



alpha

# Chair and Vice-Chair

Candidate Pack

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EXECUTIVE SEARCH



alpha

# CHAIR AND VICE-CHAIR

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# WELCOME FROM SALLY PARSONS, CEO



This is an exciting moment for Alpha Living. We are in a fantastic place, with strong foundations and clear ambitions for the future. As we continue to grow beyond 1,000 homes across multiple local authorities, from the Wirral to Leeds, we are focused on maintaining service excellence, strengthening our governance and ensuring our organisation remains values-led, resilient and forward-looking.

The Chair and Vice Chair roles are pivotal to Alpha's continued success. Working closely with me and the Board, these roles will help guide our strategic direction, provide constructive challenge and ensure we remain true to our purpose as we realise our growth ambitions. We are seeking individuals who share our values, bring sound judgement and strategic insight, and who are passionate about improving later life through high-quality housing and strong community impact.

Alpha Living has a great future. These roles offer a unique opportunity to help shape the next chapter of a dynamic organisation that is genuinely making a difference to people's lives. Thank you for taking the time to explore this opportunity. I warmly invite you to read on and consider how you could contribute to Alpha's future.

Thank you for your interest in the roles of Chair and Vice-Chair at Alpha Living.

Alpha Living is an award-winning organisation dedicated to enhancing the lives of older people through high-quality specialist housing and tailored services. We are proud of our strong reputation in the sector, our top-quartile customer satisfaction, our financial stability and, above all, our committed and high-performing team who make a real difference to the lives of our residents every day.

We provide more than just homes. Alpha creates vibrant, supportive communities that enable older people to live independently, with dignity and a strong sense of belonging. Our approach has been nationally recognised, including being named Best Older People's Landlord on two occasions, and we remain deeply committed to delivering services that have a positive and lasting impact.





## ABOUT ALPHA LIVING

### Who we are

Alpha is an award-winning specialist provider of housing for older people, which understands the diversity and aspirations of its residents and is driven to make a difference.

The majority of Alpha's housing is designed for independent living, including 78 apartments in our flagship extra care development, Poppyfields.

Alpha has an ambitious development strategy with its existing housing stock in good condition; Alpha has spent £12.5m over the past five years, and 95% of our homes already meet EPC level C or above.

We are proud of our top-quartile resident satisfaction rates, fostered through strong resident engagement and a people-focused approach. Building on this foundation, we have already started on site at our second extra care scheme, with a third in the pipeline. We are reviewing our Asset Management Strategy with a view to planning improvements and ensuring all our homes meet the standards expected by tomorrow's older generations.

### Purpose

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

### Mission

Alpha's mission is to make a difference to as many people as possible by creating exciting, affordable places to live where every individual can thrive. Alpha celebrates later life and is driven by its passion and values.

### Values

At Alpha, our values are more than just words - they are the foundation of everything we do. They guide how we build relationships, make decisions and deliver on our commitment to residents, colleagues and customers. In a world of constant change and growing challenges, these values provide a clear and steady compass, ensuring we remain focused on what truly matters: creating a community where everyone feels supported, empowered and valued.

By embedding bravery, compassion, honesty and positivity into our culture, we foster an environment that inspires growth, celebrates diversity and delivers exceptional outcomes. These values not only define who we are but also shape the meaningful impact we strive to make in the lives of those we serve.

At Alpha, bravery and boldness define who we are. We create spaces where residents, colleagues and customers feel a true sense of belonging, empowering them to thrive and become the best possible versions of themselves. Our commitment inspires everyone in our community to make bold choices, embrace growth and excel in all that they do.

Our compassion shines through in every aspect of our work. Residents are at the heart of all we do and we celebrate the diversity that makes our community so vibrant. At Alpha, care isn't just a word - it's evident in our actions. We build trust by truly understanding and meeting the needs of our residents, colleagues and customers with empathy and respect.



## ABOUT ALPHA LIVING

Honesty is one of our core principles. We are open and transparent, valuing every voice and fostering mutual respect in all interactions. Alpha stands as a champion of inclusion, encouraging everyone to embrace openness and fairness, ensuring all perspectives are heard and valued.

Through it all, we maintain a positive outlook, resilient in the face of challenges and focused on delivering exceptional outcomes. At Alpha, optimism fuels our determination and our unwavering commitment ensures we create a brighter future for our residents and the communities we serve.

### Aims

Alpha has a five-year Corporate Strategy (2023 – 2028) which is currently being reviewed under a Midlife Strategy Review. Currently the objectives include:

#### Create exciting communities

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

#### Reach as many people as possible

- Grow through new building and acquisition.
- Do more with the resources it has.
- Create beauty in Alpha's designs.

### Provide a safe and sustainable home

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

### Taking and managing risk

- Be clear on Alpha's purpose.
- Balance bravery and risk.
- Aspire to the highest standards of governance.

### Influence

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

We are proud that overall tenant satisfaction is top quartile at 85%.

Our health and safety compliance is at 100%, ensuring our residents have safe and well-maintained homes.

Our finances are strong and we recently refinanced to fund our Growth plans outlined in the Corporate Strategy.



## ROLE PROFILE - CHAIR

**Accountable to:** The Board of Alpha Living

**Term:** Normally an initial three-year term, renewable up to a maximum of six years (or the residue of an existing Board Member term)

**Remuneration:** £5,750 per annum (reasonable expenses reimbursed)

### Organisational Context

Alpha is a registered provider operating in a highly regulated social housing environment, delivering specialist housing and services for older people. With 960 homes and planned growth beyond 1,000 units, the organisation is entering a new phase of scale, regulatory scrutiny and strategic maturity.

### Purpose of the Role

The Chair leads the Board of Alpha, ensuring effective governance, strategic direction and high standards of conduct. The Chair is responsible for enabling the Board to fulfil its collective responsibilities, comply with regulatory and legal requirements, and ensure Alpha delivers safe, high-quality housing and services for older people.

The Chair establishes a constructive, professional relationship with, and providing support for the Chief Executive, ensuring a clear distinction between governance and management while promoting a strong partnership approach.

### Key Responsibilities:

#### Board Leadership and Effectiveness

- Ensure the efficient and effective conduct of the Board's business and Alpha's general meetings.
- Chair Board meetings to ensure balanced participation, robust debate and sound decision-making.
- Ensure all Board Members are given the opportunity to express their views and that appropriate standards of behaviour are maintained in line with the Board's Code of Conduct.
- Ensure the Board operates in accordance with the NHF Code of Governance, the Regulator's regulatory framework and recognised good practice.
- Promote collective responsibility and a positive, values-led Board culture.

#### Strategy, Oversight and Growth

- Lead the Board in setting Alpha's strategic direction, values and long-term objectives, ensuring alignment with Alpha's purpose, financial capacity and risk appetite.
- Ensure that delegated authorities are clearly defined, monitored and reviewed.
- Ensure the Board receives professional advice when required, either from its senior staff or from external sources.

## ROLE PROFILE - CHAIR

### Resident Focus and Service Quality

- Champion a strong resident and customer voice at Board level, ensuring resident insight, safety, satisfaction and service quality are central to decision-making.
- Ensure appropriate mechanisms are in place for the Board to gain assurance on resident engagement, complaints handling and learning from customer feedback.

### Relationship with the Executive

- Establish and maintain a constructive working relationship with the Chief Executive, providing support and appropriate challenge, and ensure that the Board as a whole acts in partnership with the senior leadership team.
- Ensure that the Board makes proper arrangements to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive and of other senior staff.
- Ensure, when necessary, that the Chief Executive is replaced in a timely and orderly fashion.

### Governance, Risk and Regulatory Assurance

- Ensure the Board receives effective assurance and satisfies itself that Alpha meets the requirements of the Regulator of Social Housing's regulatory framework.
- Lead the Board in responding to regulatory change, including enhanced consumer regulation, health and safety expectations and transparency requirements.
- Ensure the Board has effective oversight of risk management, internal controls and financial stewardship.

### Board Appraisal, Succession and Remuneration

- Ensure that the Board undertakes regular collective and individual appraisals, including ensuring arrangements are in place for their own appraisal.
- Lead the Board in ensuring it collectively holds the skills, experience and sector insight required for effective governance.
- Ensure the Board has an effective succession plan in place.
- Ensure that the level of any agreed Board Member remuneration results from an approved process that minimises the potential for conflicts of interest.

### Urgent Decision-Making and Representation

- Make decisions under the Urgent Matters provisions of Alpha's Standing Orders, alongside the Vice Chair.
- Act as a key point of contact with the Regulator of Social Housing where required.
- Represent Alpha as appropriate and act as an ambassador for the organisation.

### Time Commitment

The Chair role typically requires approximately 25–35 days per annum, including preparation, Board and Committee meetings, meetings with the Vice-Chair and Committee Chairs, meetings with the Chief Executive, appraisal meetings with members of the Board and the Chief Executive, and additional leadership responsibilities. Time commitment may increase during periods of organisational change, regulatory engagement or strategic development.



## ROLE PROFILE - VICE-CHAIR

**Reporting to:** Chair of the Board

**Term:** Normally an initial three-year term, renewable up to a maximum of six years (or the residue of an existing Board Member term)

**Remuneration:** £3,916 per annum (reasonable expenses reimbursed)

### Organisational Context

Alpha is a registered provider operating in a highly regulated social housing environment, delivering specialist housing and services for older people. With 960 homes and planned growth beyond 1,000 units, the organisation is entering a new phase of scale, regulatory scrutiny and strategic maturity. The Vice-Chair plays a key role in ensuring leadership continuity and governance resilience as the organisation grows.

### Purpose of the Role

The Vice-Chair supports the Chair in providing strong leadership to the Board and ensuring effective governance, strategic oversight and a positive Board culture. Acting as a trusted deputy and sounding board to the Chair, the Vice-Chair contributes to continuity, resilience and effective decision-making at Board level.

The Vice-Chair deputises for the Chair when required and is expected to step into the Chair role seamlessly to ensure effective leadership, regulatory assurance and external representation.

### Key Responsibilities:

#### Deputy Leadership and Board Effectiveness

- Deputise for the Chair in their absence, including chairing Board meetings and representing Alpha with key stakeholders as required.
- Support and advise the Chair, providing constructive challenge, insight and acting as a critical friend.
- Promote high standards of conduct, collective responsibility and effective Board dynamics.
- Support the Chair in ensuring the Board operates in accordance with the NHF Code of Governance, the Regulator of Social Housing's regulatory framework and recognised good practice.

#### Governance, Strategy and Growth Oversight

- Support the Chair and Board in shaping, agreeing and overseeing delivery of Alpha's strategic objectives, ensuring alignment with Alpha's purpose, financial capacity and risk appetite.

#### Resident Focus and Service Quality

- Champion resident and customer perspectives in Board discussions, ensuring resident safety, satisfaction and service quality are central to decision-making.
- Support the Chair in ensuring appropriate assurance is in place relating to resident engagement, complaints handling and learning from customer feedback.

## ROLE PROFILE - VICE CHAIR

### Chair Appraisal, Succession and Leadership Development

- Ensure the Chair is appraised in accordance with Alpha's Board appraisal policy.
- Oversee arrangements for the election or appointment of a Chair when required, in line with the Association's governance and election policies.

### Urgent Decision-Making and Representation

- Alongside the Chair, make decisions under the Urgent Matters provisions of Alpha's Standing Orders.
- Represent Alpha as appropriate, acting as an ambassador for the organisation.

### Time Commitment

The Vice Chair role typically requires approximately 20–25 days per annum, including preparation, Board and committee meetings, meetings with the Chair and additional leadership responsibilities. Time commitment may increase during periods of organisational change, regulatory engagement or strategic development.



# OBJECTIVES AND EXPECTATIONS ALL BOARD MEMBERS

## Objectives for all Board Members:

- To ensure Alpha is effectively governed in line with the requirements of the law, its rules, the regulatory framework and the NHF Code of Governance.
- To work with other Board Members and the Senior Leadership Team to set, maintain and uphold the mission, values and objectives of Alpha.
- To agree a framework of effective control systems which enable all risks to be identified, assessed and managed.
- To review and monitor performance.
- To work to achieve a balance between the interests of current and future residents and service users and the short-term and long-term interests of Alpha.
- To comply with legal, statutory and regulatory requirements.

## Expectations of Board Members:

Members must be well-informed and undertake appropriate background reading and contribute professional skills. Alpha will provide training, induction and support to help Members fulfil their role. Members will:

- Contribute up-to-date specialist knowledge, expertise and experience, helping to ensure decisions are well-rounded and based on all available evidence.
- Prepare for and attend any Alpha Board or Sub-Committee meetings, participating in discussion and decision making, helping to form a consensus and sharing collective responsibility for upholding Board decisions.
- Attend appraisals and agreed training courses.
- Prepare for, attend and participate in reviews linked to individual appraisal and that of the whole Board.
- Uphold the values of Alpha, ensuring decisions taken by the Board are in the best interests of Alpha.
- Take opportunities to promote and be an ambassador for Alpha, supporting and representing its work by engaging with residents and stakeholders.
- Treat information gained as a Board Member in confidence, as described in our Code of Conduct.
- Develop and maintain good working relationships with the Board and Senior Leadership Team.
- Observe our Code of Conduct and not to do anything which undermines the work or reputation of Alpha, declaring all conflicts of interest and any significant changes in personal circumstances.
- Attend at least 75% of Board and Sub-Committee meetings.



## HOW TO APPLY

The role is being managed by our recruitment partner,  
Allcroft Associates

**For a confidential conversation, please contact**

Jim Allcroft, Managing Director, E: [jim@allcrofta.com](mailto:jim@allcrofta.com)  
T: 07783 701 922



**Applications should be made via email to [jim@allcrofta.com](mailto:jim@allcrofta.com) and must include on separate documents:**

A letter of application setting out your interest in the role

A comprehensive curriculum vitae (CV)

A completed Diversity form (available for download from our microsite)

**Closing date for application: Thursday 26th February 2026 at 12pm.**

Final stage interviews will be held in person in late March (w/c 23rd or 30th TBC)

Alpha Living is committed to equality, diversity and inclusion. We celebrate difference and welcome applications from people of all backgrounds. We aim to create a workplace where everyone can thrive and contribute to our mission. We warmly welcome applications from people of all backgrounds, identities and life experiences, including individuals from different ethnic communities, disabled people, LGBTQ+ people, and people of all ages, faiths and beliefs.