenants through the challenges of welfare reform, in particular universal credit.



### SUPPORT OUR TENANTS INTO EMPLOYMENT

We will continue our approach to supporting our tenants into employment.



### STRENGTHEN TENANT ENGAGEMENT

We will strengthen our methods of tenant engagement, by focusing on new ways to engage.



## OUR PLANS FOR OUR CARE SERVICES INCLUDE



### REGULATION AND INSPECTION OF SOCIAL CARE

The Regulation and Inspection of Social Care (Wales) Act 2016 came into force on 2 April 2018. Linc will re-register all our Nursing Homes under the new Act and ensure we are complying with the new regulations and statutory guidance.



### NEW EXTRA CARE SCHEMES

We will welcome tenants into our two new extra care schemes.



### THE REFURBISHMENT OF TY COCH NURSING HOME

We will continue the refurbishment of our Ty Coch nursing home.



### PREFERRED PARTNER STATUS

We were successfully chosen as the preferred partner to develop 5 extra care schemes in RCT. We will start work on our Aberdare scheme during 2018/19.



# SUCCESSSES AND AWARDS

We are proud to celebrate our successes and the great work we do with our tenants.

## CUSTOMER SERVICE EXCELLENCE

Linc was delighted to have been awarded the government back Customer Service Excellence standard, and is one of only a handful of Wales based housing organisations to achieve the standard.

Improving the customer experience has been a key focus for the team at Linc, and over the past year, they have been working towards achieving this independently assessed standard. An independent assessor spent two days with the company, interviewing over 30 tenants, staff and stakeholders assessing against 57 standards. The standard tests customer service delivery, timelines, information, as well as professionalism and staff attitude. Linc achieved 54 of the standards, and was identified as having showed exemplary practice within five areas.



## STEEL REMEMBERED EXHIBITION

Our Heritage Lottery funded project 'Steel Remembered' held an exhibition at the Sennedd. The event was supported by Steffan Lewis AM, and over 500 people attended.

Visit our dedicated website at [www.steelremembered.org/](http://www.steelremembered.org/)



## WELSH GOVERNMENT COMPLIANCE

The Welsh Government Regulator published our annual regulatory judgement. This was good news for Linc and it's tenants, with the regulator not raising any concerns.

Visit our website to view our annual regulatory judgement.



## FUNDRAISING EFFORTS

Linc raised over £20k in aid of the Tenovus Closer to Home Appeal and 2 Wish Upon a Star.

A charity ball, which took place at St David's Hotel on 13th October 2017 was sponsored by R&M Williams and Morganstone, with Welcome provided by Hugh James.



## TPAS CYMRU AWARDS

Linc tenants and staff scooped four prizes as part of the Tenant Participation Awards (TPAS Cymru) ceremony 2017, including first place in the Community Action Award and Staff Team of the Year Award.

The annual TPAS Cymru Awards showcases the compelling and inspirational success stories of tenants, landlords and contractors working together across the communities of Wales. They celebrate and reward the people, ideas and organisations that shape the tenant involvement work of the future.

In total, Linc scooped prizes in 4 award categories!

