



# Corporate Strategy 2023-28

July 2023





## Purpose

Our purpose is to help everyone be the best possible version of themselves

# Who we are

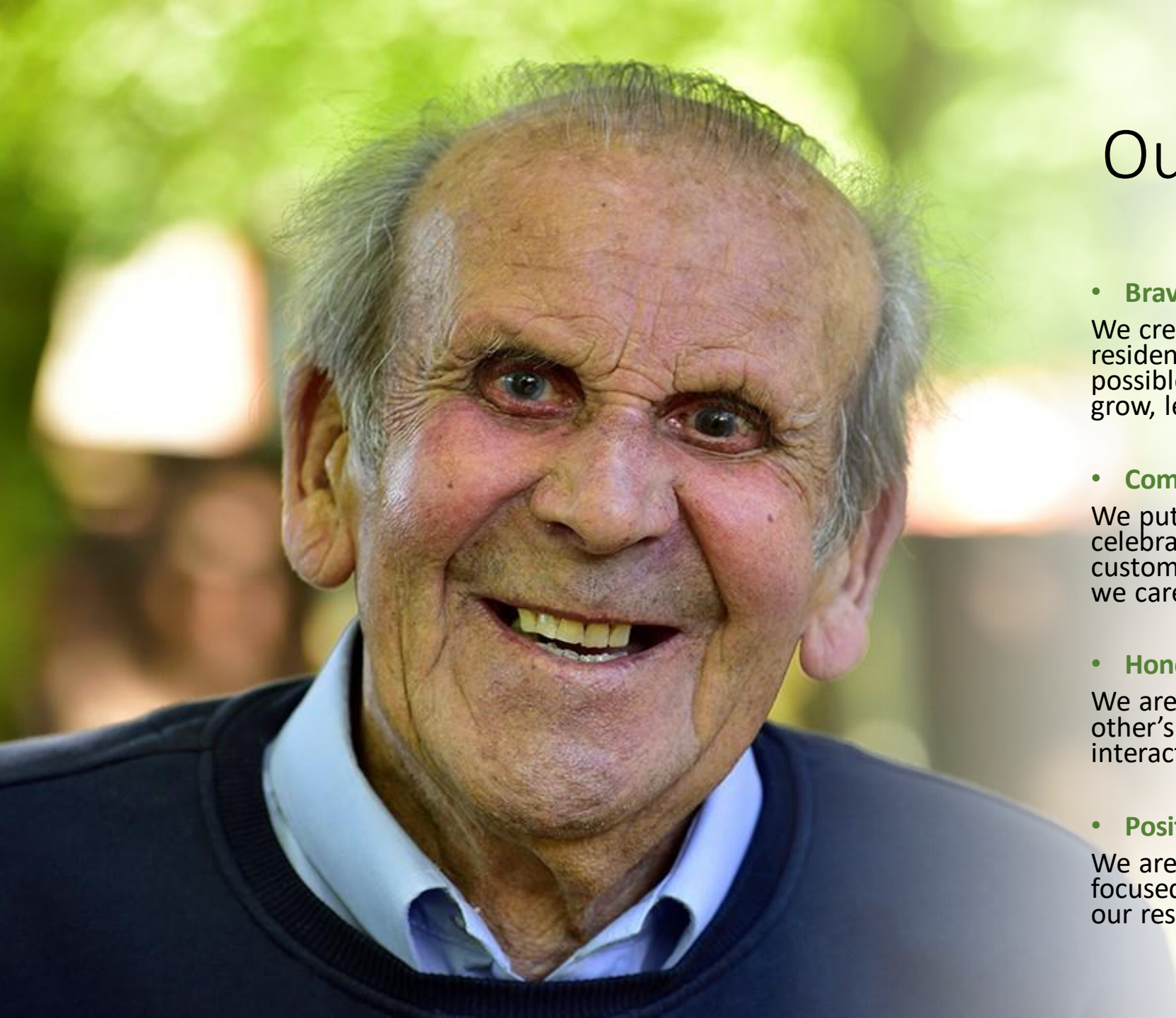
We are a specialist housing provider working across the north of England. We provide sheltered housing, extra care housing and support services across 11 local authorities

We own and manage 960 apartments let on social rents or affordable rents. As a specialist provider of housing for older people, we understand the diversity and aspirations of our tenants. Increasing numbers of older people are in work or have caring responsibilities.

The majority of our housing is in the form of sheltered housing (independent living), with 78 apartments in one extra care development.

We aim to create inclusive, safe and exciting communities and use our developments as community hubs.

Our Corporate Strategy sets out our values, and our guiding principles. We also set out our key plans for the next 5 years.



# Our Values

- **Brave and bold.**

We create a space for belonging and inspire our residents, colleagues and customers to be the best possible version of themselves, to make bold choices, grow, learn and excel.

- **Compassionate**

We put the person at the heart of everything we do and celebrate the diversity of our residents, colleagues and customers. We don't just say we care; our actions show we care.

- **Honest**

We are open and honest; we value and respect each other's opinions and thoughts. We are inclusive in our interactions and encourage others to be the same.

- **Positive**

We are inclusive in our approach, we are resilient and focused on delivering the best possible outcomes for our residents, colleagues and customers.

# Mission

We want to make a difference to as many people as possible by creating exciting, affordable places to live where every individual can thrive. We celebrate later life and are driven by our passion and values

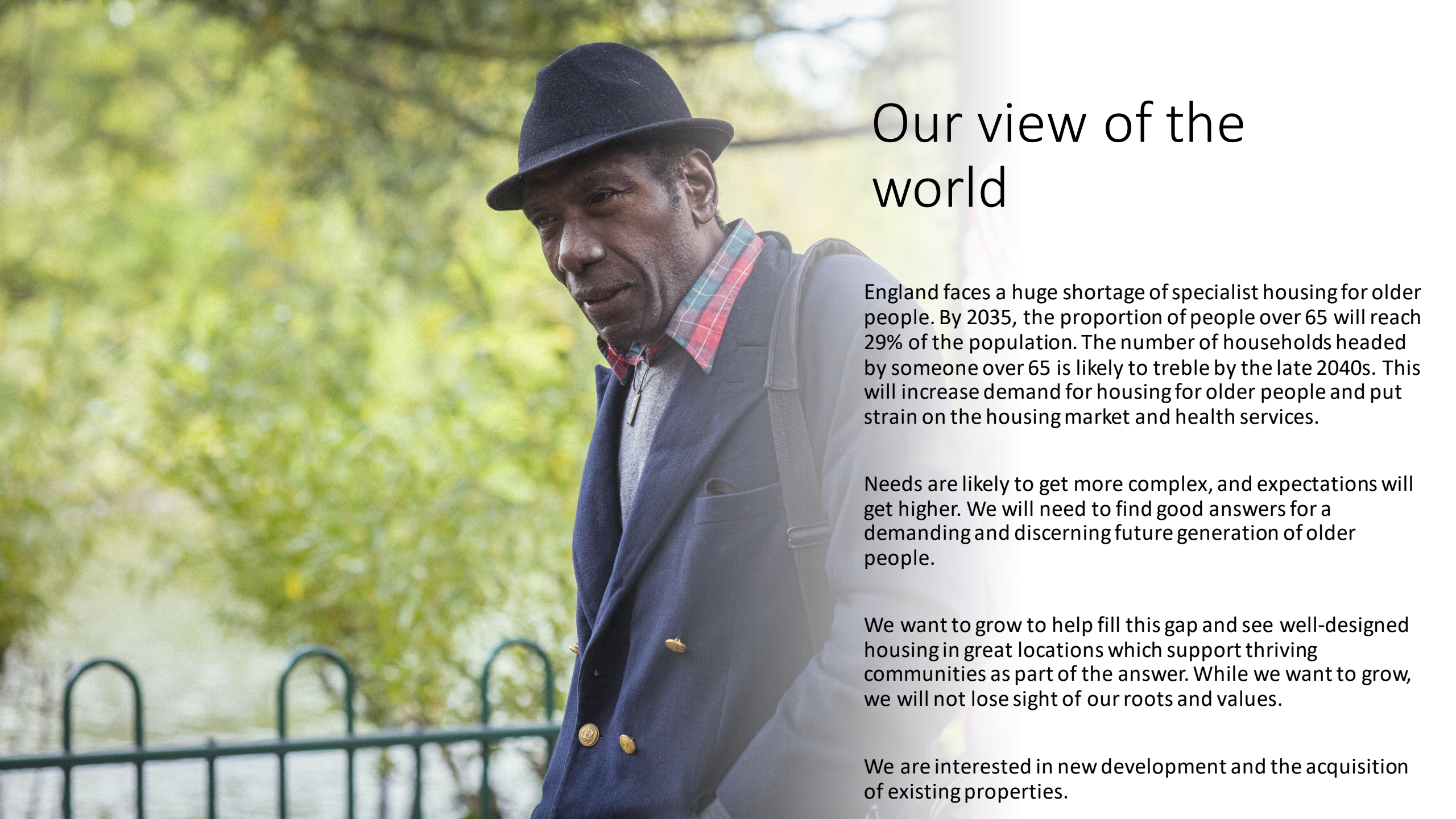


# Current position

We are an award-winning specialist provider of housing for older people. We understand our residents and want to continue to make a difference.

While our size is a strength in helping us engage fully with residents, it is also a limiting factor. We do not have the economies of scale of larger housing providers. We have an ambitious growth strategy supported by a £10m revolving credit facility through Clydesdale Bank.

Our housing is in good condition. We spent £12.5m over the past 5 years. 95% already meet EPC level C or above. We have top quartile resident satisfaction rates and good resident engagement.



# Our view of the world

England faces a huge shortage of specialist housing for older people. By 2035, the proportion of people over 65 will reach 29% of the population. The number of households headed by someone over 65 is likely to treble by the late 2040s. This will increase demand for housing for older people and put strain on the housing market and health services.

Needs are likely to get more complex, and expectations will get higher. We will need to find good answers for a demanding and discerning future generation of older people.

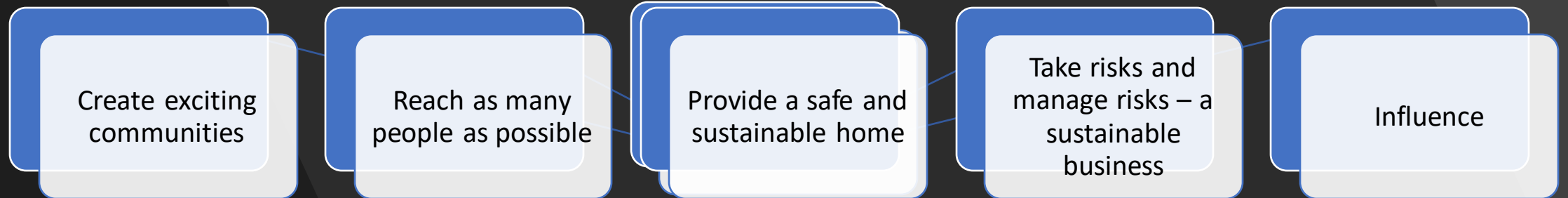
We want to grow to help fill this gap and see well-designed housing in great locations which support thriving communities as part of the answer. While we want to grow, we will not lose sight of our roots and values.

We are interested in new development and the acquisition of existing properties.

# Our aims

We want to create communities which people want to be part of. We want to grow and we want to be an advocate for older people, speaking out when policy or services just aren't good enough

Our plans cover 5 key aims: -





# 1. Create exciting communities

Key aim	How	Timescale
Deliver great customer service	Maintain top quartile satisfaction rating	From 2024 onwards
Respect individuals and differences	Consult on and deliver a revised equality, diversity and inclusion strategy	September 2023
Increase resident involvement	Implement in full our Living Well/Ageing Well strategy and give residents multiple methods of influencing our strategy and service	2023
	Develop our existing Access Alpha group and review all resident-facing policies	2025
	Aim for a full tenant scrutiny panel	2026

# 1. Create exciting communities

Key aim	How	Timescale
Design and provide services in collaboration with our residents that foster and facilitate independence	Implement our Living Well;Ageing Well strategy and review to ensure it reflects real world experience and aspirations	January 2026
Evidence the value of the work we do in supporting independence	Work with others to ensure our offer reflects people's aspirations; measures the right things and evidences the difference we make	2025
Increase access	Introduce an improved website with reporting on performance and complaints handling	Summer 2023

## 2. Reach as many people as possible

Key aim	How	Timescale
Grow through new building and acquisition	Implement our growth plan to start on site with a further 80 apartment development in 2023; explore acquisition opportunities; bring forward the Hamilton street site for development.	From 2023 onwards
	Aim to double the number of properties in management by 2028	2028
Do more with the resources we have	Collaborate with others with similar values. Aim to create a shared services offer	2024
	Retender the internal audit service in collaboration with other north west registered providers	2024
Create beauty in our designs	Talk to our residents and prospective residents about the housing they want for the future. Ensure our designs are of the highest possible standard	2023

# 3. A safe and sustainable home

Key aim	How	Timescale
Ensure our properties are safe, legally compliant and our places where people want to live	Renew our asset management strategy	From 2024
	Carry out an independent stock condition survey	Every 3 years
Play our part in providing affordable, warm housing	Ensure all Alpha properties are at least at EPC level “C” earlier than required by legislation	2028
Play our part in avoiding the climate emergency	Implement our environmental strategy and publish the results every year	2024

# 4. Taking risks and managing risks – a sustainable business

Key aim	How	Timescale
Be clear on our purpose	Renew our corporate strategy	From 2026
	Carry out a Big Conversation with residents and stakeholders to judge how we are doing	2024
Balance bravery and risk	Ensure we are able to be brave and bold through a clear risk management strategy which is renewed every 2 years	2024
Aspire to the highest standards in governance	Prepare for proactive regulation and new consumer standards. Achieve a G1/V1 rating	2025

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# 5. Influencing

Key aim	How	Timescale
Be prepared to speak up and be advocates for older people	Play our part in influencing national and local policy	Continuous
	Share and publish lessons learned from our own experiences	2023
	Take part in Homes England and National Housing Federation research and working groups on the purpose of older persons' housing	2023

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