



alpha

shaped around you

# 2023/24 Annual Report and Financial Statements



## Alpha (RSL) Limited

### Information for the year ended 31 March 2024

The organisation is a Private Housing Association registered with the Regulator of Social Housing (No. L1033) and under The Co-Operative and Community Benefit Societies Act 2014 (No. 16317R). Alpha also holds recognised charitable status with the HMRC.

Trading Style	Alpha Living
Registered Address	Management Office Poppy fields Woodpecker Close Upton, Wirral CH49 4AA
Board Members	Gill Bennett (until 13.09.23) Nick Cumberland (co-opted 23.05.23) Steve Eaves (Chair from 23.05.23) Peter Gibbs Lorri Holding Ben Jones Lawrence McIntosh (co-opted 1.05.24) Dawn Morris Howard Roberts (co-opted 23.11.23) Kieran Timmins (Chair of Audit, Risk & Remuneration) (Vice Chair to 07.02.24) Laura Wood (Vice Chair from 07.02.24)
Secretary	Darren Watmough
Bankers	Lloyds Bank PLC 7th Floor 40 Spring Gardens Manchester, M2 1EN
Auditors	Beever & Struthers One Express 1 George Leigh St Manchester M4 5DL
Solicitors	Brabners LLP Horton House Exchange Flags Liverpool L2 3YL

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## Alpha (RSL) Limited Foreword from the Chair



It's been a busy year for Alpha. We have made firm plans for our second extra care development in Wirral which we plan to start later this year and we've also looked at other possibilities to grow including acquisition opportunities.

We've done a lot of work to embed the values we agreed last year and launched our equality, diversity, belonging and inclusion strategy. We also received a fantastic accolade in November when we were recognised as the best older persons' landlord in the UK at the Affordable Housing Awards. This is testament to doing the right thing and using our specialism to really understand and make a difference to everyone who lives in an Alpha property.

On the governance side of things I replaced our former Chair Professor Claire Taylor in April 2023. We said farewell to Gill Bennett, a long serving Board member at the end of her six-year term in September and we welcomed three new Board members: Nick Cumberland, Howard Roberts and Lawrence McIntosh, all bring valuable skills and a passion to do the very best for the people we are in business to serve.

We had an external review of our governance arrangements which confirmed that much of what we do reflects good practice. On the back of the review we created a new People and Culture Committee to bring additional oversight and momentum to these important areas of our work.

We were pleased to be invited by the Regulator of Social Housing to participate in the small housing providers' trial for voluntary submission of the first year's Tenant Satisfaction Measures and I'm delighted to report that Alpha's satisfaction scores were in the top (best) quartile for every measure. This is testament to the hard work and dedication of colleagues. It shows we're on the right track, but we also know our residents will challenge us to get even better. Not to sit on our laurels, we have a number of opportunities to give residents a greater voice to scrutinise, challenge and help us develop and improve our services. Detail of this work are included in the annual report.

One of the highlights of the year for me was attending and speaking at the staff conference. I was bowled over by the passion of colleagues and look forward to what we can do next.

In the new financial year, we see many challenges and opportunities. The new government will certainly have its own expectations of the social housing sector, including Alpha, and we look forward to meeting these challenges and to making a difference.

Steve Eaves

Chair, Alpha Living

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Overview

The Board of Alpha (RSL) Limited, trading as Alpha Living, presents its report and audited financial statements for the year ended 31<sup>st</sup> March 2024.

Our principal activities are the management, maintenance and development of affordable homes to rent. Our purpose is to help everyone be the best possible version of themselves, and our mission is 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.

As a specialist provider of older persons' housing we see ourselves as much more than a landlord. We are an innovative and agile provider of housing and services for older people. Our ambition is to be the go-to provider for older people, and we have a clear corporate strategy to support these aims.

As at 31 March 2024, Alpha managed 960 homes split across the following types:

Type	At 31 March 2024
Studio apartments	136
One bedroom apartments	794
Two bedroom (or more) apartments	30
Total homes	960

Type	At 31 March 2024
Social rent	877
Affordable Rent	78
Other	5

We own or manage properties in the following local authority areas:

Local Authority	Number of Homes
Bury	32
Cheshire East	32
Cheshire West and Chester	51
Kirklees	46
Leeds	48
Newcastle under Lyme	71
Sheffield	46
Shropshire	11
St Helens	60
Telford and Wrekin	32



## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

Alpha is registered with and regulated by the Regulator of Social Housing. It is required to comply with the regulatory framework for social housing. In addition, Alpha has adopted the 2020 National Housing Federation (NHF) Code of Governance. The association is governed by a Board of Management of up to 12 non-executive directors and is managed by a senior team headed by the Chief Executive, supported by Directors of Finance & Resources, Asset Management and Housing, who also attend all Board meetings.



**Alpha's Annual General Meeting, September 2023**

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Objectives and strategy

Alpha has an over-arching corporate strategy which addresses the twin aim of ensuring Alpha's current housing meets needs and is well managed, and the ambition to grow the organisation to meet future needs.

As a specialist provider the Board aims to provide imaginative services and housing that meet the needs of the future and meet growing aspirations too. We have financial capacity and recognise that we may be much better placed to grow by working closely with partners. Collaboration and partnership are keystones to our success.

We launched our new five-year Corporate Strategy during summer 2023, which has five key aims:

#### Create exciting communities

- Deliver great customer service.
- Respect individuals and differences.
- Increase resident involvement.
- Design and provide services in collaboration with our residents that foster and facilitate independence.
- Evidence the value of the work we do in supporting independence.
- Increase access.

#### Reach as many people as possible

- Grow through new building and acquisition.
- Do more with the resources we have.
- Create beauty in our designs.

#### A safe and sustainable home

- Ensure our properties are safe, legally compliant and are places where people want to live.
- Play our part in providing affordable, warm housing.
- Play our part in avoiding the climate emergency.
- Work with other partners through strategic co-operation and joint ventures
- Work with social care and health to understand priorities and offer solutions delivering value and enhanced health and well-being.

#### Taking risks and managing risks - a sustainable business

- Be clear on our purpose.
- Balance bravery and risk.
- Aspire to the highest standards in governance.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Influencing

- Be prepared to speak up and be advocates for older people.

Our new corporate strategy was developed in conjunction with our tenants, our staff, our Board, and other stakeholders.

This is underpinned by our values which are:

- **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.

Being a provider of choice and an advocate of housing for older people means understanding and responding quickly to social, economic, environmental and political change.

Our corporate strategy reflects the need for Alpha to be brave and curious. In responding to demographic change, increasing customer aspirations and the need to create a more sustainable asset base, we agreed plans to undertake a major review and update of our Asset Management Strategy in the 2024/25 financial year, to take into account an updated stock condition survey, to present Board with options for the future of some of our developments with bedsits, to firm up our carbon reduction plans and to resource new legislative and regulatory expectations around building safety and the quality of our housing assets. Our asset management strategy ensures appropriate investment in sustainable housing and supports the Board's view that well-maintained sheltered accommodation supported by sensitive management will play a vital role in the future. The sustainability and financial viability of every Alpha development is reviewed periodically to identify trends and to ensure appropriate investment.



## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

Our business plan provides for significant future investment in delivering our environmental objectives, ensuring all our properties reach a minimum of EPC level C in advance of the regulatory requirement to do so, and providing for further works to our properties as part of our journey towards carbon neutrality.



#### Resident Voice

Over the course of the year, we have increased opportunities for the Resident Voice to be heard. We have Development Managers in each of our schemes and they provide frontline services to our residents and constitute our “ears” on the ground. The Resident Voice is important to us to help design our service offering, and to help identify how we can deliver our services better than we currently do.

Our newly formed Scrutiny Team (November 2023), made up of 21 residents from across our developments has reviewed the findings from the Tenant Satisfaction Measures, and an in-depth review of the draft Equality, Diversity, Inclusion & Belonging (EDIB) strategy & action plan, resulting in a number of amendments/recommendations prior to submission to our board for approval.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

A presentation/training session was facilitated by a scrutiny team member, who has significant knowledge and experience in the field of EDIB, which was attended by not only the Scrutiny Team but also our chief executive and other senior managers. The session's purpose was to ensure that our EDIB strategy is embedded not only within our staffing structure, but also within our scrutiny team to shape our language and approach to EDIB.

The team also reviewed the Complaints Policy following the Housing Ombudsman updates to the Complaint Handling Code, which became statutory on 1st April 2024, to ensure the policy meets the requirements of the Ombudsman.

Our Access Alpha team was created to act as a sounding board to review policies which have a direct impact on residents. It continues to prove invaluable in relation to policy/strategy review providing feedback on the following documents over the course of the year: Corporate Strategy, Compensation Policy, Rent Setting & Service Charge Policy.

Over the course of the year we held several "Love where you live" roadshows where members of the Alpha team including staff, members of the Board and Senior Leadership Team visit each development to meet residents and discussed matters of importance to them. The roadshows followed feedback from residents that they would value the opportunity for face to face sessions with senior Alpha staff. Residents often use the opportunity to raise personal issues relating to their tenancies and these are then dealt with by the appropriate member of staff.

Roadshows were held at most developments in conjunction with SP Energy, who assisted our residents in saving money on energy bills and ensuring that our most vulnerable residents details were recorded on their priority services register in the event of a power cut. The SP Energy team works in partnership with other agencies, and also explained about other services that are available including: Friendship & hot meal facilities; Benefits & debt advice; Befriending services.

#### Internal

Alpha's work is delivered by a staff team of almost 100 colleagues. Most are in direct resident-facing roles. As a smaller provider, we need to make sure we make the best use of all our colleagues in terms of having people in roles which benefit residents and in terms of having the right depth of expertise. We jointly employ a development lead with another local housing association, which allows us to do more together than we could do apart. We also work closely with Community Housing Associations North West, a group of smaller providers to share training and best practice and jointly procure services. We have also joined forces to employ a Policy and Projects Officer across the grouping of 18 housing associations.

Over the last two years, Alpha has employed two apprentices, one in assets and operations and the other in finance. Both have added real value and both passed their apprenticeship assessments with flying colours. Alpha was able to offer them both permanent full time jobs at the end of their studies.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Growth

Alpha will grow. We constantly review our approach and believe that successful housing needs to be attractive and to have a sense of community where people can live their best lives. We already place a huge emphasis on getting to know our residents and understand their needs; ensuring we provide appropriate support and an exciting environment for them to thrive. We look forward to welcoming our next generation of residents who we know will have even greater expectations.

Our growth strategy sees the value in encouraging people to age in place in a high quality and supportive environment which helps them remain independent for longer.

Our growth strategy is driven by the belief that the “Alpha experience” is one which will bring significant value to more older people, and also to ensure that we make the most of our financial capacity, by appropriately investing in new growth opportunities alongside our primary responsibility to invest in our existing homes.

The enduring popularity of our state of the art extracare scheme Poppyfields, developed in 2021, demonstrated the demand for high quality accommodation in a community setting for older people. Throughout 2023/24 we continued to work with a range of partners to realise a similar scheme at Pasture Road in Moreton, Wirral, and with their support, we hope construction of this development will begin in 2024/25, and will create 81 new homes for older people sometime in 2026.

For smaller providers, developing new homes is challenging, but with an eye on the future, we have spent time working with Wirral Borough Council on their Birkenhead regeneration masterplan, where our site at Hamilton Street (jointly owned by Wirral Methodist Housing Association) will ultimately become an extra care living scheme with views over the Mersey waterfront by 2029.

Building new homes for people is only part of our growth plans. We have had discussions with other housing providers over the course of the year about the future of their accommodation for older people's living. We believe that Alpha's approach can bring real value to the lives of residents and one of our growth options is to acquire existing properties from other housing providers where we believe we can add value and when doing so fits within the financial and risk parameters set by our Board. During the year we undertook a major project to review and bid for a portfolio of properties from another social housing provider. Whilst the bid did not ultimately lead to Alpha acquiring the portfolio of properties, both the Board, and the Senior Leadership Team learned a great deal through the process which will stand us in good stead when we review future acquisition opportunities. Discussions with other housing providers continue.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Partners

We work closely with another local housing association, Wirral Methodist Housing Association. With them, we jointly acquired a future development site at Hamilton Street, Birkenhead. We also jointly employ a Development Lead to identify and manage growth projects for our respective organisations. We actively consider other opportunities to work in partnership better to achieve our objectives. We are members of the Community Housing Associations North West (CHANW), a group of smaller providers, who share good practice, training and procurement, and recently participated in CHANW's recruitment of a Policy and Partnerships Officer to increase capacity and expertise across the membership of the group.

During the year we agreed to partner with the Regulator of Social Housing as a small provider test site for the new Tenant Satisfaction Measure reporting regime. We saw this as a valuable opportunity to work with the Regulator during the introduction of the new consumer regulation regime and will use the learning from this experience to hone our approach in future years.

#### Treasury and funding

Alpha's growth strategy is supported by a £15.13m borrowing facility provided by Lloyds Bank PLC all of which was drawn by 31 March 2024, and an undrawn but fully secured £10m revolving credit facility with Clydesdale Bank. The £10m undrawn facility will ensure Alpha is fully funded throughout the lifetime of the current 30-year business plan.

Alpha's debt is now heavily fixed (100% of borrowings) reducing the risk of interest rate changes. Debt is fixed at an average rate of 3.61%.

#### Equality, Diversity, Inclusion and Belonging

Our review of compliance with our Code of Governance in 2022/23 identified that we had further work to do to align Alpha with sector best practice around EDI&B. We established a task and finish group of Board members and commissioned consultants to support their work which culminated in Board adopting a new EDI&B strategy and action plan in March 2024.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Internal control statement

The Board acknowledges its overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by Alpha is ongoing and has been in place throughout the period commencing 1 April 2024 up to the date of approval of the annual report and financial statements.

Key elements of the internal control framework include:

regular reporting to the Board on strategic objectives, financial and operating targets and outcomes including loan covenant compliance and liquidity requirements; health & safety compliance; complaints monitoring;

a comprehensive approach to treasury management including an approved annual treasury management strategy, policy and practices which are subject to specialist independent review on an annual basis;

robust strategic and business planning processes, with a corporate plan, detailed financial plan, budgets and forecasts that are regularly stress tested against a range of possible scenarios with recovery plans to mitigate the impact should these crystallise;

an assets & liabilities register to ensure that we understand our housing assets and security position and boards and management have swift access to this information in decision making and risk management;

a series of self-assessments to give assurance that we are meeting the requirements set out in our adopted Code of Governance (National Housing Federation 2020) and the Regulator of Social Housing's Regulatory Framework and that any areas of non-compliance are reported;

a risk management framework that clearly defines management responsibilities for the identification, evaluation and control of significant risks. There is a continual review of risks across Alpha that are then reported to the Audit, and Risk Committee; the Senior Leadership Team have provided assurance that they understand and have reviewed the key risks that impact their areas of the business and that they are satisfied the right levels of internal controls are in place.

established financial regulations including authorisation and appraisal procedures for all significant new initiatives and investment commitments;

governance related policies including whistle-blowing and anti-fraud policies;

an annual programme of internal audit reviews that are set and delivered under a risk-based methodology;

audit recommendations are tracked by the Audit and Risk Committee to ensure they are implemented within the agreed timescales;



## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

a series of reviews have been undertaken by the Asset Team and independent third parties in order to provide an assessment of the extent to which Alpha can demonstrate that the current management and monitoring arrangements for the identified compliance areas are fit for purpose, comply with current legislative requirements and housing best practice and that delivery of the service is in accordance with the written policies and procedures currently in place;

recruitment, management and retention of board members, management and staff with the skills and competencies to ensure effective governance and management; and

a governance framework that includes Board approved terms of reference and delegated authorities for the Audit and Risk Committee, the People and Culture Committee and the Recovery Group.

The Board delegates authority to review elements of the systems of internal control to the Audit and Risk Committee. The Board receives minutes of the Audit and Risk Committee meetings.

#### Effectiveness

The systems described above have been active during the course of the year and up the date of signing the accounts. Elements of the system were reviewed and renewed in accordance with normal timescales.

The systems identified no frauds during the course of the year.

During the year we identified an error in the business plan. The presentation of the 2024/25 Plan was supported by significant additional information to provide assurance to Board as to the integrity of the Plan's assumptions and outputs.

#### Alpha's risk profile

Operational and strategic risks are assessed every 6 months by the senior leadership team and scrutinised through the Audit and Risk Committee. Key risks and changes in risk scores are considered by the full Board. These are captured in Alpha's delivery plan and inform our strategic priorities.

Alpha's internal auditors completed an independent annual review of internal controls in 2022 and reported that Alpha has reasonable and effective risk management, control and governance processes.

Whilst Alpha has ambitious growth objectives, these are not delivered by compromising on the investment needs of our existing homes. Our risk register identifies the need to monitor demand and sustainability. We do this routinely and formalise this in the asset management strategy which was adopted by Board in September 2022 and is reviewed every two years. The strategy will be subject to a major review during the 24/25 financial year.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

Strategic Risk	Risk Score	Controls and Mitigations
Growth	16	Material opportunities are evaluated with the support of specialist consultants.
Government Policy	12	The primary risk relates to future rent policy. Business Plan assumes CPI only increases and stress testing reviews impact of other scenarios.
Regulatory Compliance	12	Annual reviews of compliance with key regulatory requirements. Regular update on changes from RSH and trade bodies.
Asset Management	12	Unknown costs of net zero. Asset Management Strategy update (winter 2024) will reflect (and include the costs of) sector good practice.
Organisational Capacity	12	We maintain a watching brief and have used creative solutions in partnership with other housing providers. We will develop a resource plan alongside our growth strategy which will take us into mainstream regulation in the next few years.
Major Incident / Health and Safety	12	We have robust systems, procedures and monitoring to reduce the risk of a health and safety control failure.
Grey swan events	12	Robust stress testing in place. Formal powers are delegated to the Recovery Group in the event of time critical problems.

Alpha has ambitious growth plans but prioritises the needs of existing tenants first. Over the course of the year we evaluated a material acquisition opportunity, with support from specialist external consultants, giving us a robust model for the evaluation of future acquisition opportunities.

Government policy remains a key risk especially as the 2024/25 year has seen the first change of governing party in almost a decade and a half. Stability and certainty around the future levels of rent increases are a key risk for Alpha.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

An independent stock condition survey completed on 100% of properties in 2021 gives us more robust information on our assets and investment profile and serves us in good stead as we prepare to deliver energy efficiency works to our homes. We are also working with external advisers on the art of the possible in making our buildings more thermally efficient and the use of greener energy. Identification of any urgent hazards including damp and mould were also commissioned as part of the Housing Health & Safety Hazard (HHSRS) rating system with none identified. Following the publication of the inquest report of the tragic death of Awaab Ishak, the sector's focus during the later part of 2022 was on identifying and prioritising damp, mould and condensation issues. Alpha has robust processes in place to review historical repairs data for any trends in reporting issues and ensure any reports are fully investigated and documented. A new independent stock condition survey will be undertaken during the 2024/25 financial year to ensure the data which drives our asset-related decision making remains up to date.

As a small provider, Alpha does not have the resources to employ specialists to full every role. We have therefore experimented with creative solutions with other housing providers and currently jointly employ a Development Lead with a local housing association and a Policy and Partnerships Officer with a consortium of housing associations. We also selectively use consultants and other specialists when their experience is necessary.

We have robust systems and processes in place around the health and safety of our residents and our teams, with regular monitoring reviewed by our Board.

It is challenging to prepare for Grey Swan events, such as covid in 2020. Wider economic issues will affect us. Base lending rates remain high when compare to those of the last decade, and have not fallen in line with expectations because of the persistence of inflation above the Bank of England's target. Whilst the short-term impact on Alpha is likely to be minimal as 100% of our loans are on long-term fixed rates, in the longer term higher interest rates make development more financially challenging, and require greater subsidy from grant or elsewhere.

CPI inflation of 6.7% in September 2023 translated into a significant rent rise for our residents for the second year in succession. We remain alert to the affordability challenge this causes for some of our residents and we administer a Living Well Fund to help some residents manage financial problems. Reputational risk is a factor in our strategic risk register and it is important we are seen to deliver excellent services in return for these increased costs.

Whilst it is now approaching the Bank of England's long term target, inflation remains a concern. Our key risk here is differential inflation whereby increases in costs exceed increases in income with particular concerns around the costs of utilities which were subject to a severe spike following the Russian invasion of Ukraine and which remain sensitive to geo-political events.

Rent loss due to empty properties remains comparatively low at 1.79%. Of particular note is the low level of voids for Poppyfields at 0.60%, demonstrating the attractiveness of the accommodation at this scheme.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

Governance and regulation will be more challenging. We have a stronger board and well-developed processes for member appraisal and training. We undertook a governance review in autumn 2023 and implemented the recommendations from this over the months that followed. Regulation is changing and will create new risks and resource demands.

The long-awaited passage of the Social Housing Bill in summer 2023 and the introduction of the new consumer regulation regime by the Regulator of Social Housing, will drive positive change throughout the sector, but will create new challenges and risks for social housing providers. For Alpha, our growth strategy is likely to result in the organisation reaching 1,000 homes at some point over the next two years, with the loss of the "lighter touch" approach for smaller providers. Again, we continue to prepare for this and will ensure we meet the expectations of mainstream regulation. Our profile grew when we won the award for "Best Older People's Landlord" at the UK Housing Awards in winter 2023, for the second time, creating new opportunities to share our approach to older people's living more widely.

#### Review of operations

2023/24 was another successful year for Alpha, underpinned by the ongoing theme of change. Alpha continued its strong track record of meeting its objectives, its financial targets and implementing measures and strategies to meet the challenges of the future.

Turnover for the period increased by 13.5% from £7,862,006 (2022/23) to £8,924,521 (2023/24) which included the second full year's income generated following the completion and handover of Poppyfields.

Statement of Comprehensive Income	2023/24	2022/23
	£	£
<b>Turnover</b>	8,924,521	7,862,006
<b>Operating expenditure</b>	(7,273,626)	(6,357,541)
<b>Operating surplus</b>	1,650,895	1,504,465
<b>Interest receivable</b>	30,758	2,765
<b>Interest payable and financing costs</b>	(575,476)	(460,184)
<b>Surplus for the year</b>	1,106,177	1,047,046

Alpha generated a surplus of £1,106,177 (2023: £1,047,046). Surpluses are budgeted to meet our covenant and other obligations into the future.

Operating expenditure increased in the period from £6,357,541 (2022/23) to £7,273,626 (2023/24) mainly related to significantly higher service costs primarily related to increased utilities costs but with increases also in management and repairs costs. The overall operating margin over the period therefore decreased slightly from 19.1% (2022/23) to 18.5% (2023/24). Our operational performance is strong and continues to improve. Motivated and talented teams mean our headline KPIs are good, and the service we provide is responsive and positive.



## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

We largely sustained the dramatic improvement in re-let times from a high of 65.7 days in 2018/19 to 43 days in 2023/24, although this reflected a worsening of performance from the 34 days achieved in 2022/23 as a result of a small number of long term voids. The average re-let time for our extra care accommodation was 13.5 days.

Arrears and bad debts remain at a good level. Current rent arrears, increased slightly in 2023/24 to 2.01% (2023: 1.89%) following which we undertook a deep dive and put in place actions to reduce this. Our rent collection performance in 2023/24 was 100.4% (2022/23 98.06%).

We also continue to invest significant sums in remodeling and investing in our existing housing. 2022/23 was the final year of the delivery of our last housing investment strategy and we spent £1,772,050. The 2023/24 financial year saw more “normal” levels of asset investment and we spent £576,416. The 2024/25 review of our Asset Management Strategy will determine our future asset investment and will help ensure we meet our EPC C, net zero and asset sustainability ambitions into the future.

#### Tenant Satisfaction Measures

The TSM Standard, published by the Regulator of Social Housing in March 2024 requires housing associations to publish a prescribed set of measures. Alpha’s TSMs for the year ending March 2024 are shown in the table below. As this is the first year of publication of the measures, there is limited peer group information against which to benchmark these, however we have used the Housemark National Median to give us some context for our performance.

As a small provider, Alpha chose to invite all residents to participate in the tenant perception survey, which was conducted between October and December 2023. Of our 960 residents, 587 (60%) completed the survey. Residents were given different completion options so some surveys were completed as paper forms, some over the telephone and others were completed in person with a member of the Alpha team. Alpha did not use the services of external consultants to conduct or analyse the results of the survey. We did not offer any incentives to residents to complete the survey.



## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

We have assessed the representativeness of the completed surveys against our overall resident population against the two criteria of age (in bands) and sex. The results are shown in the table below.

Factor	Criteria	Alpha Overall		Survey Respondents	
		no	%	no	%
Sex					
	Women	592	58	351	60
	Men	429	42	236	40
Ethnicity					
	White British	878	86	510	87
	Not Disclosed	116	11	59	10
	Global Majority	27	3	18	3
Age					
	<61	113	11	59	10
	61-70	274	27	140	24
	71-80	333	33	196	33
	81-90	243	24	156	27
	>90	58	6	36	6

The census nature of the survey and the broadly representative responses received from residents mean that no weightings have been used in the calculation of the measures shown in the table below. The responses of all residents who participated in the survey are included in the figures below: no survey responses have been excluded.



## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

Ref	Measure	Alpha Actual 2023-24	Peers Actual 2023-24	Alpha Target 2024-25
TP01	Overall satisfaction	82.6%	69.4%	85%
TP02	Satisfaction with repairs	86.7%	70.4%	90%
TP03	Satisfaction with time taken to complete most recent repair	84.2%	66.4%	85%
TP04	Satisfaction that the home is well maintained	86.2%	69.4%	90%
TP05	Satisfaction that the home is safe	87.8%	76.1%	90%
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	72.9%	58.9%	75%
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	80.7%	69.5%	85%
TP08	Agreement that the landlord treats tenants fairly and with respect	86.7%	76.3%	85%
TP09	Satisfaction with the landlord's approach to handling complaints	65.3%	33.8%	75%
T P10	Satisfaction that the landlord keeps communal areas clean and well maintained	82.9%	65.5%	85%
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	71%	62.5%	80%
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	75.7%	57.0%	80%
CH01	Complaints relative to the size of the landlord	26	39.7	30
CH02	Complaints responded to within Complaint Handling Code timescales	75%	83.3%	100%
NM01	Anti-social behaviour cases relative to the size of the landlord	16	38.6	16
RP01	Homes that do not meet the Decent Homes Standard	0%	0.3%	0%
RP02	Repairs completed within target			
	Emergency	n/a	81.5%	85%
	Non Emergency	n/a	94.8%	98%
BS01	Gas safety checks	100%	100%	100%
BS02	Fire safety checks	100%	100%	100%
BS03	Asbestos safety checks	100%	100%	100%
BS04	Water safety checks	100%	100%	100%
BS05	Lift safety checks	100%	100%	100%

The "Ref" column shows the reference number for each of the Tenant Satisfaction Measures using the Regulator of Social Housing Definition from the TSM Technical Requirements guidance (April 2023).

The Peers comparators are taken from the Housemark national medians for the 2023/24 year end published in June 2024. We expect to identify a more focused peer group following the publication of the 2023/24 TSM actuals.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Governance

Alpha adopted the National Housing Federation's Code of Governance 2020 with effect from April 2021. We fully complied with the 2015 version of the code, and it was recognised in our risk register that full compliance with the 2020 version of the code may take some time. The code adopts a comply or explain approach.

We reviewed our compliance with the code and identified one area of non compliance, as shown on the table below:

Area of non-compliance	Action needed to address this	Timing
The organisation annually publishes information about its work to deliver equality, diversity and inclusion commitments and objectives, and the progress it has made.	Following the first full year of the EDIB strategy and action plan this information will be published to residents and stakeholders	May 25

We also remain compliant with the Regulator of Social Housing's Governance and Financial Viability Standard which was reviewed in July 2024.

Steve Eaves became Chair of the Board in May 2023, replacing Professor Claire Taylor, who left the Board following a relocation. A longstanding member of the Board concluded her final term and stood down at the Annual General Meeting in September. We recruited three new board members during the course of the year, each of whom brought strong social housing skills in, respectively, Asset Management, Development and Finance. Slightly after year end, we realised our aspiration to recruit someone with lived experience of social housing to our board when we recruited a new Board member with significant governance experience who was a tenant of another housing association.

We commissioned an external review of our governance arrangements in autumn 2023 and after considering the findings of the review, put in place a variety of arrangements including the creation of a new People and Culture Committee alongside our renamed Audit and Risk Committee.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Value for Money

##### Introduction

Alpha's purpose is "To help everyone be the best possible version of themselves".

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 or 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 an additional 78 apartments in one extra care development.

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

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

##### What is Alpha seeking to achieve?

Alpha's objectives are set out in its Corporate Strategy under the following five headings:

**Create Exciting Communities**

**Reach as Many People as Possible**

**Provide a Safe and Sustainable Home**

**Take risks and manage risks**

**Influence**

Alpha's Strategic objectives are inspired and informed by our values which are set out earlier in this report.

##### VFM and Alpha's Model

Alpha provides affordable housing and related services to older people in communal settings. With the exception of our new extracare scheme at Poppyfields on the Wirral, and five leasehold properties, all our properties are let at social rent.

In contrast to most providers of accommodation for older people, an integral part of our service delivery model is having an onsite manager at each of our developments. This ensures that we know our tenants well and are able to respond quickly to their changing needs. The value of this model is difficult to quantify but is partly reflected in our levels of customer satisfaction.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

As well as having on-site managers, Alpha directly employs housekeepers who ensure that each development is kept clean and support our development managers. Some staff are involved in providing additional services to our customers via Alpha Plus, which helps support our residents to live independently. Alpha has a small maintenance team which works in our Wirral heartlands undertaking responsive repairs and installing bathrooms. Our new extracare scheme also has a bistro with a catering team directly employed by Alpha.

We believe that our model makes a real difference to the lives of our residents. We work solely with older people and offer vibrant, inclusive communities where residents are actively supported and encouraged to be the best version of themselves. We believe there is real value in creating opportunities for more people to experience the Alpha model and Board has previously set the target of having 1,900 properties in management by 2028, a target which will be reviewed alongside the reappraisal of our asset investment needs which will follow the revision to our Asset Management Strategy in autumn 2024. We are enormously proud of Poppyfields, our first state of the art extracare scheme, and will take opportunities to build other high quality extracare developments when we are able. We recognize, however, that growth on the scale of our plans will be generated primarily by acquiring properties from other providers, subject to the availability of grant and bank funding and the constraints of financial viability. We believe that we can add real value to current and future residents of such properties by investing and by replicating the Alpha model.

Whilst Alpha has ambitious plans, it is also acutely aware of risk and acknowledges its primary duty being to existing residents. Growth opportunities are assessed both financially and in terms of their strategic fit with our objectives.

Our simple and straightforward business model ensures we can focus on our core business, about which we are passionate: the provision of accommodation and services to older people.

Our small size means that we can't always directly employ staff with specialist skills. As well as using specialist consultants when required, a key part of Alpha's model is working collaboratively with other partners to meet common objectives. To that end, Alpha has employed staff jointly with other local housing associations, with values aligned to our own, and has also jointly bought a development site with to help spread risk and optimise value.

Alpha has a strategic approach to Value for Money, the key elements of which are:

Vision, Mission and Values - these inspire all that we do and set the frame for our strategic, operational and financial plans.

Corporate Strategy - this sets the organisational objectives over a five year timeframe, which represents the value Alpha seeks to deliver. It is refreshed regularly to reflect achievements and changes in the external environment. It is monitored via the Annual Delivery Plan.

Business Plan - this is agreed by Board annually and reflects the financial implications of the implementation and delivery of the Corporate Strategy.



## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Alpha's VFM approach

**Value for Money Strategy** - this sets out what Alpha is seeking to achieve in regard to Vfm and its approach to delivering Vfm.

**Key Performance and Risk Indicators** - these are agreed by Board annually and reflect a combination of targets for value generation and corporate health measures. They quantify the value measures for Alpha.

**KPRIs and Financial Reporting** - KPRIs and financial performance are monitored at every meeting of Board ensuring that Board have early warning of risks to the delivery of value for money.

**Financial appraisals** - for growth opportunities to ensure that they meet criteria and the risk appetite set by our Board.

**Financial Regulations** - which set out our approach to procurement and the value for money considerations for staff in delivering the work of Alpha.

#### Our Performance in Context

RSH Vfm Metrics -

Metric	Actual 2021/2	Actual 2022/3	Forecast 2023/24	Actual 2023/24	Peers 1	Peers 2
Reinvestment	6.1%	4.9%	17.8%	1.3%	3.1%	3.7%
New Supply (1)	8.1%	0%	0%	0%	0%	0%
Gearing	31.1%	30.6%	25.0%	35.7%	19.6%	9.3%
EBITDA	245.3%	243%	368%	446%	216%	262%
HSHC	£6,203	£6,991	£7,117	£6,563	£5,519	£7,142
Operating Margin (Social)	20.5%	19.6%	17%	18.5%	19.5%	11.4%
Operating Margin (Overall)	16.5%	19.1%	17%	18.9%	17.6%	11.0%
ROCE	3.4%	3.4%	3.3%	3.7%	2.5%	2.2%

A comparison of our actual metrics performance for the year against our forecast shows the impact of: significant planning delays to a major new development (Reinvestment); the decision to draw the final tranche of an existing facility shortly before its expiry (Gearing); the impact of lower than expected utilities costs included in service charges for our residents (HSHC, EBITDA, Operating Margin and ROCE). Our Reinvestment metric performance is heavily dependent on timings of aspects of our growth plan, and will increase significantly above our peer comparisons in future years as we develop our planned extra-care scheme (see "Our Future Plans" below).

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

Comparison of our performance against our peers (especially against Peers 2, comprising housing for older people specialists) shows generally good performance. Reinvestment appears comparatively low because of planning delays to a major development noted above. Our Gearing is comparatively high but this reflects our efforts to use our assets to deliver more homes for older people. Our EBITDA, Operating Margin and ROCE all reflect our financial health. Our Headline Social Housing Cost appears high when compared to Peer Group 1 (small generalist housing associations) but looks more modest when compared to Peer Group 2, and is mainly driven by the higher level of service charges typical for providers of sheltered and extracare housing.

#### Alpha's Own Measures

The table below shows how Alpha performed against its own measures.

Measure	Actual 2021/2	Actual 2022/3	Actual 2023/24	Forecast 2023/24
Management cost per home	£1,643	£1,813	£2,071	£2,091
Service cost per home	£2,366	£2,622	£3,131	£3,219
Maintenance cost per home	£270	£325	£456	£346
Major repairs cost per home	£1,770	£1,912	£746	£1,054
Other social housing costs per home	£154	£320	£340	£356
Overhead costs as a %age of turnover	16.2%	17.0%	18.0%	18.0%
Percentage of rent due collected	98.1%	102.6%	100.4%	100.0%
Ratio of responsive to planned maintenance	0.15%	0.16%		
Satisfaction with overall service	85%	83.5%	85%	85%

Most social housing providers think they are unique and that reduces the value of performance comparisons. Whilst Alpha is not quite unique it does stand almost alone as a small providers dedicated solely to older peoples' housing operating in the north west of England. We do however see

benchmarking as a source of valuable insight into our performance and as a "can-opener" to compare ourselves with other organisations and potentially to identify opportunities for better practices.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

P1 above shows the median performance of the providers owning or managing fewer than 1,000 homes in the Acuity Benchmarking Group dataset. The group's members primarily provide general needs housing but are comparable in size terms to Alpha.

P2 above shows the median for the Acuity group of providers for which more than 50% of their portfolio comprises Housing for Older People. It is a national grouping and therefore subject to regional cost distortions and many of its members also provide general needs and other housing, but the group is partly comparable in terms of the focus on older people and their needs.

### Our Future Plans

Alpha's performance against the RSH VfM Metrics is shown in the table below:

Metric	Actual 2023/4	Forecast 2024/5	Forecast 2025/6	Forecast 2026/7
Reinvestment	1.3%	20.3%	17.3%	4.6%
New Supply	0%	0%	8.7%	0%
Gearing	35.7%	24.5%	28.1%	27.3%
EBITDA	446%	276%	148%	131%
HS HC	£6,563	£6,966	£7,368	£8,417
Operating Margin (Social)	18.5%	16.4%	16.4%	21.3%
Operating Margin (Overall)	18.9%	19.1%	19.0%	23.6%
ROCE	3.4%	3.0%	3.0%	4.0%

The two major drivers of variability in the metrics above are Alpha's development and stock investment plans. The 24/25 and 25/26 forecasts reflect the construction of an 81 home extracare light scheme, which will be fully let in 2026/27 (hence the Operating Margin and ROCE increase). The Headline Social Housing Cost increases primarily because of planned asset investment work.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Alpha Own Measures

Alpha's performance plans against its own measures are shown in the table below. The measures relate to the objectives in our new Corporate Strategy adopted in 2023/24.

Strategic Objective	Measure	Actual 2023/24	Target 2023/24	Target 2024/25	Long Term Ambition
Create Exciting Communities					
	Customer Satisfaction	85%	83.5%	85%	To be determined
	Void Loss	1.8%	3%	3%	3% by 2028
	Support Plans in Place	100%	100%	100%	100%
Reach as Many People as Possible					
	Growth (planned pipeline)	81	120	120	960 by 2028
	Growth (delivered)	0	0	0	960 by 2028
	Satisfaction with new property	100%	95%	95%	95% by 2028
Provide a Safe and Sustainable Home					
	Core H&S KPIs achieved	100%	100%	100%	100% always
	EPC C Achieved	95%	95%	95%	100% by 2030
Taking Risks and Managing Risks					
	Operating Margin	18.5%	13.7%	19.0%	10% minimum
	Covenant Compliance	100%	100%	100%	100% always

The success of our objective to influence the debate around older people's living is monitored in reports to Board.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Specific Plans for the future

**Collaboration and shared services** - The continued employment of development manager jointly with Wirral Methodist HA will enhance our ability to develop. The joint employment of a Policy and Partnerships Officer alongside other members of the CHANW group will help ensure our policy updates are based on best practice.

**Frameworks** - after joining the JV North Framework in 2023, we will ensure that Alpha has access to some of the best procurement arrangements available and also to reduce the cost and timescales of procurement exercises. In the future, we will review which frameworks may generate VfM for us and join those as appropriate.

**Resident Voice to scrutinise performance and plans** - we believe a strong resident voice is crucial to help ensure our services and our performance remain aligned with the needs of our residents. We will develop our resident voice arrangements to facilitate strong tenant scrutiny of both our performance and our future plans, with VfM a keen focus.

**Utilities procurement** - one of the main elements of the service charge costs for our residents is utility costs. We currently work with a broker to ensure we keep on top of the market. After the pending renewal in 2024 we will explore other procurement options to optimise value for money whilst minimising procurement price increase risk.

**TSM measures to help identify improvement opportunities** - the RSH new consumer regulation regime and its integral Tenant Satisfaction Measures will enable us better to compare key elements of the value we generate with other providers. Our expectation is that this will help drive best practice in service provision for both Alpha and the sector as a whole.

**Growth to generate value and to spread overheads** - our Growth Plans will help spread our overheads over more homes, reducing their unit cost, and also help us afford to recruit for or buy in some of the specialist skills we will need for the future.



## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

#### Board members

The Board Members who held office during the year were:

- Steve Eaves (Chair from 23.05.23)
- Laura Wood (Vice Chair from 7.02.24)
- Kieran Timmins (Chair of Audit, Risk and Remuneration Committee / Vice Chair to 7.02.24)
- Gill Bennett (until 13.09.23)
- Nick Cumberland (from 23.05.23)
- Pete Gibbs
- Lorri Holding
- Ben Jones
- Dawn Morris
- Howard Roberts (from 23.11.23)
- Lawrence McIntosh (from 1.05.24)

Each member of the Board holds one fully paid share of £1.

The senior leadership team during the year were:

- Mr Graeme Foster (Chief Executive)
- Mr Darren Watmough (Director of Finance and Resources)
- Mss Zoe Carmichael (Director of Asset Management)
- Mr Peter Merity (Director of Housing)

#### Statement of board's responsibilities in respect of the board's report and the financial statements

The Board is responsible for preparing the Board's Report and the financial statements in accordance with applicable law and regulations.

The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the association and of the income and expenditure for the period of account. Under those regulations the Board have elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland.

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the association will continue in business.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

The Board is also responsible for:

- Keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the association and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Society Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.
- It has general responsibility for taking reasonable steps to safeguard the assets of the association and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the association's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Board members who held office at the date of approval of this Board report confirm that, so far as they are each aware:

- There is no relevant audit information of which the association's auditors are unaware, and
- Has taken all the steps that it ought to have taken to make itself aware of any relevant audit information and to establish that the association's auditors are aware of that information.

#### Statement of compliance

The Board confirms that this Board report has been prepared in accordance with the principles set out in paragraph 4.7 of the 2018 SORP for Registered Social Housing Providers.

On behalf of the Board:

Steve Eaves

Chair

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

### Report of the independent auditors to the members of Alpha (RSL) Limited

#### Opinion

We have audited the financial statements Alpha (RSL) Limited ('the Association') for the year ended 31 March 2024 which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Association's affairs as at 31 March 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

### Report of the independent auditors to the members of Alpha (RSL) Limited

#### Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- the Association has not maintained a satisfactory system of control over transactions; or
- the Association has not kept proper accounting records; or
- the Association's financial statements are not in agreement with books of account; or
- we have not received all the information and explanations we require for our audit.

#### Responsibilities of the Board

As explained more fully in the Statement of Board's Responsibilities set out on pages 29 and 30, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

## Alpha (RSL) Limited

### Board Report for the year ended 31 March 2024

### Report of the independent auditors to the members of Alpha (RSL) Limited

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below

- We obtained an understanding of laws, regulations and guidance that affect the Association, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Co-operative and Community Benefit Societies Act 2014, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the regulated nature of the Association's activities.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.

## Alpha (RSL) Limited



## Board Report for the year ended 31 March 2024

### Report of the independent auditors to the members of Alpha (RSL) Limited

- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

#### Use of our report

This report is made solely to the Association's members as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the

Association's members those matters we are required to state to it in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body for our audit work, for this report, or for the opinions we have formed.

**Beever and Struthers**  
Statutory Auditor  
One Express  
1 George Leigh St  
Ancoats  
Manchester  
M4 5DL



Date: 18 September 2024

## Alpha (RSL) Limited

### Statement of Comprehensive Income for the year ended 31 March 2024

	Notes	2024 £	2023 £
Turnover	2	8,924,521	7,862,006
Operating expenditure	2	(7,273,626)	(6,357,541)
Operating Surplus		<u>1,650,895</u>	<u>1,504,465</u>
Interest receivable	6	30,758	2,765
Interest payable and financing costs	6	(575,476)	(460,184)
Surplus and total comprehensive income for the year	7	<u><u>1,106,177</u></u>	<u><u>1,047,046</u></u>

All amounts relate wholly to continuing activities and the notes on pages 35 to 56 form an integral part of these financial statements.

The financial statements on pages 35 to 56 were approved and authorised for issue by the Board on 3rd September 2024 and were signed on its behalf by:

Board Member:

*Steven E. Carr*

Board Member:

*M. Ward*

Secretary:

*D. Watmough*


**Alpha (RSL) Limited**  
**Statement of Financial Position as at 31 March 2024**

	Notes	2024 £	2023 £
<b>Fixed Assets</b>			
Tangible housing properties	10	42,397,307	43,083,349
Tangible head office property	10	285,952	299,089
Other tangible fixed assets	10	347,228	613,454
		<u>43,030,488</u>	<u>43,995,894</u>
<b>Current Assets</b>			
Stock		0	0
Trade and other debtors	11	743,141	401,285
Cash and cash equivalents	12	3,203,539	1,281,272
		<u>3,946,681</u>	<u>1,682,557</u>
<b>Less Creditors</b>			
Amounts falling due within one year	13	2,414,042	2,646,710
<b>Net current assets / (liabilities)</b>		<u>1,532,639</u>	<u>(964,153)</u>
<b>Total assets less current liabilities</b>		<u>44,563,127</u>	<u>43,031,741</u>
<b>Creditors</b>			
Amounts falling due after more than one year	14	23,589,570	23,164,357
<b>Total net assets</b>		<u>20,973,559</u>	<u>19,867,387</u>
<b>Reserves</b>			
Non equity share capital	18	33	36
Income and expenditure reserve	19	20,973,526	19,867,351
<b>Total reserves</b>		<u>20,973,559</u>	<u>19,867,387</u>

The financial statements on pages 35 to 56 were approved and authorised for issue by the Board on 03 September 2024 and were signed on its behalf by:

Board Member: 

Board Member: 

Secretary: 

The notes on pages 39 to 56 form an integral part of these financial statements.

**Alpha (RSL) Limited**  
**Statement of Changes in Reserves as at 31 March 2024**

	Income and Expenditure Reserve £	Service Charge Reserve £	Non- Equity Share Capital £	Total Reserves £
Balance as at 1 April 2023	18,351,143	469,162	43	18,820,348
Transfer from Income and Expenditure Reserve to Service Charge Reserve	14,035	(14,035)	0	0
Surplus from Statement of Comprehensive Income	1,047,046	0	(7)	1,047,039
<b>Balance at 31 March 2023</b>	<b>19,412,224</b>	<b>455,127</b>	<b>36</b>	<b>19,867,387</b>
Transfer from Income and Expenditure Reserve to Service Charge Reserve	259,962	(259,962)	0	0
Surplus from Statement of Comprehensive Income	1,106,177	0	(3)	1,106,174
<b>Balance at 31 March 2024</b>	<b>20,778,363</b>	<b>195,165</b>	<b>33</b>	<b>20,973,559</b>

The notes on pages 39 to 56 form an integral part of these financial statements

## Alpha (RSL) Limited Statement of Cashflows for the year ended 31 March 2024

	Notes	2024 £	2023 £
<b>Net cash generated from operating activities</b>	<b>i</b>	<b>2,480,713</b>	<b>3,206,937</b>
<b>Cash flow from investing activities</b>			
Purchase of tangible fixed assets		(878,861)	(2,876,477)
Purchases/sales of other fixed assets		0	0
Grants received		0	70,233
Interest received		30,758	2,765
		<b>(848,103)</b>	<b>(2,803,478)</b>
<b>Cash flow from financing activities</b>			
Interest paid		(575,476)	(460,184)
Issue of ordinary shares		(3)	2
New secured loans		2,150,000	500,000
Repayment of borrowings		(1,284,864)	(1,013,110)
		<b>289,657</b>	<b>(973,301)</b>
<b>Net change in cash and cash equivalents</b>		<b>1,922,267</b>	<b>(569,843)</b>
<b>Cash and cash equivalents at beginning of the year</b>		<b>1,281,272</b>	<b>1,851,115</b>
<b>Cash and cash equivalents at end of the year</b>		<b>3,203,539</b>	<b>1,281,272</b>
<b>Note i</b>		<b>2024 £</b>	<b>2023 £</b>
<b>Cash flow from operating activities</b>			
Surplus for the year		1,106,177	1,047,046
<b>Adjustments for non-cash items:</b>			
Depreciation of tangible fixed assets		1,724,818	1,783,016
Amortisation of Government Grants		(320,473)	(308,549)
Share capital cancelled		(3)	(7)
Decrease / (Increase) in trade and other debtors		(341,856)	52,295
Increase / (Decrease) in trade and other creditors		(232,668)	175,717
<b>Adjustments for financing activities:</b>			
Interest received		(30,758)	(2,765)
Interest payable		575,476	460,184
<b>Net cash generated from operating activities</b>		<b>2,480,173</b>	<b>3,206,937</b>

The notes on pages 39 to 56 form an integral part of these financial statements.



# Alpha (RSL) Limited

## Notes to the Financial Statements for the year ended 31 March 2024

### Legal status

Alpha (RSL) Limited is incorporated in England and Wales under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing as a Private Housing Association. The registered office is Poppyfields, Woodpecker Close, Upton, Wirral, CH49 4AA. Alpha RSL Limited principal activity is to provide social housing.

### 1. PRINCIPAL ACCOUNTING POLICIES

#### Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018.

The financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The financial statements are prepared on the historical cost basis of accounting and are presented in sterling £ for the year ended 31 March 2024. The financial statements have been prepared in compliance with FRS 102.

#### Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the statement of financial position date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

*a: Development Expenditure.* The housing association capitalises development expenditure in accordance with the accounting policy described on page 35/36. Initial capitalisation of costs is based on management's judgement that the development scheme is confirmed, usually when Board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.

*b: Categorisation of housing properties.* The housing association has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the housing association considers all properties being held for social benefit.

#### Other key sources of estimation and assumptions

The housing association undertakes a review of its bad debt provision annually. The provision is determined by using the former resident arrears as at each year-end.

#### Financial Instruments

Financial Instruments are classified and accounted for, according to the substance of the contractual arrangement, as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets on the company after deducting all of its liabilities.

Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.

## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 1. PRINCIPAL ACCOUNTING POLICIES (continued)

##### **Going concern**

The housing association's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. No significant concerns have been noted in the business plan updated for 2023/24 and we therefore consider it appropriate to continue to prepare the financial statements on a going concern basis.

##### **Holiday pay accrual**

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the reporting date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the reporting date.

##### **Impairment**

Section 27 of FRS102 requires the housing association to assess whether any indicator of impairment exists at the end of the financial year. Board does not consider that there are any triggers for an impairment review as there is no indication that the balance sheet values of our housing properties may exceed their actual net realisable value.

##### **Leasing and hire purchase**

Where assets are financed by hire purchase contracts and leasing agreements that give rights approximating to ownership (finance leases), they are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as obligations to the lessor in creditors. They are depreciated over the shorter of the lease term and their economic useful lives.

Leases are treated as operating leases and payments are charged to the Statement of Comprehensive Income on a straight-line basis over the term of the lease.

##### **Loan finance issue costs**

These are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised. Where loans are redeemed during the year, any redemption penalty and any connected loan finance issue costs are recognised in the Statement of Comprehensive Income in the year in which the redemption took place.

##### **Property managed by agents**

Where the housing association carries the majority of the financial risk on property managed by agents, income arising from the property is included in the Statement of Comprehensive Income Account.

Where the agency carries the majority of the financial risk, income includes only that which relates solely to the housing association.

# Alpha (RSL) Limited

## Notes to the Financial Statements for the year ended 31 March 2024

### 1. PRINCIPAL ACCOUNTING POLICIES (continued)

In both cases, the assets and associated liabilities are included in the housing association's Statement of Financial Position.

#### **Provision for Doubtful Debts**

The provision is calculated using the former resident arrears position as at 31 March 2024.

#### **Service Charge Reserve**

The housing association holds a service charge reserve which relates to variable service charge heading of usage. This reserve can only be utilised in accordance with the wishes of the funder. Movements in reserves are shown in the Statement of Changes in Equity.

#### **Retirement benefits**

The cost of providing retirement pensions and related benefits is charged to management expenses over the periods benefiting from the employees' services. The disclosures in the accounts follow the requirements of Section 28 of FRS 102.

#### **Service charges**

Service charge income and costs are recognised on an accruals basis. The housing association operates variable service charges on a scheme-by-scheme basis in full consultation with residents. Where variable service charges are used the charges will include an allowance for the surplus or deficit from prior years, with the surplus being returned to residents by a reduced charge and a deficit being recovered by a higher charge. Until these are returned or recovered they are held as creditors or debtors in the Statement of Financial Position.

#### **Social Housing and other government grants**

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. Social Housing Grant (SHG) received for items of cost written off in the Statement of Comprehensive Income Account is included as part of Turnover.

SHG must be recycled by the housing association under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by Homes England (HE). However, SHG may have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as Turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

#### **Stock**

Stock of materials are stated at the cost of purchase on a first in, first out basis.

#### **Support income and costs including Supporting People income and costs**

Supporting People (SP) contract income received from Administering Authorities is accounted for as SP income in the Turnover as per note 2. The related support costs are matched against this income in the same note.

Support charges included in the rent are included in the Statement of Comprehensive Income from social housing lettings note 3 and matched against the relevant costs.

# Alpha (RSL) Limited

## Notes to the Financial Statements for the year ended 31 March 2024

### 1. PRINCIPAL ACCOUNTING POLICIES (continued)

#### Turnover and revenue recognition

Turnover represents rental income receivable, amortised capital grant, revenue grants from local authorities and Homes England and other income and are recognised in relation to the period when the goods or services have been supplied.

Rental income is recognised when the property is available to let, net of voids. Supporting people income is recognised under the contractual arrangements.

#### Value Added Tax

The housing association is not registered for VAT. Accordingly, no VAT is charged to residents and expenditure in the income and expenditure account includes the relevant VAT.

#### Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, less accumulated depreciation.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction.

Freehold land is not depreciated.

Where a housing property comprises two or more major components with substantially different useful economic lives (UEL's), each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

The housing association depreciates freehold housing properties by component on a straight-line basis over the estimated UEL's of the component categories.

UEL's for identified components are as stated overleaf.

The association depreciates housing properties held on long term leases in the same manner as freehold properties.

Depreciation is charged on other tangible fixed assets over the expected useful economic lives using the rates and methodology outlined below:

	Percentage
* Office furniture and equipment (reducing balance)	15%
* Laundry and other communal equipment (straight line)	20%
* Computer equipment (straight line)	33.33%
* Computer software and infrastructure (straight line)	20%

## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 1. PRINCIPAL ACCOUNTING POLICIES (continued) Tangible fixed assets and depreciation (continued)

Component	Life Cycle
Bathroom - Communal Main	20
CCTV	10
Communal Ceilings	20
Communal Lighting	30
Emergency Lighting	15
External Landlord Doors Auto Entrance	20
Fire Alarm System Detectors Upgrade	15
Fire Alarm System Main	30
Fire Compartmentation Works	40
Flat External Doors	60
Flat Heating Units Space	20
Flat Heating Water	20
Internal Landlord Doors	60
Kitchen - Communal	15
Landlord Electrics Main	30
Landlord Electrics Lightning Protection	40
Landlord Heating Common Areas	25
Landlord Heating Hot Water and Tanks	20
Landlord Heating Primary Source Space	25
Landlord Heating Ventilation Systems	30
Lift Main	30
Lift Overhaul	15
Managers Accommodation Main	60
Managers Accommodation Kitchen	20
Managers Accommodation General Décor	10
Managers Accommodation Bathroom	30
Miscellaneous EV Charging Points	15
Miscellaneous Frontage Enhancement	20
Miscellaneous Asbestos	30
Miscellaneous TV Aerials, Dishes, Cables, etc	15
Miscellaneous External Lighting	15
Miscellaneous Boundary Walls and Perimeters	40
Miscellaneous Fencing and Cyclical	15
Miscellaneous Paths and Access Areas	10
Miscellaneous Scooter Sheds	15
Miscellaneous Guest Room Overhaul	10
Miscellaneous Car Parks	25
Miscellaneous Conversion Factor	60
Miscellaneous Managers Office Overhaul	10



## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 1. Tangible fixed assets and depreciation (continued)

Component	Life Cycle
Resident Bathroom - Bathroom Fans	10
Resident Bathroom - Electric Shower	15
Resident Bathroom - Main	30
Resident Bathroom - Sanitary Fittings	30
Resident Electrics Consumer Unit	15
Resident Electrics Main	30
Resident Kitchen - Conversion	20
Resident Kitchen - Kitchen Fans	10
Resident Kitchen - Main	20
Roof - Line Fascia's and Soffits	25
Roof - Line Rainwater Goods	25
Roof - Structure Flat Membrane	30
Roof - Structure Traditional Tile	50
Sprinkler System Main	30
Structure Brickwork, Pointing etc.	30
Structure Wall	80
Warden Call Main	30
Windows - Communal Main	30
Windows - Flats Main	30

## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 2. PARTICULARS OF TURNOVER, COST OF SALES, OPERATING EXPENDITURE & OPERATING SURPLUS 2024

	Turnover	Cost of sales	Operating expenditure	Operating surplus
<b>SOCIAL HOUSING LETTINGS (Note 3)</b>	8,550,349	-	6,927,403	1,622,946
<b>OTHER SOCIAL HOUSING ACTIVITIES:</b>				
Supporting people income	6,647	-	6,647	-
Supporting services income	91,061	-	65,554	25,508
Meal service	240,948	-	248,743	7,794
Other	13,982		3,630	10,352
<b>NON SOCIAL HOUSING ACTIVITIES</b>				
Non Social Leasehold	21,534	-	21,650	(116)
<b>TOTAL</b>	<b>8,924,521</b>	<b>-</b>	<b>7,273,626</b>	<b>1,650,895</b>

#### 2023

	Turnover	Cost of sales	Operating expenditure	Operating surplus
<b>SOCIAL HOUSING LETTINGS (Note 3)</b>	7,508,182	-	6,032,280	1,475,902
<b>OTHER SOCIAL HOUSING ACTIVITIES:</b>				
Supporting people income	10,451	-	10,451	-
Supporting services income	89,027	-	54,231	34,796
Meal service	221,631	-	238,172	16,541
Other	16,184		2,461	13,724
<b>NON SOCIAL HOUSING ACTIVITIES</b>				
Non Social Leasehold	16,531	-	19,947	(3,416)
<b>TOTAL</b>	<b>7,862,006</b>	<b>-</b>	<b>6,357,541</b>	<b>1,504,465</b>

## Alpha RSL Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 3. PARTICULARS OF TURNOVER AND OPERATING EXPENDITURE FROM SOCIAL HOUSING LETTINGS

	2024	2023
<b>INCOME</b>		
Rent receivable net of identifiable service charges and net of voids	4,634,408	4,169,349
Service charge income	3,595,468	3,030,284
Amortised government grants	320,473	308,549
<b>Total turnover from social housing lettings</b>	<b>8,550,349</b>	<b>7,508,182</b>
<b>OPERATING EXPENDITURE</b>		
Management	1,974,534	1,738,124
Service charge costs	2,976,101	2,503,350
Routine maintenance	432,372	302,144
Planned maintenance	2,652	10,052
Major repairs expenditure	76,095	63,387
Bad debts	31,228	0
Depreciation of Housing Properties	1,420,977	1,401,780
Depreciation of Head Office Property	13,443	13,442
<b>Total operating expenditure on social housing lettings</b>	<b>6,927,403</b>	<b>6,032,280</b>
<b>OPERATING SURPLUS ON SOCIAL HOUSING LETTINGS</b>	<b>1,622,946</b>	<b>1,475,902</b>

**Void losses** being rental income lost as a result of property not being let including available for letting and unavailable for letting due to major refurbishment works was £145,599 (sheltered units) and £5,002 (extra care) for the year (2023: £116,121 (sheltered units) and £10,567 (extra care)).

## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 4. ACCOMMODATION OWNED, MANAGED AND IN DEVELOPMENT

	2024		2023	
	No. of Properties		No. of Properties	
	Owned	Managed By Other Bodies	Owned	Managed By Other Bodies
Under development at end of year				
Housing for older people	0	0	0	0
Social rents	877	-	877	-
Affordable rents	78	-	78	-
Other	5		5	
Housing for older people	960	0	960	0

#### 5. ACCOMMODATION MANAGED BY OTHERS

The PRP owns property managed by other bodies.

	2024	2023
	No. of Properties	No. of Properties
Housing for older people	34	34

#### 6. NET INTEREST

	2024	2023
<b>Interest receivable and similar income</b>		
<b>On financial assets measured at amortised cost:</b>		
Interest receivable from current accounts / short term deposits	30,758	2,765
	<u>30,758</u>	<u>2,765</u>
<b>Interest payable and financing costs</b>		
<b>On financial liabilities measured at amortised cost:</b>		
On loans wholly or partly repayable in more than five years	575,476	460,184

## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 7. SURPLUS ON ORDINARY ACTIVITIES

	2024	2023
	<u>1,106,177</u>	<u>1,047,046</u>
Is stated after charging:		
Auditors remuneration (excluding VAT)		
In their capacity of auditors	13,250	12,000
In respect of other services	-	4,559
Operating lease payments		
Company vehicles	18,005	12,092
Office equipment	4,792	5,094
Depreciation of housing properties	1,424,194	1,404,902
Depreciation of head office property	13,443	13,442
Depreciation of other fixed assets	333,091	364,672

#### 8. KEY MANAGEMENT PERSONNEL REMUNERATION

Directors (key management personnel) are defined as the members of the Board, the Chief Executive and any other person who is a member of the Senior Leadership Team or its equivalent. Total Remuneration amounted to £381,736 (2023 : £385,441)

Remuneration for executive directors for the year ended 31 March 2024:

	2024	2023
Wages and salaries	360,049	366,691
Expense allowances	-	62
Pension costs	<u>21,688</u>	<u>18,688</u>
Total	<u>381,736</u>	<u>385,441</u>

Remuneration payable to the highest paid director in relation to the period of account amounted to £126,950 (2023 : £116,383) excluding pension contributions. The highest paid director is the Chief Executive, Graeme Foster, who is an ordinary member of the pension scheme. The pension scheme is a defined contribution scheme funded by annual contributions by the employer and employee. No enhanced or special terms apply. There are no additional pension arrangements. A contribution by the PRP of £7,617 (2023: £6,983) was paid in addition to the personal contributions of the Chief Executive.

The remuneration payable to the highest paid Director, relative to the size of the landlord was £132.93 (2023: £121.87).

The aggregate amount of remuneration paid to Directors, relative to the size of the landlord was £425.11 (2023: £424.86).



## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 8. KEY MANAGEMENT PERSONNEL REMUNERATION (continued)

Non-Executive Board member remuneration for the year ended 31 March 2024:

	2024	2023
Janet Atherton	-	1,045
Gill Bennett	1,045	2,089
Dan Bradley	-	1,045
Nick Cumberland	2,089	-
Steve Eaves	5,744	1,155
Peter Gibbs	2,089	2,089
- Lorri Holding	2,089	2,089
Ben Jones	2,089	348
Dawn Morris	2,089	2,089
Howard Roberts	696	-
Claire Taylor	-	5,744
Kieran Timmins	3,916	3,916
Laura Wood	2,394	816
	<u>24,239</u>	<u>22,424</u>

#### 9. EMPLOYEE INFORMATION

The average number of persons employed during the year expressed in full time equivalents (35 hours per week) was:

	2024	2023
Head Office	19	18
Development Managers	19	23
Housekeepers, Handypersons and Luncheon Club Staff	20	22
	<u>58</u>	<u>63</u>

Staff costs (for the above persons)

Wages and salaries	1,929,703	1,731,139
Social Security costs	162,840	141,515
Pension costs	88,831	82,139
Medical cash plan	9,084	7,414
	<u>2,190,459</u>	<u>1,962,208</u>

The PRP operates a defined contribution pension scheme open to all employees in accordance with the rules under the Pensions Act 2008. A contribution of 6% is made by the PRP to all those eligible. There are no additional pension arrangements, enhanced or special terms applicable. At 31 March 2024 £19,544 was outstanding in respect of unpaid pension contributions (2023: £1,844).

Aggregate number of full time equivalent staff whose remuneration (including compensation for the loss of office) exceeded £60,000 in the period:

£70,000 - £80,000	2
£100,001 - £110,000	1
£120,001 - £130,000	1

# Alpha (RSL) Limited

## Notes to the Financial Statements for the year ended 31 March 2024

### 10 TANGIBLE FIXED ASSETS

	Total Housing Properties	Head Office Property	Furniture and Equipment	Computer and Software	Bistro Equipment	Office Equipment	Total Fixed Assets
<b>COST</b>							
At start of the year	50,739,234	322,612	422,997	1,055,785	32,875	66,166	52,639,670
Transfer	-	-	-	-	-	-	-
Additions	170,736	307	34,247	29,781	2,227	612	237,909
Capitalisation of components	567,416	-	-	-	-	-	567,416
Disposals	(71,348)	-	-	-	-	-	(71,348)
At end of the year	51,406,039	322,919	457,244	1,085,566	35,102	66,778	53,378,648
<b>DEPRECIATION</b>							
At start of the year	7,655,885	23,523	224,431	711,929	9,221	18,789	8,643,778
Transfers	-	-	-	-	-	-	-
Charge for year	1,424,194	13,443	80,184	238,949	7,305	6,653	1,770,728
Disposals	(71,348)	-	-	-	-	-	(71,348)
At end of the year	9,008,732	36,966	304,615	950,878	16,526	25,442	10,343,159
<b>NET BOOK VALUE AT END OF THE YEAR</b>	<b>42,397,306</b>	<b>285,953</b>	<b>152,629</b>	<b>134,688</b>	<b>18,576</b>	<b>41,336</b>	<b>43,030,489</b>
Net book value at start of the year	43,083,349	299,089	198,566	343,856	23,654	47,377	43,995,892

Alpha (RSL) Limited  
Notes to the Financial Statements for the year ended 31 March 2024

Housing Properties Additions:

This relates to minor pre-development expenditure in respect of two future development sites at Pasture Rd Moreton and Hamilton Street in Birkenhead.

The additional costs incurred on these sites in 2024 was £170,736.

Alpha (RSL) Limited  
Notes to the Financial Statements for the year ended 31 March 2024

10. TANGIBLE FIXED ASSETS (continued)

Housing Properties comprise:

Freeholds  
Long leaseholds

2024	2023	
£	£	No.
32,901,939	33,534,120	707
9,495,369	9,549,231	253
42,397,306	43,083,349	960

Cost of Properties include:

Direct administrative costs capitalised during the year

2024	2023
£	£
-	-

Works to existing properties in the year:

Capitalised as above  
Expensed  
Total for year

567,416	1,772,050
77,145	63,750
644,561	1,835,800

Land and buildings with a historic book value of £33,672,831 (2023 : £34,463,923) have been pledged to secure borrowings of the Association. The Association is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 11. TRADE AND OTHER DEBTORS

	2024	2023
Rent Arrears	252,473	124,615
Other Debtors	9,751	4,784
Less: provision for bad debts	(38,778)	(11,421)
Grant Receivable	-	-
Prepayment and accrued income	546,695	283,307
	<u>743,141</u>	<u>401,285</u>

Debtors are all due within one year

#### 12. CASH AND CASH EQUIVALENTS

	2024	2023
Cash at bank	<u>3,203,539</u>	<u>1,281,272</u>

#### 13. CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR

	2024	2023
Loans (see note 15)	1,174,627	1,061,135
Rents and service charges paid in advance	252,283	204,591
Trade creditors	305,584	329,280
Capital creditors	43,328	372,394
Other taxation and social security payable	39,939	34,273
Accruals	282,624	336,488
Deferred capital grant (see note 17)	315,657	308,549
	<u>2,414,042</u>	<u>2,646,710</u>

Loans are secured by housing properties, see note 15

#### 14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
Loans (see note 15)	13,956,759	13,205,115
Deferred capital grant (see note 17)	9,613,117	9,940,698
Leaseholder sinking funds	19,695	18,544
	<u>23,589,570</u>	<u>23,164,357</u>

Loans are secured by housing properties, see note 15

#### 15. DEBT ANALYSIS

	2024	2023
Loans repayable by instalments		
Within one year	1,174,627	1,061,135
In one year or more but less than two years	1,226,055	1,102,454
In two years or more and less than five years	3,822,300	3,545,591
In five years or more	8,908,404	8,557,070
Total loans	<u>15,131,386</u>	<u>14,266,250</u>

## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 15. DEBT ANALYSIS (continued)

These loans are secured by specific charges on the PRP's individual housing properties and repayable monthly at varying rates of interest and are due to be repaid in 2029, 2031 and 2037.

A 5-year facility with Lloyds of £11,000,000 was agreed in July 2016, along with an additional 3-year facility of £4,650,000 in February 2019, of which the final tranche of £2,150,000 was drawn during the year ended 31 March 2024.

A 5-year Revolving Credit Facility, with an option to fix by a further five years, of £10,000,000 with Clydesdale Bank was agreed in January 2023, of which £10,000,000 was undrawn as at 31 March 2024.

The interest rate profile of the PRP at 31 March 2024 was:

	Total £m	Variable rate £m	Fixed rate £m	Interest rate %
Lloyds - 100% fixed	15,131,386		15,131,386	3.61%
Lloyds - 100% variable	-	-		-
	<u>15,131,386</u>	<u>-</u>	<u>15,131,386</u>	

At 31 March 2024 the PRP has £10,000,000 in undrawn facilities.

#### 16. ANALYSIS OF CHANGES IN NET DEBT

	At Beginning of the Year	Cash Flows	Non- Cash Move- ments	At End of the Year
Cash and Cash Equivalents	1,281,272	1,922,267	0	3,203,539
Housing Loans Due in One Year	(1,061,135)	(113,492)	0	(1,174,627)
Housing Loans Due After One Year	(13,205,115)	(751,644)	0	(13,956,759)
	<u>(12,984,977)</u>	<u>1,057,131</u>	<u>0</u>	<u>(11,927,847)</u>

#### 17. DEFERRED CAPITAL GRANT

	2024	2023
At start of the year	10,249,247	10,487,563
Grant received in the year	-	70,233
Released to income in the year	(320,473)	(308,549)
At the end of the year	<u>9,928,774</u>	<u>10,249,247</u>
Amount due to be released < 1 year	315,657	308,549
Amount due to be released > 1 Year	<u>9,613,117</u>	<u>9,940,698</u>
	<u>9,928,774</u>	<u>10,249,247</u>



## Alpha (RSL) Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 18. NON-EQUITY SHARE CAPITAL

	2024	2023
Allotted Issued and Fully Paid		
At the start of the year	36	43
Issued during the year	4	1
Cancelled during the year	(7)	(8)
At the end of the year	<u>33</u>	<u>36</u>

The par value of each share is £1. The shares do not have a right to any dividend or distribution in a winding-up and are not redeemable. Each share has full voting rights. All shares are fully paid.

#### 19. SERVICE CHARGE RESERVE

	2024	2023
At start of the year	455,127	469,162
Collected during the year	-	198,242
Spent during the year	(259,962)	(212,277)
At the end of the year	<u>195,165</u>	<u>455,127</u>

The Service Charge reserve is included within the Income and Expenditure Reserve. Service charge reserve is for the monies collected in relation to the advance recovery of the replacement cost of certain communal assets, over their assigned life cycles, that are considered service charge items for maintenance and repair.

#### 20. CAPITAL COMMITMENTS

	2024	2023
Capital expenditure that has been contracted for but has not been provided for in the financial statements	-	-
Capital expenditure that has been authorised by the Board but has not yet been contracted for	<u>925,247</u>	<u>648,615</u>
	<u>925,247</u>	<u>648,615</u>

The above expenditure will be funded by existing cash reserves and undrawn loan facilities. There are no performance conditions to the above commitments.

#### 21. OPERATING LEASES

The PRP holds vehicles and office equipment under non-cancellable operating leases. At the end of the year the PRP had commitments of future minimum lease payments as follows:

	2024	2023
In one year or less	0	686
In one year or more but less than two years	14,880	18,238
In two years or more and less than five years	16,023	24,318
In five years or more	-	-
	<u>30,902</u>	<u>43,242</u>

**Alpha (RSL) Limited**  
**Notes to the Financial Statements for the year ended 31 March 2024**

**22. TAXATION STATUS**

The Association has charitable status.

**23. RELATED PARTIES**

The Association has no related party transactions to declare for year-ending 31 March 2024.

For the years ending 31 March 2023 and 31 March 2024, the Board had no resident members who held a tenancy agreement on normal terms.