



Linc Business Plan

2022-2027



Scott Sanders - CEO



I am delighted to introduce the new Linc Business Plan, which sets out how we will deliver our ambitions over the next five years.

Our new plan builds on the great work that took place between 2019-21, which saw us modernise our business practices and behaviours to enable us to start performing in ways that our customers, colleagues, and partners expected. We are committed to embracing change and harnessing innovation and although progression is evident, I know we all have a hunger to continue on our journey of improvement.

Standing still is not an option, and our old ways of thinking will not be enough to meet the challenges ahead. We will continue to evolve and maintain our pace of change. This will be made possible by our continued focus on embedding a culture that maximises the talents of colleagues alongside the use of digital systems, insight and data to deliver smart business practices.

The importance of a safe and secure home has never been greater than during the Coronavirus pandemic. Our purpose, 'creating the right environment for people to flourish,' took a new

meaning, as colleagues and customers adapted to the changing environment, and our services flexed to meet new needs and regulations.

The economic climate has become incredibly uncertain for our residents, particularly through the increased cost-of-living. We are working hard with specialist agencies to help maximise the impact of people's income and reduce the cost of our services. Our residents are being affected in many different ways, and we will work with partners to deliver a broad range of support services.

Finding innovative ways to deliver our new homes programme, invest in the decarbonisation of existing homes, deliver support services for vulnerable people, regenerate communities, and the many other responsibilities we hold, will be critical. There is more to achieve than ever and collaboration with ambitious and reliable partners will allow the right outcomes to materialise.

I hope you will feel inspired by what we can achieve, as together, we can make a long-lasting difference.

Scott Sanders

Our Purpose



“ Creating the right environment for people to flourish ”

As a housing and care provider, the homes we build and the natural environments that support them, contribute to improving people's quality of life.

We are a socially responsible business

focused on building a prosperous and healthier Wales, a great place to live and work, now and in the future. Committing to this purpose has seen us carve out an identity, one which impacts the direction of our story and how we tell it.

Our Values

Our values depict who we are, and we hold firm to these.

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 in 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.

Key Principles

We are seeking to deliver on the things that make the biggest difference to our customers, colleagues, and partners,

fulfilled within a working environment that is based on positive relationships, connections with a focus on wellbeing.

Our Key Principles support how we operate:

- **Our values** and **purpose** support our decision making and drive the way we do business.
- **Customers** drive our **decision making** to improve our service offer and experience.
- **Data** and **insight** provide the foundation from which we review and improve our services.
- **Research** and **Innovation** with partners underpins our work and helps us test new ideas
- **Collaboration** not **competition** delivers the outcomes we require to be successful
- Conscious decisions **protect** and **enhance the natural environment** by designing out carbon.
- **Equality, Diversity, Inclusion** and **Wellbeing** sit at the centre of our approach to deliver a well-balanced and inclusive business.
- **Value for Money** is a core consideration in all our investments to benefit customers and make a **positive impact** in wider society.
- Allowing customers and colleagues to **easily engage in** the business.

Our business plan is supported by four strategic building blocks:



PEOPLE & PLACE

Providing homes and communities that people are proud to live in and the services that people aspire to receive.



DATA & INSIGHT

Decision making based on data, evidence and insight that delivers reliable and impactful services.



CULTURE & INNOVATION

Inspiring and empowering colleagues to provide brilliant services; actively seeking out collaboration and learning from others to improve our performance and reputation.



GROWTH & SOCIETY

Delivering benefits for residents and wider society through delivering new services, new homes and broader social value and investment.

Each strategic building block is supported by a key success measure.

Our Success Measures Include



People & Place

- Our homes and services meet new and emerging needs, instantly recognisable through their quality
- We meet customers changing expectations and are efficient in delivery of services.
- Customers can access a menu of support, which will be delivered restoratively and compassionately
- Our activity and investments are focussed to maximise the benefits to the communities we serve.



Data & Insight

- We have a culture across the organisation that understands the importance of using data and insight to make decisions.
- We work actively with a range of key academic partners to achieve our outcomes based on the effective use of data and insight
- We have effective systems underpinning our business that ensures the provision of relevant and sound data and insight.



Culture & Innovation

- Colleagues are proud to work at Linc
- The diversity of our colleagues and board reflects the communities we serve
- We have exemplary colleague development pathways and programmes
- Our inclusive culture attracts and retains talented colleagues
- Our sound financial practice, governance framework and technology stack, improve our efficiency, enabling us to remain a trusted partner of choice



Growth & Society

- We address inequality and inequity through collaboration and place-based partnerships.
- Our environmental impact has reduced and improved our sustainability standards.
- We play an active role in eradicating homelessness and addressing housing need, delivering over 1,700 quality new homes
- We have increased the range of social care and support services to meet customer needs
- Our profitable, for social purpose, market sales subsidiary is known for quality

These are the outcomes we will achieve by 2027.

Measuring our Success



This 5-year plan is part of our journey and helps us achieve our purpose and will support us in giving direction. As a business, we plan decades ahead. Our plan will steer us towards meeting our ambitions, and will be used to support creativity, innovation, foster collaboration and to deliver service excellence in all we do.

To support delivery, each year, we will create an annual action plan, which will measure our progress and report on the distance travelled to achieve our outcomes.

Each action will have a clear line of responsibility at Executive level, and will be reported to Board, for scrutiny and challenge, on a quarterly basis.

We also want to understand our position more broadly building insight into our performance, using the Global Accounts, Value for Money Statements, as well as insight from customer satisfaction and perception surveys, to name a few sources.



