



# SELF EVALUATION 2022-2023



Creating the right environment for people to flourish



[www.linc-cymru.co.uk](http://www.linc-cymru.co.uk)



Hello,

Welcome to our Self-Evaluation for 2022/23.

Our self-evaluation 2022/23 demonstrates the positive work across Linc by so many of our dedicated customers, community members, colleagues, and board members. There is strong passion for delivering great homes, enjoyable communities and services that mirror the expectations of tenants and residents.

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.

Part of ensuring we contribute to a healthier Wales is ensuring we are a socially conscious business. This year we published our first Environmental Social Governance (ESG) Statement with our next one due in June 2023.

This demonstrates our responsibility and commitment as an organisation to tackle poverty, protect the environment, and enhance prosperity.

Working with our customers remains a key priority. We set up our Community Fund initiative to help local people, groups, and communities to achieve more than they may have been able to otherwise. Our Fund has supported groups in 11 local authority areas with 27 groups received funding, benefitting 3,039 people. In total, £14,306 has been given to community groups.

Our commitment to building new affordable homes continues at pace. As we 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 2022/23, we delivered 208 new homes against a target of 215 and acquired a further 10 properties from Abbeyfield Wales.

We want affordability to be at the heart of our developments, we build our homes to ensure they are cost effective for our customers by being energy efficient. 2022/23 saw us deliver our first modular construction development in Newport, aimed at reducing homelessness. Solar panels provide daytime electricity and contribute to the development having one of the best energy performance levels in social housing in the UK. As well as being in line with the Welsh Government Decarbonisation Programme, utility bills for our customers are minimised.

The past year has contained lots of unexpected challenges with the cost of living crisis and while we look forward to working on our ambitious plans, we will certainly learn from what 2022 has taught us and always prioritise the health, safety, and wellbeing of our customers and colleagues.

*Scott Sanders*

CEO

# Introduction



## What is Self-Evaluation?

All registered social housing landlords in Wales are regulated by the Welsh Government and the regulation process is in place to make sure organisations are well governed, deliver high quality homes and services to residents, and are financially viable.

It demonstrates to customers, stakeholders and the Welsh Government, how we are performing, how we are delivering successful outcomes, and how we comply with a set of standards set by the Welsh Government - the Regulatory Standards. The Welsh Government use the self-evaluation and other means to provide a Regulatory Judgement for organisations, which it publishes on its website. Our current Regulatory Judgement was issued in July 2022, and we received a 'compliant' judgement for all areas, the highest judgement available.

## Our Approach

Our self-evaluation reflects and demonstrates how our Board and Senior Management gain assurance that Linc is complying with all relevant legislation, regulatory requirements and statutory guidance. We have used our results, data, and insight from across the year and the things we do and have delivered, to check how we are performing. The results of this and the areas where we want to do more are set out within 'Our Assessment and Results.'

Our Tenants and Residents Strategic Group (TRSG) support the approach we take.

## About Linc:

We believe in **creating the right environment for people to flourish**. The homes we build and the natural environments that support them contribute to improving people's quality of life, and as a care provider we work with Local Authorities and the NHS to address the needs of our ageing population. We are a socially responsible business focused on building a prosperous and healthier Wales, making it a great place to live and work, now and in the future.

At the end of March 2023, we owned 5,331 properties:

Tenure/Property Type	Number
General Needs (social rent)	3,146
Intermediate Rent	385
Supported Housing	183
Housing for Older People	1,106
Low-Cost Home Ownership	209
Care Homes	207
Private Rented Sector	86
Retail	9

## Our Values

### 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.

We continue our journey to become a truly focussed research and innovation led organisation, guided by the latest practice, adapting the services we provide in a changing society and ensuring we have an evidence base for what we do.

Our partnership work with the University of South Wales has produced music therapy pilots and Live Brief Challenges with case studies exploring poverty, green spaces and tenancy sustainability. Our work with the Open University has resulted in a Linc/Open University Learning Hub, our Blaenau Gwent Reach Project being launched in St Fagan's Museum, as well as winning a TPAS award, and a project with five other landlords on the new Wales Reach Project. We have lots more exciting projects planned for 2023/24.



# Our Leadership and Governance

Our Board has the diverse skills and knowledge required to be effective and in line with our identified skills-based matrix. A skills assessment is completed annually with ongoing training and development provided through Board Impact Sessions. Recruitment is completed against our skills matrix, ensuring that the Board in its totality has the required skills.

The Board meets six times per year with interim reports provided between meetings and has two 'away days.' A committee structure supports the Board, which is shown below, alongside Tarbed, a wholly owned subsidiary which acts as our development vehicle.



Our participation in the Pathway to Board Project aimed at supporting individuals from ethnic minorities into Board positions led to a successful Board appointment with another housing association for one of the participants.

We recognise we have more work to do with regards to the diversity of our Board. We are exploring a business case around merging with the Pobl Group, and should this proceed, the actions of both organisations will continue to be aimed at increasing Board diversity over time.

## Governance

We adopt the Community Housing Cymru's (CHC) Code of Governance. We are fully compliant with this code and review this annually. An external review of our governance demonstrated strong and well-established governance performance.

# Our Plans & Strategies

Our Business Plan 2022-2027 sets out our ambitions over five years and seeks to deliver on the things that make the biggest difference to our customers, colleagues, and partners. Our progress is monitored by our Board and consists of four strategic building blocks:

<b>People and Place</b> Providing homes and communities that people are proud to live in and the services that people aspire to receive.	<b>Data &amp; Insight</b> Decision making based on data, evidence and insight that delivers reliable and impactful services.
<b>Culture &amp; Innovation</b> Inspiring and empowering colleagues to provide brilliant services; actively seeking out collaboration and learning from others to improve our performance and reputation.	<b>Growth &amp; Society</b> Delivering benefits for residents and wider society through delivering new services, new homes and broader social value and investment.

Our Strategies Our Business Plan is supported by our Strategies, Frameworks and Action Plans:

Growth	Customer Involvement	Wellbeing
Fire	Value for Money	Assurance
Risk Management	Performance	Tenancy Sustainability
Environmental	Equality, Diversity and Inclusion	Recruitment and Retention

## Equality, Diversity, and Inclusion

We have clear plans and evidence in relation to Equality and Diversity and Board Diversity, but this is an area where we want to achieve better outcomes.

Our Equality, Diversity and Inclusion Work:

Let's talk about race' Training for Board and Managers	'Get into Housing' Participants	Colleague Census Launched	Mandatory EDI and Conscious Inclusion Training for Staff
Tai Pawb Members	Investors in Diversity Award	Staff Wellbeing Officer	Signed up to Deeds Not Words Pledge
Signed up to Zero Tolerance Policy with Race Equality First	'Time to Change' participation	Staff Wellbeing Champions	Hate Crime Forum Attendance
Equality, Diversity, and Inclusion Action Plan	Dedicated Community Safety Team	Pathway to Board Programme	Adoption of the Rooney Rule in recruitment

- 2 permanent housing employment positions from 'Get into Housing' Project
- Equality and Diversity data collected for all new customers
- Monthly staff pulse surveys
- Colleague Census

## Our Plans

- Achieve a clear baseline of equality and diversity data for customers and staff.
- Create greater visibility of themes around complaints.
- Improve Board Diversity



# Our Approach to Risk

The Board, supported by the Audit Committee, has overall responsibility for risk management and sets out its tolerance to risk through its annual risk appetite statement. Our Risk Management Framework ensures a structured approach to risk management centred upon the 'four lines of defence' model. A rolling programme of internal audits is carried out upon all Strategic Risks providing assurance around controls and driving best practice processes. A Risk Management Group ensures the operational delivery of the framework.

Our current key risks are :

Decarbonisation	Nursing Home Viability
Cost of Living	Cyber Security
Compliance with legal and statutory guidance	

Our Business Continuity Plan is reviewed annually by the Audit Committee. We carry out exercises anticipating the effects of incidents which could impact the organisation being able to carry out its functions and draw up plans to enable us to deal with them should they occur.

With cyber security being a significant risk, this was one of the areas we have been focussing on. Facilitated by an external security consultant, senior staff across the organisation considered a ransomware attack scenario. The results of the exercise showed our Cyber Security Response Plan, together with the skills of our IT Department, to be of substantial assurance.

With the potential dangers of living in a home affected by damp and mould highlighted by the tragic death of Awaab Ishack, we reviewed our processes to ensure we could act quickly and responsively to any reports of damp and mould from our customers. Some of the actions we have taken are:

Position Statement Published	Staff Training Undertaken	Damp Meters Purchased
Damp and Mould Process Published	Tracking System in Place	Cases Reported to Board

We have been exploring a business case with the Pobl Group, to see whether working together as one organisation would enable us to double our efforts to help communities flourish. Benefits to customers, future customers, and communities and what can be delivered together is the focus of the work being undertaken.

On 1 December 2022, the Renting Homes (Wales) 2016 Act changed the way all landlords in Wales rent their properties, improving how we rent and manage our homes.

New contracts were drawn up for future and existing customers and we made sure all our properties with gas central heating/gas appliances were fitted with carbon monoxide alarms. We are on track to comply with the requirements of the Act within the timeframes set. The teams did most of the work 'in-house', saving the organisation £35,000 in distribution costs.

Our process was shared as an example of good practice with other social landlords.

## Our Plans

- Further strengthen Business Continuity Plans with an emphasis on the loss of key systems in the event of a cyber-attack.
- Conclude collaboration talks with the Pobl Group.

# Our Financial Performance

Linc continues to be a growing organisation and our latest 5-year financial plan includes an additional 1,226 new homes on identified sites, with the remainder of the 1,700 target being pursued via new business opportunities. Our forecasts are positive with Operating Surplus set to increase from 15.5% to 22.5% by 2028.

Whilst the operating environment in a period of high inflation is somewhat challenging, Linc retains a comfortable level of funder covenant compliance within its forecasts.

Financial Controls Audit Substantial Assurance	Budget Setting, Monitoring and Control Audit Substantial Assurance	Key Financial Controls Audit Substantial Assurance
---------------------------------------------------	-----------------------------------------------------------------------	-------------------------------------------------------

Our Financial Plans and 30-year financial forecast are updated annually and approved by the Board. Financial performance is reported monthly to the Board and enhanced reporting considered quarterly and submitted to key stakeholders. All our financial plans are stress tested for changes in key assumptions to ensure robustness. We have an annual statutory financial audit and a rolling programme of internal audits that cover financial management and performance. Meeting financial covenants is one of our strategic risks with clear risk controls in place.

Our Financial Headlines for 2022/23:

Growth in units 214	Turnover £50.5m	Reserves £59m	Fixed Assets £376m	Invested in Properties £22.7m	External Borrowing £156m
------------------------	--------------------	------------------	-----------------------	----------------------------------	-----------------------------

## Value for Money (VFM)

Value for money is the effective, efficient and economic use of resources. Our Value for Money Strategy and Action Plan provide the framework for embedding value for money within our business. Our approach is closely tied with our Business Plan with the aim of delivering services to meet the needs of our customers. The Statement sets out how we are doing.

88% of our customers are satisfied their rent provides value for money.	67% of our customers are satisfied their service charge provides value for money.	86% of our customers are satisfied with the services we provide.
----------------------------------------------------------------------------	--------------------------------------------------------------------------------------	---------------------------------------------------------------------

We are a socially conscious business, and this year published our first Environmental Social Governance (ESG) Statement with our next one due in June 2023. This demonstrates our responsibility and commitment as an organisation to tackle poverty, protect the environment, and enhance prosperity.

Our Social Value Framework and Policy 2022-27 sets out our vision to deliver maximum social return on all investments, and where possible, we incorporate Community Benefits in our contracts in line with the Welsh Procurement Policy Notes.



“ Our funding from Linc Cymru is helping to keep the HCT vans on the road by helping with our fuel costs so that we can continue to deliver food parcels to those unable to access our foodbank. We have also recently been delivering warm packs to help cut heating costs for vulnerable households, every pound helps to keep us on the road. ”

Linc

We set up our Community Fund initiative to help local people, groups, and communities to achieve more than they may have been able to otherwise. Our Fund has supported groups in 11 local authority areas with 27 groups received funding, benefitting 3,039 people. In total, £14,306 has been given to community groups.

### Value for Money Outcomes

These are some of our outcomes last year:

Business Rates Relief Abbeyfield Office saving £10,807	Architect time donated to the value of £5,400	Contractor time moving unwanted furniture for use by other customers in another property.	Grant for £7,000 used to construct green roof pergola at Wellwood House
Local Rent Affordability Policy balancing services and rents	Planted around 1,000 bulbs benefitting care schemes, schools and nurseries.	Cardiff Met Student Placement resulting in permanent employment and Board position at other RSL.	Participation in University of South Wales Befriending Scheme.
University of South Wales Music Therapy Sessions for older persons.	Community Pantries Project to reduce food waste and provide affordable food	Plumbing apprenticeship secured with Willis Construction	£1,295 fuel vouchers distributed to help customers with rising fuel bills



We carried out a digital modernisation project at our nursing homes to replace the paper-based systems with digital solutions. We wanted modern processes that were time-efficient, user friendly and reduced room for error.

The benefits for staff and residents have been huge. Edgar Bautista, Head of Nursing said: “Our nurses and care staff speak highly of the new systems and how they spend less time completing written records. This means they can spend more quality time engaging with residents.”

We paid off a variable interest loan which meant we paid less in interest and allowed us to carry on with our capital programme making improvements to homes. We also implemented a Purchase to Pay system, fully automating our buying of goods and services, saving on costs improving efficiencies, and eliminating the need for paper. A new finance system resulted in more joined up records, again increasing efficiencies and saving time for staff.

## Our Plans

- Deliver our second ESG statement.
- Implement a system to enable staff managing budgets to self-serve financial reporting, saving time and improving efficiency.

# Affordability

Our rents are considered in line with the Joseph Rowntree Living Rents Methodology which broadly states that a living rent should be affordable for someone in full-time employment, working the average number of hours worked per week and earning around the minimum wage.

The Welsh Government regulate our rent reviews, and we sense check affordability against a range of measures annually.

We carried out a rent affordability survey and found that energy costs were a main concern for our customers. We will be using the results of the survey to help inform how we set rents in the future and how we prioritise improvements to customers' homes.

Last year, we set up a cross-organisational group to examine how the economic crisis was affecting our customers and the organisation. We discussed our findings with our Tenant and Resident Strategic Group and took the following actions:

Reviewed Service Charges

Offered advice and information

Maximised Incomes

Issued essentials to those in crisis

Used Hardship Fund

Issued Food and Fuel Vouchers

We scrutinised our service charges, particularly at our older persons schemes, where the increase in energy costs has been particularly challenging for some customers. In consultation with residents, we reduced or eliminated some elements of the services provided to offset the rise in energy costs.



This year, in partnership with customers we obtained grants totalling £36,000 from the National Lottery and the Wales Procurement Alliance. This was used to create our 'Cost of Living Cupboard' containing food, toiletries, and bedding which we provided to customers facing severe financial hardship.

Part of the funding was used to provide energy vouchers for customers struggling with energy costs and to top up our Hardship Fund which was depleted due to demand.



# What Our Customers Think

Our latest STAR Survey, carried out in 2022, showed improved satisfaction in many areas compared to the previous survey. We carried out user research to understand areas for improvement and discussed these with our Tenant and Resident Strategic Group.

Question	2021/22	2022 Benchmark	
Service provided by landlord	86%	81%	
Overall quality of your home	88%	81%	
The way repairs and maintenance are dealt with	75%	75%	
Neighbourhood as a place to live	88%	81%	
Rent provides value for money	88%	80%	
Service charge provides VFM	67%	65%	
Listens to tenants' views and acts upon them	61%	67%	
Provided with a home that is safe and secure	91%	85%	
The way anti-social behaviour is dealt with	92%	65%	
Opportunities to participate in decision making processes	59%	61%	
Given a say in how services are managed	58%	61%	
I trust Linc	85%	77%	

## Complaints

Our complaints process is in line with the Complaints Standard Authority Guidance with regular reporting to the Executive Team and Board. The number of formal complaints we received has decreased significantly since last year.

	2020/21	2021/22	2022/23
Complaints Received	157	105	55

## Our Plans

- Continued automation of back-office functions
- Automated satisfaction surveys at point of use for key services with publication of results
- Improve our digital service and create digital self-serve options for customers
- Deliver the User Research Plan around STAR Survey results.

# Customer Influence

Our new Customer Involvement Strategy 22-27 sets out our vision where customers influence decision making and help shape the delivery of high-quality services. Customers can choose the level of involvement that suits them, and we continue to pursue data driven practice utilising research, insight and customer journeys to focus our efforts where it matters.

We won 3 TPAS Cymru awards including the Judges' Special Commendation for Blaenau Gwent Reach



## Some Of the Ways Customers Have Been Involved This Year:

Safer Building in  
Wales Consultation

Renting Homes Easy to  
Read Contract

'How Are We Doing?'  
Survey

Sensemaker Survey

We have replaced many of our engagement techniques with User Research to establish the key things that matter to customers. We used the feedback from customer interviews to help develop our Customer Involvement Strategy.

A customer contacted us to say they wanted garden space to improve their mental health, so we identified schemes across our stock that could benefit from garden spaces and with the assistance of our customers, successfully applied for garden packs with Keep Wales Tidy resulting in £50,000 of garden facilities and staff time.



*"It will help me to get out of my house. Lately, with covid, I have been getting depressed. I love doing the garden. Community wise, it will get people back out of their houses, talking to each other, put a smile on their faces. I think it will help a lot of us in a lot of ways."*

*Gardens have been built and planted up with wildflowers and spring bulbs and our customers have been given packs of tools and tips to maintain them.*

The Tenant & Resident Strategic Group met with us regularly during the year and assisted in our approach to self-evaluation, cost of living, neighbourhood support services, service charge mitigations and our rent setting policy and rent review. The Group provide reports of their activities to Board and receive and challenge our Key Performance Indicators.

Blaenau Gwent Reach Partnership with Open University with £20,000 funding for films, workshops and activities with customers

Music Therapy projects in Capel Grange supported by NCC Participatory Budgeting Programme, Fusion and South Wales University benefitting up to 20 customers

Working with Baobab Bach meant that 14 community pantry projects could be supported

Worked with 15 resident groups benefitting 1,000's of customers to take control of their communities

## Our Plans

- Improve feedback to customers
- Increase customer satisfaction and value for money through automated back-office functions

# Our Homes & Communities

Our Health and Safety Team focus on keeping customers safe, carrying out safety inspections in line with regulations at the required intervals. We have lots of checks and balances in this area with our Compliance Review of Health & Safety Governance Audit in March 2023 achieving 'Substantial Assurance.'

Compliance	%
Gas Safety	99.83
Electrical	99.44
Legionella	99.51
Fire	96.10
Asbestos	99.83

**91%**  
of customers are satisfied their home is safe and secure

We have comprehensive records of our assets and liabilities that are recorded in our financial statements. Continued investment in our existing homes remains key to the delivery of our purpose. Our Stock Condition Survey Programme prioritises our older properties and stock where damp/mould has been identified.

**97%**  
of our stock meets WHQS Standards

**86%**  
of customers are satisfied with the quality of their home

Our Planned Improvement Programme was affected by economic impacts on financial budgets resulting in a temporary hold on planned works towards the end of 2022. The Programme will resume in April 2023. Our Planned Improvement Programme completions against targets are shown below:

2022/23	Target	Actual
Kitchens	198	106
Bathrooms	244	46
Windows	153	60
Doors	350	170
Boilers	146	92
Roofs	6	4

During 2022/23 we carried out 10,424 repairs to our homes. The average cost of each repair has increased since last year due to the economic climate.

Reactive Maintenance	2019/20	2020/21	2021/22	2022/23
Number of day-to-day repairs carried out/average cost per repair	9,737 £205	11,052 £200	11,272 £190	10,424 £230

We have been successful in bids for funding under ORP 1, 2 and 3. In October 2022, we embarked on a study involving a deep retrofit of four empty properties with different energy saving and energy efficient technologies to determine what measures make the best carbon savings. Evaluations of the effectiveness of each technology will be used to inform future programmes and will be shared with other landlords and developers to benefit people across Wales.



# New Homes 2022/23

Our new build grant funded developments are all delivered to EPC A standards ensuring all new homes are energy efficient and low in carbon in terms of running costs.

In 2022/23, we delivered 208 new homes against a target of 215 and acquired a further 10 properties from Abbeyfield Wales.

Property Type	Number*
General Needs	69
Extra Care Schemes	0
Sheltered Housing Schemes	10
Supported Housing Schemes	66
Intermediate Rent	73
TOTAL	218

\*Including acquired properties.



We delivered our first modular construction development in Newport, aimed at reducing homelessness. The 12 one-bedroom homes were pre-constructed in a factory and delivered to site. This resulted in less disruption, noise and pollution to the local community. The new homes are super insulated and consume extremely low levels of energy. Solar panels provide daytime electricity and contribute to the development having one of the best energy performance levels in social housing in the UK. As well as being in line with the Welsh Government Decarbonisation Programme, utility bills for our customers are minimised.

In January 2022, we were awarded £10,000 to pilot a one-year furniture recycling project and worked in partnership with local recycling centres, our contractors, and the Pobl Group.

We utilised this project here, creating a show flat with furniture donated by our partners, Wastesavers, from which we also purchased furniture to help new customers settle in.

Since moving in, one of our customers has told us her life has “changed dramatically for the better”. She feels she has regained her independence and feels safe and secure. This has had a major positive impact on both her wellbeing and physical health.

## Property Disposals

Voluntary Disposals	Shared Ownership	Homebuy
0	3	0

## Our Plans

- Review our approach to WHQS in line with WHQS 2023 when implemented.
- Complete stock condition surveys in line with target set.
- Bring void loss in line with budget.
- Review our Asset Data and develop a Data Strategy and Assurance Framework

## Our Performance

The time we take to let a home increased last year and this is an area of focus for us for 23/24. We want to understand what improvements we can make to the current void rent loss and develop actions to bring us in line with budget.

The number of incidents of anti-social behaviour and the number of calls we received during the year has fluctuated upwards, and the number of customers requiring support from our STRIVE Team has increased.

	2020/21	2021/22	2022/23
Time to let a new home	43 Days	40 Days	46 Days
Anti-Social Behaviour cases reported	539	323	371
Customers supported by the STRIVE Team	163	155	184
Number of calls received	33,923	26,864	28,460

## Our Plans

- Bring void loss in line with budget



# Our Communities

We want to create the right environment for people to flourish, investing in communities and people. Here's a flavour of just some of what we have been doing in the last 12 months.

## Supporting Customers

Our STRIVE Support Team assisted 184 customers, of which 106 received support with wellbeing, advice and practical support and 78 cases were related to domestic abuse.

A customer was referred to our STRIVE Team by a neighbour who was concerned he wasn't managing his tenancy. His living conditions and wellbeing were extremely poor. He began a treatment programme for his mental health, and we arranged a move to suitable accommodation where his support could continue. We helped him obtain new furniture via the Discretionary Assistance Fund and Nu Life Preloved Furniture and continued supporting him in his new home. He is now able to live an independent life, takes pride in his home and is managing his tenancy well.

Our Neighbourhood and Income Teams have been providing tenancy and money advice supporting customers to maximise incomes and obtain grants for furniture and essential items. Since October 2022, 75 customers have been provided with support to minimise costs/ maximise incomes.

The Community Safety Team has supported customers experiencing anti-social behaviour. Last year 71% of the cases reported to us were resolved.



# Our Assessment and Results

RS1. The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS1. A	Compliant	<ul style="list-style-type: none"> <li>✓ Linc Business Plan 2022-2027</li> <li>✓ Annual Self-Evaluation Statement and Continuous Improvement Plan</li> <li>✓ Annual Value for Money Statement and Action Plan</li> <li>✓ Linc Strategies</li> <li>✓ High Level Board Recruitment and Skills Matrix</li> <li>✓ Annual ESG Statement</li> </ul>	<ul style="list-style-type: none"> <li>• Equality and Diversity: Improve customer data to understand our baseline and progress</li> <li>• Improved understanding of the diversity of the workforce to enable better service offer</li> <li>• Equality and Diversity: Increasing direct engagement from underrepresented groups</li> <li>• Increased scrutiny of the complaints process, themes, and learning</li> <li>• Increased diversity of the Board</li> <li>• Monitoring of incidents of damp/mould to provide positive outcomes</li> <li>• Increased scrutiny of the complaints process, themes and learning</li> </ul>
RS1. B	Compliant	<ul style="list-style-type: none"> <li>✓ Annual review of compliance against the CHC Code of Governance and action plan</li> <li>✓ Annual review of Standing Orders</li> <li>✓ Robust programme of Internal Audits</li> <li>✓ Assurance and Performance Frameworks</li> <li>✓ External Governance Review</li> <li>✓ Regulatory Assessment: Compliant Green/Green</li> </ul>	
RS1. C	Compliant	<ul style="list-style-type: none"> <li>✓ Investors in Diversity award achieved December 2021</li> <li>✓ Equality, Diversity and Inclusion Plan</li> <li>✓ Partnership Employability Project</li> <li>✓ Tai Pawb members</li> <li>✓ Customer Involvement Strategy 2022-27</li> <li>✓ Deeds not Words Pledge Action Plan</li> </ul>	
RS1. D	Partially Compliant	<ul style="list-style-type: none"> <li>✓ Participation in 'Steps to Non-Exec' programme</li> <li>✓ Pathways to Board Project members</li> <li>✓ Robust induction progress for all new NED's</li> <li>✓ Equality, Diversity and Inclusion Action Plan</li> <li>✓ Annual Board Review</li> <li>✓ Annual Board Training Programme</li> </ul>	
RS1. E	Compliant	<ul style="list-style-type: none"> <li>✓ Board/ET/BLG Committee meetings and papers</li> <li>✓ Board performance dashboard</li> <li>✓ Risk Management and Board Assurance Frameworks, Risk Appetite and Tolerance Statement</li> <li>✓ STAR Satisfaction results</li> <li>✓ Robust programme of Internal Audits</li> <li>✓ In-depth Risk Assessments</li> </ul>	
RS1. F	Compliant	<ul style="list-style-type: none"> <li>✓ Customer Involvement Strategy</li> <li>✓ Customer Engagement Menu of Options</li> <li>✓ Tenant and Resident Strategy Group (TRSG) reporting to Board, supported by TPAS</li> <li>✓ Customer journeys/data and insight</li> <li>✓ Social Value and Tenant Impact Report</li> </ul>	
RS1. G	Compliant	<ul style="list-style-type: none"> <li>✓ Latest regulatory judgement (Compliant green/green)</li> <li>✓ Annual Self-Evaluation 2021/22</li> <li>✓ Value for Money Statement 2021/22</li> <li>✓ CIW Inspections</li> </ul>	

## RS2. Robust risk management and assurance arrangements are in place.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS2. A	Compliant	<ul style="list-style-type: none"> <li>☑ Risk Management Framework and Risk Registers</li> <li>☑ Risk Appetite and Tolerance Statement</li> <li>☑ Reporting to Board and Audit Committee</li> <li>☑ Internal audit programme</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring of incidents of damp/mould to provide positive outcomes</li> <li>• Focus our activity and investments to maximise the benefits to the communities we serve.</li> <li>• Strengthen the Business Continuity Plan with an emphasis on losing key systems resulting from a cyber-attack</li> <li>• Further improve our digital service</li> </ul>
RS2. B	Compliant	<ul style="list-style-type: none"> <li>☑ Budgets and 30-year financial models &amp; annual scenario testing of the 30-year plan</li> <li>☑ Cashflow projections reported quarterly to the Board</li> <li>☑ Monthly cashflow updates</li> <li>☑ Regular reporting to Board throughout the year on treasury management strategy</li> <li>☑ New business ventures approved by the Board</li> <li>☑ Board updates on business collaboration between Linc and Pobl Group</li> </ul>	
RS2. C	Compliant	<ul style="list-style-type: none"> <li>☑ Overarching and departmental business continuity plans</li> <li>☑ Bi-weekly business continuity meetings with linked action plan</li> <li>☑ Business Continuity tabletop exercises</li> </ul>	

## RS3. High quality services are delivered to tenants.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS3. A	Compliant	<ul style="list-style-type: none"> <li>☑ Health &amp; Safety Strategy</li> <li>☑ Safeguarding Policy &amp; Group along with quarterly safeguarding performance dashboard</li> <li>☑ Accident and Incident management system</li> <li>☑ Health and Safety Governance Compliance Audit – substantial assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Increased scrutiny of the complaints process, themes and learning</li> <li>• Live, automated satisfaction feedback on all key service touchpoints with customers used to target improvement themes and provide an UpToDate view of satisfaction</li> <li>• Increased customer satisfaction and Value for Money through automated back-office processes</li> <li>• Improved feedback to customers</li> </ul>
RS3. B	Compliant	<ul style="list-style-type: none"> <li>☑ STAR survey results 2021/22</li> <li>☑ In house support team to support customers who are struggling to maintain tenancies</li> <li>☑ Specialist income team focusing on income maximisation &amp; tenancy sustainability</li> <li>☑ Equality, Diversity and Inclusion Plan</li> </ul>	
RS3. C	Compliant	<ul style="list-style-type: none"> <li>☑ Linc Business Plan 2022-27</li> <li>☑ Monthly Board performance dashboard</li> <li>☑ Use of customer journeys focusing on what matters to customers</li> <li>☑ STAR survey results against Welsh Government housing sector benchmark</li> </ul>	
RS3. D	Compliant	<ul style="list-style-type: none"> <li>☑ Annual self-evaluations</li> <li>☑ Value for Money statement and action plan</li> <li>☑ Monthly performance dashboard for the Tenant &amp; Resident Strategic Group</li> <li>☑ Annual ESG Statement</li> </ul>	

## RS4. Tenants are empowered and supported to influence the design and delivery of services.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS4. A	Compliant	<ul style="list-style-type: none"> <li>☑ Customer Involvement Strategy</li> <li>☑ Tenant Participation Policy</li> <li>☑ Branching Out club – policies/engagement/feedback</li> <li>☑ Tenant &amp; Resident Strategic Group reporting to Board</li> </ul>	<ul style="list-style-type: none"> <li>• Increased scrutiny of the complaints process, themes and learning</li> <li>• Deliver the User Research Plan around STAR Survey Results</li> <li>• Increased scrutiny of the complaints process, themes, and learning</li> </ul>
RS4. B	Compliant	<ul style="list-style-type: none"> <li>☑ Menu of Engagement options</li> <li>☑ Customer Involvement Strategy</li> <li>☑ Tenant &amp; Resident Strategic Group</li> </ul>	
RS4. C	Partially Compliant	<ul style="list-style-type: none"> <li>☑ Menu of engagement on website</li> <li>☑ User Research</li> <li>☑ Tenant &amp; Resident Strategic Group reporting to Board</li> <li>☑ STAR survey results 2021/22 in relation to listening and acting on tenants' views</li> </ul>	
RS4. D	Compliant	<ul style="list-style-type: none"> <li>☑ Tenancy Policy Review Group</li> <li>☑ Impact Assessment within Board reports</li> <li>☑ Use of data, insight &amp; staff working groups to capture diverse customer experiences</li> <li>☑ Use of personas and customer journeys</li> <li>☑ User research toolkit</li> </ul>	

## RS5. Rents and service charges are affordable for current and future tenants.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS5. A	Compliant	<ul style="list-style-type: none"> <li>☑ Local Rent Affordability Policy</li> <li>☑ Annual Welsh Government rent standard self-certification</li> <li>☑ STAR Survey results; 88% satisfied rent provides value for money - benchmark of 80%</li> <li>☑ Rent Affordability Survey</li> </ul>	

## RS6. The organisation has a strategic approach to value for money which informs all its plans and activities.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS6. A	Compliant	<ul style="list-style-type: none"> <li>☑ Value for Money strategy</li> <li>☑ Annual Value for Money statement and action plan</li> <li>☑ Social Value Framework 2022-27</li> <li>☑ Procurement and Value for Money Manager in post</li> <li>☑ Workforce Planning Programme</li> <li>☑ Annual ESG Statement</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise social value in new contracts</li> </ul>
RS6. B	Compliant	<ul style="list-style-type: none"> <li>☑ Board Performance dashboard with Value for Money measures</li> <li>☑ Value for Money statement and action plan</li> <li>☑ Member of Welsh Procurement Alliance</li> </ul>	

## RS7. Financial planning and management is robust and effective.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS7. A	Compliant	<ul style="list-style-type: none"> <li>☑ Financial Budget and business plan</li> <li>☑ 30-year financial forecast</li> <li>☑ Monthly and quarterly Board budget reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Increased visibility of budgets, spend and forecasting across Linc</li> </ul>
RS7. B	Compliant	<ul style="list-style-type: none"> <li>☑ 30 year financial forecast</li> <li>☑ 2023-24 financial budget approved by Board</li> </ul>	
RS7. C	Compliant	<ul style="list-style-type: none"> <li>☑ Monthly reporting of covenant compliance to the Board</li> <li>☑ Covenants reported to funders and regulator quarterly</li> <li>☑ External audit checks on covenant compliance</li> <li>☑ Internal audit on key financial controls</li> </ul>	
RS7. D	Compliant	<ul style="list-style-type: none"> <li>☑ Development project financial viabilities run, and stress tested</li> <li>☑ Stress testing of 30-year financial forecast</li> </ul>	
RS7. E	Compliant	<ul style="list-style-type: none"> <li>☑ Quarterly reporting of cashflow, liquidity &amp; treasury management to Board, Regulator &amp; funders</li> <li>☑ Treasury Policy and Treasury Advisors</li> </ul>	

## RS8. Assets and liabilities are well managed.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS8. A	Compliant	<ul style="list-style-type: none"> <li>☑ Asset and liability register in place which is regularly reviewed</li> <li>☑ Loan liabilities reported to Board quarterly in finance report</li> <li>☑ ORP and Stock Condition Survey Programme</li> </ul>	<ul style="list-style-type: none"> <li>• WHQS 2023 Compliance</li> <li>• Improve stock data and increased insight</li> <li>• Stock condition surveys completed to inform financial budgets</li> <li>• Bring void loss in line with budget</li> </ul>
RS8. B	Compliant	<ul style="list-style-type: none"> <li>☑ ☒ Capitalisation of fixed assets and depreciation policy</li> <li>☑ ☒ Disposal of surplus land assets policy</li> <li>☑ ☒ Business and Development policy</li> <li>☑ ☒ Growth strategy</li> <li>☑ ☒ Social Value Framework</li> </ul>	
RS8. C	Compliant	<ul style="list-style-type: none"> <li>☑ WHQS reporting to Welsh Government &amp; within the monthly performance dashboard</li> <li>☑ 30-year Financial Forecasts</li> <li>☑ Stock condition survey and component data</li> </ul>	

## RS9. The organisation provides high quality accommodation.

Ref.	Internal Assessment	Evidence	Continuous Improvement Activity 2023/24
RS9. A	Compliant	<ul style="list-style-type: none"> <li>☑ Business &amp; Development policy with guidance on Development Design Standards</li> <li>☑ Annual WHQS returns</li> <li>☑ Environmental Strategy</li> <li>☑ Optimised Retrofit Programme</li> <li>☑ Planned Improvements Programme</li> <li>☑ Environmental Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Improve stock data and increased insight</li> </ul>

Linc



[www.linc-cymru.co.uk](http://www.linc-cymru.co.uk)