



ANNUAL REPORT
2024/2025

Welcome from the Chief Executive



Welcome from the CEO

It's a privilege to write my first CEO welcome as Chief Executive of Alpha Living. I joined in April 2025, following the retirement of Graeme Foster, whose leadership helped establish Alpha as a trusted and award-winning provider of housing for older people. I am grateful for the strong foundations he leaves behind.

This year, Alpha has delivered excellent results. We increased our operating surplus to £1.33m, investing significantly in our homes, and maintaining resident satisfaction at sector-leading levels. We also began work on our £18m extra care development in Moreton, which will provide 80 new affordable apartments by 2027. At the same time, our investment in energy efficiency means all Alpha Living properties will reach EPC "C" by 2028, ensuring they are safe, warm and sustainable.

Crucially, residents continue to shape our services. Through our Scrutiny Panel and "Love Where You Live" roadshows, your voice helps us to improve and stay focused on what matters most.

Looking ahead, Alpha will remain ambitious but careful, balancing growth with investment in our existing homes. Guided by our values of being brave, compassionate, honest and positive, we will continue to build vibrant, safe and engaging communities where people can thrive in later life.

Sally Parsons
Chief Executive

Equality, Diversity, Inclusion & Belonging



While many organisations in the United States are scaling back their Diversity, Equity and Inclusion programmes in response to shifting political pressures, Alpha Living is proud to reaffirm its commitment to Equality, Diversity, Inclusion and Belonging (EDIB).

At the heart of our purpose is a simple belief “Everyone deserves the opportunity to become the best version of themselves”. Our EDIB strategy is not just a policy, it is a promise. It demonstrates our active commitment to creating equality of opportunity and to fostering a culture where diversity, inclusion and belonging are not only respected, but celebrated, across every part of Alpha Living.

We recognise that the unique experiences and perspectives of our colleagues and residents make us stronger. That is why we do not just acknowledge differences, we value them, learn from them, and use them to shape a more inclusive community.

Earlier this year, ahead of the 2024/25 financial year, we launched our Equality, Diversity, Inclusion and Belonging Strategy and Action Plan. Developed with input from consultants, residents, and our Board Task and Finish Group, this plan sets out our aspirations and ambitions for the next three years. It is a roadmap that reflects both the journey we have taken and the bold future we are determined to build together.

At Alpha Living, Equality, Diversity, Inclusion and Belonging is not an initiative. It is who we are.



Asset Compliance

At Alpha Living, we're dedicated to making sure all our homes are safe, good quality, and ready for the future. We focus on six key areas: fire safety, electrical, gas, water, asbestos, and lifts. Over the past six months, we've been reviewing how we set up new contracts for maintaining and servicing equipment across these areas. It's a detailed piece of work involving every department at Alpha, plus expert consultants helping us find the best ways to get good value and reliable service. This is still ongoing, but it's important to us that every Alpha building gets the same high standard of care.

In 2024/25, we carried out a full survey of every property and confirmed that 100% of our homes meet the Government's Decent Homes Standard. We also check every year for gas, fire, asbestos, water, and lift safety, and once again we achieved 100% compliance.

Looking ahead, we're investing in making our homes warmer and greener. By 2028, every Alpha home will meet at least an EPC "C" energy rating, two years ahead of schedule, and we're already working on our plan to reach net zero before 2050.

All of this means our residents can feel confident that their homes are safe, sustainable, and well looked after, now and for the future.

Sustainability

We know how important it is to have a home that is warm, comfortable and affordable. That is why Alpha is investing in big improvements to energy efficiency across our homes.

At Willow Court, 37 flats have recently had new storage heaters and solar panels installed. Every home there has seen its energy rating shoot up, and residents are expected to save around £420 a year on their bills.

More upgrades are on the way too. We have secured funding to improve a further 70 homes, so even more residents will feel the benefits of lower costs and warmer living spaces.

These changes are not just good for your pocket. They also help us all move towards a greener, cleaner future.



Resident Scrutiny Team

At Alpha, we believe our communities work best when residents' voices are at the heart of everything we do. Over the past year, we have worked hard to make sure you are not only heard but that your views are shaping real decisions.

One of the most important ways this happens is through our Resident Scrutiny Panel. This group of residents meets regularly to look closely at how we run things, from housing management and estate services to new investment projects. This year, the Panel even helped choose our new Chief Executive and gave input into the gardening contract, something we know really matters because it helps shape the environment where you live.

We have also continued our Love Where You Live roadshows. These events bring board members and senior staff out to each scheme to meet you face to face. Many residents have told us how valuable it is to speak directly with decision makers, raise personal tenancy issues, and share ideas for improvement.

To make sure we are always learning, we also asked every resident to take part in our Tenant Satisfaction survey. Thank you to the 60 percent who responded, that is a fantastic turnout. We were delighted to see satisfaction scores go up in many areas:

- Overall satisfaction: 85.7 percent
- Repairs service: 88.8 percent
- Handling of anti-social behaviour: 87.7 percent

Of course, there is still room to improve. One area that stood out was complaints handling, where fewer residents felt satisfied. We have taken this on board and are making changes so issues get sorted more quickly and clearly.

Being open and honest also means owning up when things go wrong. Earlier this year, we found two rent setting errors. We immediately told the regulator, refunded affected residents, and gave extra training to staff and board members to make sure it does not happen again.

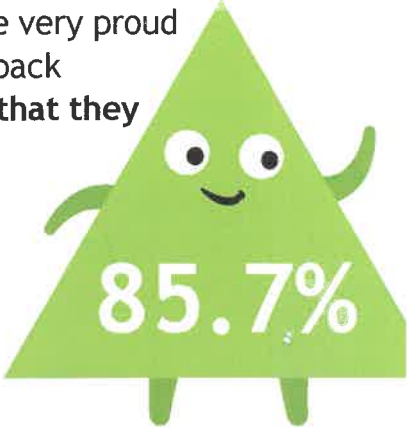
Looking ahead, we will keep building on your feedback. From shaping new developments to reviewing policies, we want resident voices front and centre. After all, Alpha is more than bricks and mortar, it is about people, communities, and making sure every resident feels proud of where they live.



Tenant Satisfaction Measures

During the autumn we carried out a survey across all developments and invited residents to respond to The Regulator of Social Housing’s new system to see how well social housing landlords in England are doing at providing good quality homes and services. This allows you as our customer to tell us how we are or are not performing in areas such as repairs, anti-social behaviour or keeping you informed with things that matter to you. We are very proud to say that the results from the Tenant Satisfaction Measures have come back extremely positively. **Residents who responded to the survey reported that they were extremely happy with the overall service Alpha Living provided.**

Our results on your responses to the Tenant Satisfaction Measures survey have been reported to the Regulator of Social Housing England and full details are available on our website.



<p>85.7% Overall Resident Satisfaction</p> <p>85.7% of residents who responded are satisfied or very satisfied with the overall service received from Alpha Living</p>	<p>88.8% Repairs Satisfaction</p> <p>88.8% of residents who responded are satisfied or very satisfied with the repairs service they received over the past 12 months</p>	<p>87.0% Repairs completed on time</p> <p>87% of residents who responded are satisfied or very satisfied with the time it took to complete their most recent repair</p>
<p>87.2% Satisfied with their home</p> <p>87.2% of residents who responded are satisfied or very satisfied that their homes are well maintained</p>	<p>88.4% Satisfied that their home is safe</p> <p>88.4% of residents who responded are satisfied or very satisfied that their homes are safe</p>	<p>75.8% Residents views are listened to and acted upon</p> <p>75.8% of residents who responded feel Alpha Living listens to their views and acts upon them</p>
<p>81.7% Kept informed</p> <p>81.7% of residents who responded are satisfied or very satisfied that Alpha Living keeps them informed about things that matters to them</p>	<p>83.1% Treated fairly with respect</p> <p>83.1% of residents who responded agree that Alpha Living treats them fairly and with respect</p>	<p>57.1% Complaints Satisfaction</p> <p>57.1% of residents who reported a complaint are satisfied or very satisfied with Alpha Living’s approach to complaints handling</p>
<p>82.2% Communal Areas</p> <p>82.2% of residents who responded are satisfied or very satisfied that Alpha Living keeps communal areas clean and well maintained</p>	<p>72.4% Positive contribution to their neighbourhood</p> <p>72.4% of residents who responded are satisfied or very satisfied that Alpha Living makes a positive contribution to their neighbourhood</p>	<p>87.7% Anti-social Behaviour</p> <p>87.7% of residents reported that they are satisfied or very satisfied with Alpha approach to handling anti-social behaviour</p>



Our finances



We're pleased to report that Alpha Living remains in a strong financial position. In the last year, our turnover - the total income we received - grew to £9.26 million, up 4% on the previous year. This growth reflects the good value of the homes and services we provide.

After covering all running costs, including housing management, repairs, and rising utility bills, we achieved a surplus of £1.33 million. This is higher than the previous year and means we have the financial strength to keep investing in your homes, plan for new developments, and continue providing services that make a real difference.

We invested nearly £900,000 back into our housing during the year. This included over £200,000 on new kitchens and bathrooms, £87,000 on electrical upgrades, and £54,000 on roofing, as well as many smaller improvements. These investments help us maintain safe, comfortable homes while also preparing for future challenges like energy efficiency and meeting net zero targets.

It's also encouraging that our rent collection remained strong, with arrears at very low levels compared to the sector. This helps keep Alpha stable and ready to grow.

In short, Alpha is financially healthy, making careful choices to balance everyday costs with long-term investment. This stability means we can keep focusing on what matters most - providing safe, affordable, and welcoming homes where our residents can thrive.

Statement of Comprehensive Income	2024/25 £	2023/24 £
Turnover	9,265,000	8,925,000
Operating Expenditure	(7,394,000)	(7,274,000)
Operating Surplus	1,871,000	1,651,000
Interest Receivable	44,000	31,000
Interest Payable	(584,000)	(576,000)
Surplus	1,331,000	1,106,000



Our surplus levels increased on last financial year (by £225,000). Our surplus helps us borrow and repay the funds we need to invest in our residents' homes, to pay for investment in our existing homes (e.g. bathrooms and kitchens) and to build or acquire new homes to provide the Alpha offer for more people.

Development



We are really pleased to share some exciting news about the future of Alpha Living. Work has now started on our brand new extra care scheme at Pasture Road in Moreton. When it is finished in 2027, it will provide 80 modern and affordable apartments designed with older people in mind. These homes will give residents the comfort and independence of their own space, with the added reassurance that help and support are always nearby. Together with our much-loved Poppyfields scheme, this new development will strengthen our role in providing welcoming, supportive places to live.

Of course, not every project goes ahead as planned. We had hoped to develop another site in Birkenhead, but challenges with the land meant it was not possible to continue. Although disappointing, this shows that we are careful to make sure every new home is of the right quality and will remain sustainable for years to come.

As well as building new homes, we are also looking at opportunities to take on existing housing for older people from other providers. We believe we can add real value through improvements, better services, and by bringing the special Alpha approach to community life. This will mean more people can enjoy the benefits of living in an Alpha community. It also helps us to keep costs down and ensure our services remain strong for all our residents.

This growth is only possible thanks to strong partnerships. We are especially grateful to Homes England, the Liverpool City Region Combined Authority and other partners who have helped us secure funding to make these developments possible.

Living Well- Resident Stories from the last 12 months

Our developments have been buzzing with events that brought people together, raised funds, and created lasting memories.

- Edel Quinn House residents took part in a sponsored walk, raising money while enjoying the fresh air and great company.
- At Bedford Court, residents joined the Wirral Coastal Walk to support Clatterbridge Cancer Charity, and later hosted a lively Summer BBQ filled with food, fun, and friendship.
- A group trip to Llangollen gave residents the chance to explore the beautiful Welsh countryside and enjoy a day out together.
- At Saxon Court, residents gathered to mark VJ Day, honouring those who served with a meaningful commemoration.
- The Summer Fayre at Manor House brought the community together with sunshine, stalls, and plenty of smiles.

These events reflect the spirit of Alpha Living - connection, celebration, and a sense of belonging.





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