

# Strategy 2023 -2028

Refreshed and  
Revitalised for 2026

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alpha  
*Living*



# Foreword from Sally Parsons, Chief Executive

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I am proud and delighted to have joined Alpha Living during 2025. As I come to the end of my first year, our Board and leadership team have completed our midlife strategy refresh and I am pleased to present it here. The world in which we operate is full of both opportunity and challenge, and we at Alpha are ready to embrace our future.

We will focus in this next iteration of our strategy on our people and our property. We will enhance our offer to residents, hearing their voices and acting on their views; we will support our colleagues to develop their skills and careers; we will build our new scheme and services, and we will invest in our existing homes to make them even better for our valued residents.

Our future is exciting and optimistic, we are honoured to be part of Alpha.”





## **Our mission**

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

## **Our purpose**

To help everyone be the best possible version of themselves.

## **Our Values**

### **Be 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.

### **Be 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.

### **Be 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.

### **Be positive**

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

# Our mission, purpose and values



**Specialist,  
ambitious  
and  
focused**

alpha

- Alpha's Corporate Strategy was launched in 2023, spanning a time period of 5 years. It is an ambitious but focused strategy which prioritises our residents, our strong purpose and our values. The strategy lifetime takes us to 2028 and we are at the halfway point, which is a natural point to pause and reflect, taking into account the external political, economic, social and technological influences and factors that may have changed or diverted Alpha's strategic priorities going forward to the end of the strategy period.
- These overarching aims remain, two years on, relevant and contemporary. During the first two years of the lifetime of the strategy the leadership team has brought to life Alpha's mission, on its journey towards being an actively regulated provider with more than 1000 homes.



# Driven by our values and taking on challenges

- We remain committed to our values, our mission and our guiding principles. We have, in 2025, experienced significant change in our leadership but the fundamentals of our strategy are consistent – we want to continue to develop and deliver our specialist housing and make a difference to our residents lives.
- We know that the world of housing in the UK is a tough one, but we were heartened by the announcements in the government spending review in the summer which directed significant new resources to the social housing sector. We want to be part of that sector journey delivering more fresh, contemporary, purpose-built and sympathetically refurbished homes for our customers.



## Our headline numbers

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Currently we stand at 960 homes with turnover of £9.2m, surplus of £1.3m and assets worth £22m. We are in a strong financial position which gives us the potential to grow and develop in a targeted and purposeful way.

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Alpha has a combination of beautiful purpose-built apartment blocks, attractive and well-maintained sheltered housing, as well as 134 bedsits scattered through different schemes. We currently operate across 11 different local authorities in the North of England with the bulk of stock being on the Wirral.

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Our residents are largely very satisfied with the service we offer – complaints are infrequent and TSM scores are excellent, with 85.7% being satisfied or very satisfied.

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Colleagues also are content in their work with 96% believing that Alpha Living is a great place to work.



# Our Corporate Strategy has five key aims



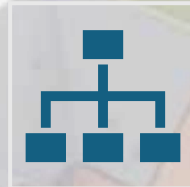
1. To create exciting communities;



2. To reach as many people as possible;



3. To deliver safe and sustainable homes;



4. To take and manage risks – being a sustainable business;



5. To influence.

# Reviewing our progress – the process

- Within each aim are a number of objectives. Some of these are complete, others are progressing well and a few need to be revised for the remainder of the strategy period. We have reviewed the objectives to reflect the changes in the housing world, the wider world, and Alpha's world. This refreshed strategy will take us successfully through to 2028.
- The review process has included our Board taking the opportunity to review the strategy at their Awaydays in May and November 2025, sharing their perceptions of progress and relevance of each objective. This strategy revision reflects that discussion and proposals as well as the observations and evidence provided by the senior team, residents, stakeholders and colleagues.



# Reviewing our progress – next steps

- It is now time to populate the second half of the strategy timeline with achievable and contemporary objectives that reflect where Alpha is now and where we want to be by 2028. We will also encompass the headline objectives and live actions in our other strategies: People; Living Well:Ageing Well; Asset (in development); Growth (newly revised); Equality, Diversity, Inclusion and Belonging; Treasury, Value for Money and Environmental, Social and Governance strategies. We want there to be a clear read-across between our corporate strategy and the detail held within those other plans.
- Taking each of our key aims, we have summarised the progress already made since 2023 and, taking into account the environment in which we now operate, outlined a refreshed set of aims up to and including 2028.

# Aim 1: To create exciting communities

Within this aim we focus on the quality of our services delivered to our residents and progress has been positive. We have delivered top quartile satisfaction ratings, developed a new EDIB strategy, increased opportunities for involvement and co-produced services with our residents. Support plans are in place for all our residents who want one. Areas which are not yet complete include improvements to our website to make it more user-friendly, and reviewing the impact of our Living Well:Ageing Well strategy. In addition, for the second half of the strategy timeline, we are implementing a comprehensive resident Board membership programme, involving residents in setting service budgets and in the development of our refreshed Asset Management Strategy.

Key Aim	How	Timescale
<b>Review Alpha's service offer to residents including Living Well:Ageing Well</b>	Review and report progress against the Living Well:Ageing Well action plan and update it to take us through to 2028.	2026 - 2028
<b>Involve residents in service charge setting and progress reviews.</b>	Starting with year 26/27, we will ensure that residents are consulted and engaged in deciding spend at their schemes, and provided with quarterly updates and opportunities to further influence on progress against plans in service chargeable and asset spend.	Starting 2026 and onwards
<b>Ensure we reach ALL residents and schemes equally regardless of location.</b>	Continue with plans to vary location of resident meetings, AGM and conference, ensure SLT and BMT visit each service at least annually.	2026 and onwards
<b>Involve Alpha's residents in the development of our Asset Management Strategy.</b>	Asset management strategy in development. Ensure residents are given opportunity to comment before final version, and receive regular updates against progress.	By March 2026
<b>Website refresh</b>	Deliver new, refreshed, user-friendly website with accessible and contemporary content	By September 2026
<b>Complete successful recruitment of 2 resident Board members. Ensure they are confident and well-inducted so that they can contribute meaningfully.</b>	Complete successful recruitment of 2 resident Board members. Ensure they are confident and well-inducted so that they can contribute meaningfully.	By March 2026

# Aim 2.

## To reach as many people as possible

Within this aim we had a bold target to double the number of properties Alpha manages, and to start on site with our next Extra Care development. We also focussed on collaboration and value for money objectives, and building beautiful places for people to live. We are on track and on site with the next Extra Care scheme in Pasture Road, Moreton, as well as having won a tender for a further Extra Care scheme in Liverpool City Centre. However, having a specific and very large numerical target risked driving the wrong behaviours and actions. A new and refreshed growth strategy has been developed, presented alongside this midlife strategy review as Appendix 2, proposing a change to the growth ambitions, focussing on quality, existing stock and a reduced but targeted development programme. With Board support, we will populate the growth strategy with costs and a timeline. We remain committed to creating beauty in the buildings we develop and refurbish.

Key Aim	How	Timescale
Develop a costed, informed and contemporary Asset Management Strategy for Alpha	Working with experienced and knowledgeable asset consultants we will develop a draft AMS for presentation at Board in March 2026 and our property team will implement an annual plan to meet the strategic objectives within it.	2026 - 2028 and beyond
Develop and commence implementation of action plan to reduce and replace bedsit accommodation.	Using expert consultant advice, inspect all schemes with bedsit accommodation and develop a costed, timed and deliverable plan for each scheme. Consider all options including refurbishment and reduction of overall units, demolition, disposal and replacement. Likely to be a 10+ year programme.	2026 - 2028 and beyond.
Review and refresh Alpha's Growth and Development Strategy	Refocus and reduce the breadth of Alpha's development strategy to target high quality, contemporary growth only, in a targeted footprint area on the M62 corridor, with trusted partners and commissioners in areas of high demand.	2026-2027

# Aim 3.

## To deliver safe and sustainable homes

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This aim focusses on compliance in our properties, environmental impact and keeping our residents safe and warm. Alpha has done extremely well on these objectives. Unlike larger general needs providers, we are confident that our homes are dry and warm, we are on track and up to date with compliance requirements and we have made great strides towards significant energy improvements in our electrically heated sheltered schemes. Going into the next part of our strategy timeline we will be focussing on Decent Homes, Awaab's Law and Consumer Standards.

Key Aim	How	Timescale
<b>Plan and implement all the legislation in Awaab's Law</b>	We will review all our schemes against the requirements in the new legislation and put in place a plan of action to meet every standard before or as it comes into force.	2026 - 2028
<b>Meet all the Consumer Standard requirements as published by the RSH</b>	We will audit Alpha against the Consumer Standards and ensure that we are compliant and operating at C2 with an improvement plan to reach C1	2026 - 2028
<b>Meet Decent Homes Standard 2 requirements</b>	As soon as the requirements are finally published we will ensure that Alpha has set aside the funds and resources to meet DHS2 on time and within budget	2026 - 2027

## Aim 4. To take and manage risks – being a sustainable business

This aim was all about continuous review and refreshing of our strategy, our governance and our risk management. Alpha needs to be ready, efficient and prepared for what comes next, and as such we must be fleet of foot, flexible and responsive. This strategy refresh is an essential part of that process. When Alpha flips over 1000 units, which is likely to be in the lifetime of this strategy we will be ready and confident that the Regulator will be assured and impressed by our approach to governance and risk, financial probity and quality. The second half of the strategy objectives are directed towards this focus. Additionally, a gap in the first half of our strategy was a focus on our people – our colleagues are our greatest resource, and in the second half of this strategy we will be driving up colleague satisfaction, pay and benefits review, career development and clear, unequivocal policies and procedures.

Key Aim	How	Timescale
To be confident and ready for active RSH regulation	Actively audit Alpha's performance against the Governance, Viability and Consumer Standards and develop an active plan to reach a minimum of C2 in each standard prior to active regulation commencing (likely financial year 2028-29)	March 2028
Review Alpha's sources of income and explore new opportunities for diversifying and expanding.	Work with Local Authority partners, funders and other providers to understand options that would fit with Alpha's purpose, profile and expertise. Propose viable options to Board for consideration.	2026 and Ongoing.
Colleague career development plan	Create a viable and attractive career development plan for colleagues to take account of competition, career path planning, acquiring qualifications and diversifying options.	2026 - 2027
Colleague retention, review benefits and pay structure	Review, refresh and improve colleague benefit packages, at an affordable and achievable pace.	2026 - 2028 and beyond
People policies	Develop, launch and review a whole new suite of people policies with expectations of all colleagues and leaders to implement them.	2026 - 2027
Digitally savvy, efficient and contemporary	To understand, adopt and exploit artificial intelligence and efficient digital tech to Alpha's advantage. Learn and share our learning to ensure Alpha is even more effective and professional than it's larger, cash-and-resource-rich contemporaries.	2026 - 2028

# Aim 5. To influence

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In our strategy we committed to speak up and influence national policy, being strong advocates for older people with our voice. We will continue this focus in the second half of the strategy timeline, and we will spend time improving and developing our communications strategy as part of that. We will develop a social media strategy as well as a clear approach to the use of AI in our work, clarifying our tone of voice, key messages and target areas of influence.

Key Aim	How	Timescale
<b>Strategic and local partnerships</b>	We will explore the right relationships for Alpha to target, and develop a campaign in each locality to ensure we are on their radar and central to their planning and futures.	2026 ongoing
<b>Develop a Communications Strategy and Alpha Brand Recognition</b>	Working with colleagues, residents and Board, to define who we are, how we want to be seen, and how we will communicate externally and internally. Basing the work on our values, expand this to refresh our brand and relaunch with a reminder of Alpha at it's best.	2026 - 2027



Welcome to our  
Annual AGM and  
Customer  
Conference

