

OneLinc

Creating the Right
Environment for
People to Flourish

2019 - 2021



Welcome to OneLinc



I am incredibly pleased to have joined Linc in 2018, a strong and ambitious business where we are keen to look to the future and extend the impact we are having in the housing and care sectors.

Who we are and the role we play is shaped by our colleagues, customers and business partners, and together we're writing our new story. We call it OneLinc.

As OneLinc we've taken a fresh look at what our future holds. We believe that our world is ever changing, and we want to be leaders in responding to those changes. So, our next chapter goes beyond providing excellent homes and services, and is captured in our unique purpose:

Creating the right environment for people to flourish.

Our OneLinc purpose will form the basis of everything we do over the coming years. By putting togetherness and wellbeing at the heart of our way of working we will create a culture where we work together and are proud of the difference we make to peoples' lives, every single day.

Whether this is your first day with Linc or you have worked here for many years, this is just the start of our OneLinc journey. I hope you find this guide useful as we begin to shape the ways in which we will deliver our purpose, together.

SCOTT SANDERS
CEO

Our Purpose



Our **OneLinc** Purpose is...
...creating the right environment
for people to flourish.

But what does that mean in real terms?

As OneLinc, we aim to contribute to a prosperous and healthier Wales, a great place to live and work, now and in the future



The Bigger Picture



Over the next three years we will be building more homes than ever before, ensuring that they are more than just great places to live. The homes we build and the natural environments that support them will contribute to improving people's quality of life, and as a care provider we will continue to work with Local Authorities and the NHS to address the needs of an ageing population and a health service under more pressure than ever before.

We're proud to be part of a sector that has consistently shown its value in the Welsh economy, and we believe that our plans for 2019-2021 will continue to help this sector to thrive – for the benefit of our communities and Wales as a whole.



Housing Associations spent £1.2billion in 2017/18.



84% of all spending by Housing Associations remained in Wales.



£886million gross value added to the Welsh economy.



23,000 full time equivalent job roles supported by the housing sector.

Focus on Wellbeing



We recognise our responsibility in meeting the ambitions of Welsh Government, and we will keep the Wellbeing and Future Generations Act and its seven goals at the forefront of our minds as we shape our ambitions and priorities.

Our ambition is to support the creation of a healthier Wales, and while our role will vary, we will always aim to find shared outcomes with our colleagues from public and private sectors to deliver a range of Welsh Government objectives.



A Prosperous Wales



A Resilient Wales



A More Equal Wales



A Healthier Wales



A Wales of Cohesive Communities

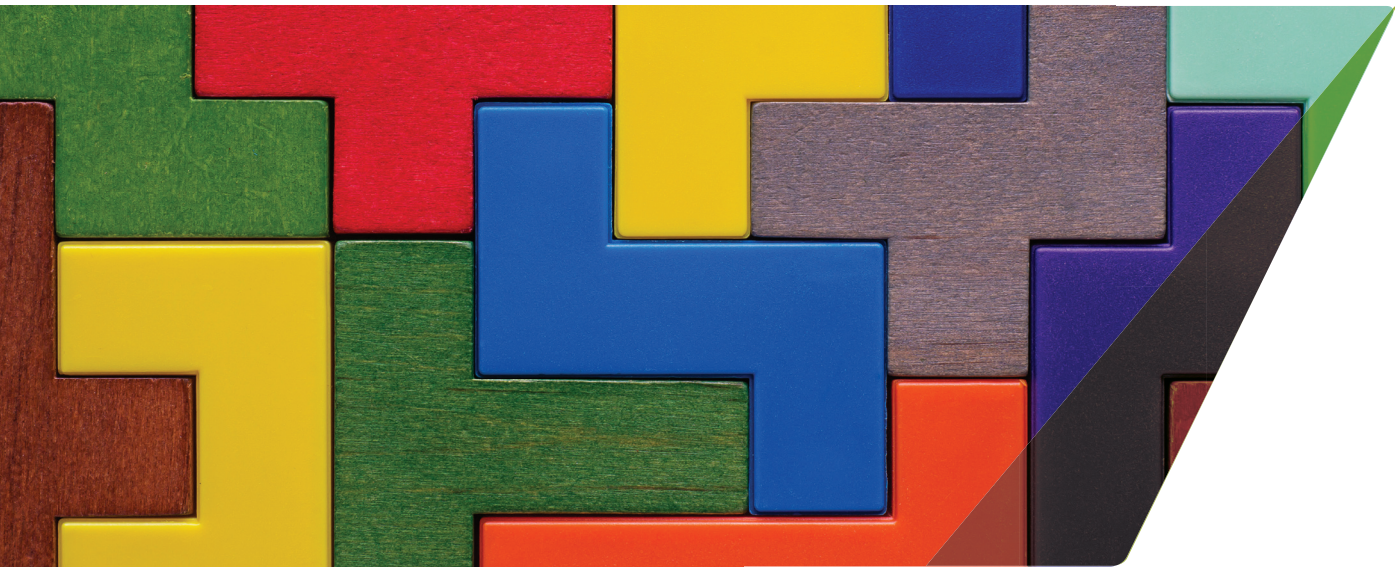


A Wales of Vibrant Culture & Welsh Language



A Globally Responsible Wales

Building Communities



Linc works within ten Local Authority areas and is alive to the different opportunities and challenges that exist for those communities. We know that listening to communities and acting on their passion for improvement will make a real difference.

Our ambition is to contribute to a prosperous and healthier Wales, a great place to live and work now and in the future, so re-investing in the growth of existing communities is at the top of our list of priorities.



Decisions Based on Insight



Our improvement and learning will be supported using business insight. Our ambition is to move our business intelligence to the point of planning our services on predictable insight, helping us to make more robust decisions.

The use of live data will deliver smarter working which will release more time for colleagues to spend with residents who need our support, while digital options will enable customers to tap into information and key services when and where it suits them.



Partnership and Collaboration



The places and communities where we work are changing, and this means we need to think differently; partnerships that can create a more rounded solution are welcomed.

As a business, hungry to learn, we will build partnerships that focus on understanding the impact of our work, which will not only help Linc to plan its future but will assist the housing sector more broadly to pack the biggest punch possible.



Our OneLinc Values

To create the right environment for people to flourish, we will be:

Passionate

We take pride in everything we do and are driven by a positive, infectious attitude. This fuels our desire to work together to create environments where people can flourish and a happier, healthier Wales.

Ambitious

Our Passion drives our sense of Ambition. It makes us curious, encourages us to find ways to challenge 'the norm' and embrace new ideas that will provide great experiences for our customers and colleagues.

Respectful

But our Ambition is based on Respect and listening. We value our customers and staff and listen to and learn from them; we never create change for the sake of it but use insight to help us respond to their needs.

Our values define how we will achieve our purpose, how we behave as a business and as individuals, how we interact with our colleagues, customers and stakeholders.

They also define how we sound, the way in which we write or talk to people. This is known as our tone of voice.

Together we will live out these values, so that as OneLinc we behave and communicate in a way that is clear and consistent to all our audiences and will enable us to achieve our purpose.





So, What's in the OneLinc Business Plan?

Since becoming Chair in March 2018, my admiration for everyone at Linc and my fellow members of the Board has continued to grow and has made me proud to take this role.

It's with this pride that I introduce to you some of the key initiatives of our OneLinc plan.

OneLinc is an ambitious plan for a business centred around its people and communities. Our new values and purpose will drive this plan, and our OneLinc goals and priorities show the work we'll be doing to really make a difference.

RICHARD NORTON
CHAIR OF THE BOARD

New Business and Growth



As we build more affordable homes and look to grow our business, we'll be utilising new and innovative methods of construction while designing homes around the wellbeing of our customers.

In Bridgend, we are busy building a new wellness village called Sunnyside, where we will be incorporating the WELL Building Standard into the design of the homes and health centre.

Our extra care apartments in Rhondda Cynon Taf are being built using innovative modular construction, a technique where multiple high quality, energy efficient sections or boxes, known as modules, are manufactured in a factory before being joined together on-site.

Our OneLinc goals:

- Creating 1,700 new homes by 2026 that support a good quality of life.
- Providing homes for sale to support our ongoing investment in affordable housing.
- Extending our use of modern methods of construction to create environmentally conscious and sustainable developments.
- Partnering to deliver solutions that meet health, housing, leisure and work place needs.

Wellbeing and Personal Development



A big part of what OneLinc stands for is a commitment to act as one team to deliver what people want and need. This means freeing up staff time to focus on the things that matter most to our customers, while our colleagues will be encouraged to maximise their talents through an investment in their personal development.

Our OneLinc goals:

- Designing work environments and practices that support wellbeing.
- Investing in staff and residents to maximise their talents.
- Learning and improving through research and innovation.
- Building skills that support Linc as a modern business.



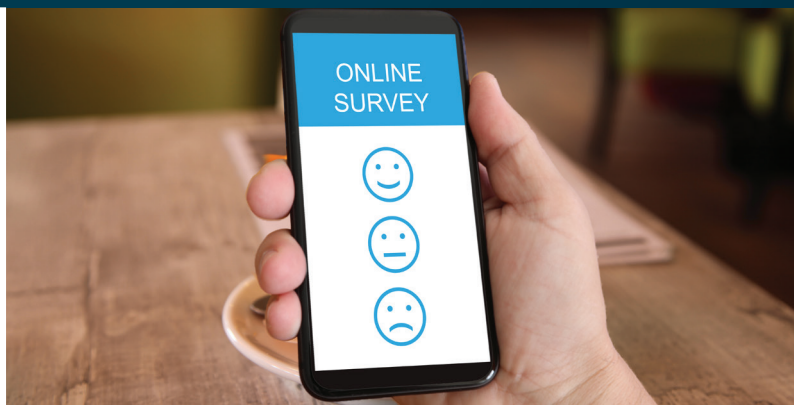
Modern and Excellent Services



Our OneLinc Business Plan sees us join others in the sector in the pursuit of better digital options for our customers, as we look to provide modern services that match the world around us. The expectations of our customers and staff are greater now than ever before, driven by clever technology and the use of digital services in all areas of our lives.

Our OneLinc goals:

- Delivering digital services to meet the changing needs of our customers.
- Investing in systems that support our staff to work efficiently.
- Using data and insight to support intelligent decision making.
- Learning and improving through research and partnership.



Prosperous Business



We are in a strong position in terms of finance and governance, and confident that, through collaboration and investment, our OneLinc Business Plan will see us play an important role in Welsh Government's housing programme and approach to regulation.

Our OneLinc goals:

- Supporting the social and economic ambition of customers.
- Involving our customers, listening, learning and acting on their views.
- Value for Money leading improvements to create capacity.
- Delivering a modern governance framework.





Linc at a Glance



565 passionate, ambitious and respectful people currently work at Linc, and in a recent survey 91% said working here makes them want to do the best they can.

We currently create the right environments for people to flourish across ten Local Authority Areas, providing 4,500 homes and services to over 9,000 people.

Our OneLinc plan will address the growing demand for housing across South Wales, with plans to build 1,700 new homes by 2026.





Our three nursing homes provide dedicated care and comfort to 211 older people in Cardiff and Newport.

We also run eight extra care schemes, providing safe and secure independent living to 388 older people, with six further schemes on the way.



Linc at a Glance



Our commercial portfolio includes Newport's iconic Lysaght Institute, a distinctive and affordable venue for weddings, conferences, social groups, private parties and corporate events.

Barrack Lane is a vibrant retail and residential quarter in Cardiff providing a mixture of retail and business units with 27 residential apartments.





We're proud of the positive impacts that we are able to have on people's lives, which is reflected in our recent Tenant Satisfaction Survey.

Linc staff are friendly, professional and helpful – **91%** Easy to report a repair – **89%**
 Linc is easy to contact and do business with – **84%** Rent is good value for money – **85%**

This commitment to quality service has helped us to achieve a Net Promoter Score of +34, and the award of Customer Services Excellence Standard in 2018 and 2019.

Financial Health

We operate to a historic cost gearing of 41.8%, significantly below our financial covenant of 70%

Key Facts and Figures for 2017/18



41 million
Turnover



155 million
Private funding/loans



346 million
Assets at cost



50 million
Reserves

One Collaboration



The Executive Team would like to thank all of our colleagues across Linc, our Senior Leadership Team, Board Members, partners and Tenant Panel for their continued efforts, hard work and significant contributions over the past year.

We are at an exciting point in our story, as we now look forward to working together as OneLinc, creating the right environment for people to flourish and delivering our OneLinc Business Plan.

The Board

Richard Norton, Keith Shankland,
Jonathan Pearce, Brian Thomas, Bev Mills
Alan Sinclair, Lynda Williams, Julia Attwell
Gerraint Oakley, Mandy Newton,
Richard Miles

The Executive Team

Scott Sanders
Campbell Bardo
Nicola Smith
Louise Attwood
Richard Davies

The Senior Leadership Team

Liz Parry, Kevin Howell, Andrea Gale,
Abigail Katsande, Catherine Divers, Gareth
Davies, Stephen Wardrobe, Liz Jones

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www.linc-cymru.co.uk/onelinc