

# Alpha Corporate Plan 2020-2025



alpha

shaped around you





# Welcome to Alpha

Alpha is driven by a passion to make a positive difference to the lives of older people.

Alpha is a growing, innovative and agile provider of housing and services for older people.

We shape services around people through getting to know them and supporting their independence.

Alpha provides happy and stimulating places to live.

Our ambition is to be the go-to provider for older people.





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## About us

We are a values-driven organisation.

### All-embracing

Valuing everyone for who they are, empowering people and welcoming diversity

### Listening

Putting residents at the heart of everything we do and going the extra mile

### Positive

Making a difference; pioneering and brave

### Honest

Open and transparent; treating residents and colleagues with respect

### Agile

Adaptable and responsive; getting the big things and the small things right





## What we do

We operate in 11 local authorities across the North West, Midlands and Yorkshire.

Our core business is to provide housing for older people. The majority of our property is currently sheltered accommodation, and we will complete our first extra care development in late 2020.

We provide extra services which help people to maintain tenancies. We offer enhanced support through our AlphaPlus service which delivering additional services such as help with cleaning, laundry, shopping or simply companionship, all of which help people to live independently for longer.

Our philosophy is an enabling one. We facilitate to help people maintain their independence encouraging residents to take an active part in their community and to enjoy all the rewards of later life.

## Alpha's principles

We invest in our people and throughout the organisation have people with passion and energy. Our people are our difference. We get to know our residents as individuals, understand what makes them tick and deliver great services. We aim to create a workforce which is agile, knowledgeable and will go the extra mile.

### Our capacity

We are here for the long term. Our 30 year business plan is robust and enables us to do more. We are a Homes and Communities Agency approved partner giving us access to grant to help fulfil our ambitions.

### Our service

We specialise in and understand housing and support services for older people. We know what works and invest time looking for new ways of providing services to make a difference.

### Partnerships

We are a trusted partner and deliver what we promise. We work with others to pool resources and work collaboratively to maximise our impact. We work with peers to jointly procure services and share expertise. Our focus is to deliver our commitment to our residents, our communities and everyone with an interest in a safe and vibrant future for older people

### Governance

Alpha has a strong diverse board and leadership team who steer the organisation to a position where it can do more. Strong governance means having a clear vision, and clarity on where we add value.



A photograph of four hands of different skin tones clasped together in a circle, resting on a green lawn. The hands are positioned in the center-right of the frame. A large teal triangle is on the left side of the page, containing text. A white triangle is in the center, containing the title.

## A partner of choice

With the expert knowledge of our people we are an agile and imaginative organisation. We are financially robust and well-governed. We have assets of over £22m and the ambition and financial capacity to provide more homes and services.

By 2022 we will have invested over £12m in our own accommodation, making it fit for future generations. We have adopted an enhanced Alpha Standard which sees the majority of properties benefit from wetrooms, modernised kitchens, and enhanced communal facilities.



Alpha has an ambitious plan for growth based on the need for sensitive, well-run and friendly specialist accommodation for older people.

In the Liverpool City Region alone, the number of older people is expected to increase by 52% by 2037. These increases are consistent with other areas we operate in. This compares to a small decrease in the under-65 population.

Alongside growth, we know needs are likely to change. In the same period, the number of people with dementia is likely to increase by 85%, and the number of people with mobility problems by 68%. There is a need for additional specialist accommodation for older people across the Liverpool housing market area of more than 500 homes per year.

Alpha is developing its first new build extra care development, providing 78 apartments for affordable rent. We have plans to do more.

## The case for growth





# AMBITION

## Our ambitions

As a specialist provider we are ready to rise to the challenge to provide imaginative services and housing that meets the needs of the future, and meets growing aspirations too. We have financial capacity and recognise that we may be much better placed to grow by working closely with partners. We have 3 key aims: -

- ▲ To be a respected and innovative provider of housing and support services for older people.
- ▲ To develop and grow Alpha in a responsible way.
- ▲ To be a catalyst for innovation.

In detail this means: -

### A respected provider

We will:-

- ▲ Enhance our accommodation and services, creating vibrant communities, giving support which promotes independence
- ▲ Reduce the number of bedsits and bring all properties up to the enhanced Alpha Standard by 2022
- ▲ Retain and where possible enhance the local development manager service
- ▲ Evidence the difference Alpha makes to people's lives





## Responsible growth

We will:-

- ▲ Grow through new provision targeted at extra care housing in the Liverpool City Region and Cheshire
- ▲ Challenge our value for money to help us offer the most effective and efficient services
- ▲ Consider risks associated with growth and keep Alpha's structure under review
- ▲ Offer our management services to others to add value through our knowledge, expertise and dedication

## Alpha as a catalyst for innovation

We will:-

- ▲ Set up a growth opportunity fund to develop ideas, partnerships and ensure resources are available to meet goals
- ▲ Position Alpha as a partner open to new ideas to deliver what it promises
- ▲ Concentrate growth on a smaller geographical area centred around the Liverpool City Region and Cheshire and become a more visible and effective partner in these localities
- ▲ Work with providers 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







## Risks and opportunities

Our operating environment is a challenging one, but relying on past ways of working is no way to shape the future.

### Risk

We face public spending constraints, welfare reform, potential changes to the way sheltered and supported housing is funded, cuts in local authority spending and a health service under unprecedented pressure. While older people live in unsuitable housing, and are isolated, we will do all we can to act. Regional devolution, a desire among housing providers to determine their own future and a willingness among partners to talk and collaborate can be powerful drivers for real change which we will harness.

#### Key mitigations

- ▲ Ensure our existing housing is in good condition and in demand both now and in the future
- ▲ Ensure we build on our existing track record and continue to deliver a development programme of new properties to target
- ▲ Manage our health and safety obligations
- ▲ Ensure we are ready to respond to changes to the future funding of sheltered and supported housing
- ▲ Ensure we understand not just the needs of older people, but their aspirations
- ▲ Ensure we manage growth well and deliver our promises



# Strategic priorities and aims

Strategic priority	Aims	5 year target
A respected provider - our customers	To enhance our work in supporting independence	Evidence the work we do in supporting independence
	To deliver a great customer experience	Achieve top quartile customer satisfaction
	Increase resident involvement	Work with residents to listen more and give them a greater voice within our governance structure
A respected provider - our business	Ensure we maintain the highest standards of governance, understand how our assets perform and manage our finances	Maintain the full confidence of funders to maintain borrowing at advantageous rates
		Achieve highest ratings for governance and viability
A respected provider - our properties	All Alpha properties to meet the Alpha Standard	Deliver a £12m improvement programme by 2022 and reduce the proportion of bedsits to under 10% of our stock
Responsible growth - meeting needs	Play a full part in meeting housing needs across the Liverpool City Region and Cheshire	Provide 150 new homes by 2022 – including the completion of our extra care development through working with Homes England and our local authority partners
		Expand current provision so that it is more flexible to changing needs



## Strategic priority

## Aims

## 5 year target

A catalyst for innovation  
- new services

Extend our reach and provide services which are valued by the communities in which we operate

Deliver our AlphaPlus service beyond Alpha developments

Extend our lunch club service

Fully use sheltered housing developments as community hubs

Be a sector-leading provider in the use of assistive technology

Develop Alpha's offer to manage housing owned by others

A catalyst for innovation  
- new partners

Be the go-to partner for housing and services for older people

Explore how development services could be provided in partnership with other providers

Share and publish research and good practice reflecting the Alpha experience

Explore JVs and other structures with partners which would allow better delivery



alpha

[www.alpha-living.co.uk](http://www.alpha-living.co.uk)



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