



alpha

shaped around you

CANDIDATE PACK

Director of Operations



CONTENTS

Welcome from our CEO	03
About Alpha Living	04 - 05
Role Profile	06 - 07
Person Specification	08 - 09
Operational Structure	10
Our Leadership Team	11 - 12
Alpha Living's Board	13 - 15
How to Apply and Indicative Schedule	16



WELCOME FROM OUR CHIEF EXECUTIVE OFFICER

Thank you for showing an interest in Alpha Living.

Alpha is seeking an inspiring, values-driven Director of Operations to support our award-winning organisation, which is dedicated to enhancing the lives of older adults through specialist housing and tailored services. Our current Director of Operations, after six years leading a significant programme of change, development and continuous improvement, will be taking up a CEO role in January 2026, leaving a brilliant opportunity for the right candidate here in Alpha.

As a leader in the field of older persons' housing, we are known for our top-quartile customer satisfaction ratings, financial stability, and dedicated high-performing team. We provide more than just homes; we create vibrant communities that support independence and quality of life for our residents.

Our approach to older persons' housing has been nationally recognised, having won the Best Older People's Landlord twice and we are deeply committed to making a meaningful difference in the lives of those we serve.

The incoming Director of Operations, as part of a fresh, small and dynamic leadership team, will have a unique opportunity to support me and our Board to build on our strong foundation, driving forward our quality services to residents, realizing our growth ambitions and being a great ambassador for our organization. As we expand beyond 1,000 homes across multiple local authorities from Liverpool to Leeds, we're looking for an imaginative and person-centred leader who shares our passion for service excellence and community impact.

Our office hub is based within our flagship extra care scheme, Poppyfields, on the Wirral, and offers a modern, flexible workspace in the heart of our service that supports a hybrid working culture.

Alpha is in a fantastic place with a great future. We want to continue to grow and to offer outstanding services to our residents, and this role offers an exceptional opportunity to support and shape a dynamic, values-led organisation that is making a tangible difference in people's lives.

If you are a dynamic and experienced specialist housing leader, and you are ready join us, we warmly invite you to review the information pack and submit your application. We look forward to discovering how you can shape Alpha's future.

Sally Parsons
Chief Executive Officer

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, with 95% of our homes already meeting 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.

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. The new Director of Operations will be central to supporting the CEO and Board with this review. Currently the Corporate Strategy 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.

Take risks and manage risks

- 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%

Link to our Tenant Satisfaction Measure:

[Tenant Satisfaction Measures - Alpha Living](#)

Our Health and Safety and 100% compliance ensure our residents have safe and well maintained homes

Link to our Performance Measures:

[How we perform - Alpha Living](#)

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

Link to our Annual Report and Corporate Strategy:

[Annual and Financial reports - Alpha Living](#)

ROLE PROFILE

Job Title:	Director of Operations
Reporting To:	Chief Executive
Responsible For:	Head of Housing and Development Business Partner
Based:	The Hub at Poppyfields - 2 - 3 days in Head Office per week
Salary:	£94,158.00 per annum
Hours:	35 hours a week

Purpose

As a key member of the Senior Leadership Team (SLT), the Director of Operations will lead the strategic and operational delivery of Alpha Living's housing, care and support, customer experience and catering functions. This role will drive organisational excellence, ensure regulatory compliance, and embed a customer-focused culture that supports Alpha's mission to help older people live independently for longer. The Director of Operations will also play a pivotal role in growth and development, identifying new opportunities and overseeing the successful delivery of new extra care homes within the development pipeline.

Activities and Responsibilities

Strategic Leadership and Growth

- Collaborate with the Chief Executive and SLT to shape and deliver the corporate strategy, ensuring alignment across all operational areas.
- Provide inspirational leadership, building a culture of teamwork, innovation, and continuous improvement.
- Identify and develop opportunities for growth and service expansion, including new business ventures and partnerships.
- Lead the delivery of new extra care homes, managing and supporting the Development lead to ensure successful project outcomes.
- Develop and oversee strategic plans for housing, care and support, and catering services, ensuring value for money and excellent customer outcomes.
- Lead on risk management across operational areas, maintaining a robust risk map and implementing mitigation measures.

Customer Experience and Service Delivery

- Oversee the Customer Experience Programme and Resident Engagement strategy, ensuring services are inclusive, accessible, and responsive to resident needs.
- Drive Alpha Living's regulatory compliance with Consumer standards and ensure TSM requirements are met and maintained
- Champion the voice of the customer, using feedback to shape services and drive improvements.
- Promote person-centred services that deliver high-quality outcomes and enhance resident wellbeing.

Housing, Care, and Support

- Lead the strategic and operational delivery of Alpha Living's housing and support services, ensuring compliance with regulatory standards and best practice.
- Foster effective partnerships with commissioning authorities, stakeholders, and community organisations to enhance service provision.
- Ensure services are designed to meet current and future resident needs, supporting tenancy sustainment and community engagement.

Governance and Reporting

- Ensure strong financial and governance controls are in place across all operational teams.
- Support Board reporting, preparing updates on operational performance, risk, and strategic initiatives.
- Act as a credible ambassador for Alpha Living with external partners and stakeholders.

Team Leadership and Development

- Lead and manage multi-disciplinary teams, ensuring clear accountability, performance management, and professional development.
- Manage and support the Development lead to ensure growth projects are delivered effectively and on time.
- Undertake regular 1:1s, appraisals, and training initiatives to maintain high-performing teams.
- Promote equality, diversity, inclusion, and belonging throughout all operations.

This job description is not intended to be an exhaustive list but to indicate the main responsibilities of the post. The post holder is expected to carry out other duties from time to time, which are broadly consistent with those described above and / or in line with legislative changes. It will be reviewed periodically to take into account changes and developments in service delivery. Any Changes will be discussed fully with the job holder.

PERSON SPECIFICATION**Role:** Director of Operations

	Essential	Desirable
A relevant housing or property-related qualification or willingness to work towards one	X	
Evidence of Continuous Professional Development	X	
Previous experience of leading a team and managing colleagues	X	
Previous role in housing management	X	
Capable of developing and maintaining constructive and positive working relationships both internally and externally	X	
Understanding of relevant legislation and best practice.	X	
A thorough understanding of health and safety and compliance standards	X	
Experience in the field of specialist housing or independent living	X	
Ability to work as part of a dynamic SLT, collaborating and delivering shared objectives with confidence	X	
Ability to plan ahead, plan resources, organise & prioritise work under pressure	X	
Able to communicate complex or sensitive issues to a wide range of stakeholders in a clear and concise manner	X	
Proven ability to work independently and use own initiative in challenging situations	X	

Computer skills (to be able to use Word/Excel/Access) and Integrated Housing Management systems	X	
Ability to take responsibility for own training & self-development as well as participate fully in leadership programmes	X	
Willingness and proven ability to work flexibly and adapt to the service, giving consideration to the needs of vulnerable customers	X	
Committed to equality, diversity, inclusion and belonging	X	
Must hold a full UK driving license and have access to own car	X	



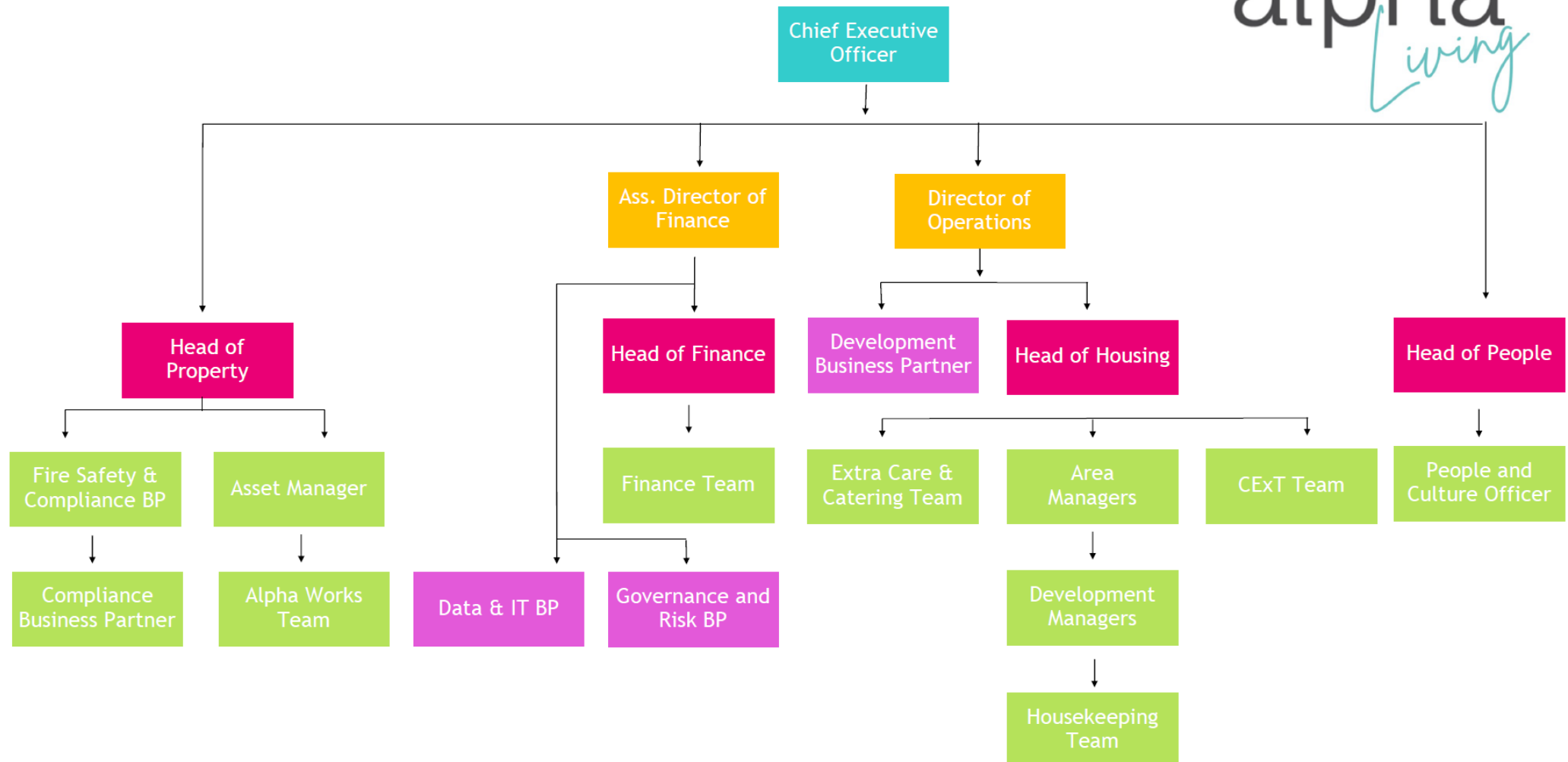


alpha
Living

OPERATIONAL STRUCTURE

Alpha's team includes circa 90 colleagues.

The Director Operations works directly to the CEO and is supported by the following team structure.



OUR LEADERSHIP TEAM



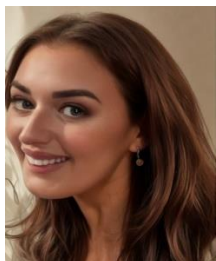
Chief Executive Officer - SALLY PARSONS. Sally joined Alpha in April 2025, having had a career in specialist, supported and general needs housing associations. She has worked in small, medium and large providers, and recognises the challenges can be very different. Sally is working closely with the Board to refresh the strategy and set clear objectives for Alpha going forward, ensuring that our residents stay right at the heart of our decisions, and our colleagues are motivated and inspired to do their very best work. With the newly appointed Business Management Team and Senior Leadership Team, she is confident that Alpha will continue to build on the fantastic reputation and service to residents and commissioners alike.



Associate Director of Finance & Resources - JESS WILLIAMS. Jess joined Alpha as a Management Accountant and has grown into a senior finance leadership role, reflecting a journey of development and passion for the organisation. This is her first role within the housing sector, and she has loved becoming part of a team that makes such a meaningful difference. Jess has helped lead the transformation of finance from a traditional gatekeeping function into a collaborative, insightful and strategic partner that drives Alpha's vision and long-term goals. Central to this has been unlocking the power of data and reporting to inform decision-making, strengthen performance and embed financial insight across the organisation.

Director of Operations - Currently Vacant





Head of Housing - CHLOE BRENNAN-WARD. Chloe leads the Customer Insight & Engagement, Housing Operations, Safeguarding and Compliance teams. She's passionate about authentic, transparent, and resident-led services, believing trust comes from listening and action. With a career championing resident voice, Chloe drives organisations to reflect the communities they serve. She also sits on the Merseyside Police Independent Advisory Group and the Hesslewell Court Board, and is leading Alpha's Better Alpha Blueprint, a year-long programme to strengthen compliance and embed authenticity across the organisation.



Head of Property - DANNY MELIA. Danny is a dynamic and strategic compliance leader with over 15 years' experience in the social housing sector, specializing in building safety, statutory compliance, and health and safety management. As Head of Property he has led audits across multiple disciplines including H&S, fire, water, gas, electrical, asbestos, and lifts, while driving policy development and contractor performance. Danny combines deep technical knowledge with strong leadership and analytical skills, ensuring data-driven, customer-focused compliance delivery.



Head of People - KATH HATTON. Kath is a CIPD-qualified HR professional with over 25 years' experience across a range of sectors, bringing a deep understanding of all aspects of HR and people management. Since joining Alpha three years ago, she has been instrumental in shaping the organisation's people strategy, culture, and values. Drawing on her extensive expertise in HR strategy, employee relations, and organisational development, Kath continues to drive initiatives that promote effective people management and a positive, high-performing workplace culture.

ALPHA LIVING'S BOARD**Chair - STEVE EAVES**

Steve is an experienced regeneration, development and housing professional who has worked in housing for 30 years. He is a Director for Assets, Regeneration and Strategy at a large Midlands based Housing Association. Steve has had several Senior Leadership roles for local Housing Associations and chaired several local charities and organisations. Steve is passionate about providing high quality homes and services for older people and is proud to have been the Chair of Alpha Living since 2023.

**Vice Chair - LAURA WOOD**

Laura has been working in the social housing sector for nearly ten years and is the Founder and Director of Invisible Creations® - an organisation that specialises in designing products that support people to live well and independently in their homes for longer. Laura has a real passion for housing and generating tangible positive change for some of the most vulnerable people living in our communities. Through her role at Invisible Creations®, and Board positions for Women in Social Housing and the Chartered Institute of Housing in the North East, Laura is dedicated to improving lives and works hard to bring people together to tackle some of the biggest issues facing the housing sector.

**Chair of People and Culture Committee - PETER GIBBS**

Peter has 30 years' experience in the field of Strategic Human Resource Management. He has extensive private and public sector experience, holding positions in large blue-chip companies and in numerous Higher Education Institutions. Currently the Executive Director of Human Resources at Wrexham Glyndwr University, Peter joined Alpha Living after an 11 year tenure as Trustee and Board Member for Creative Support, where he Chaired the HR Committee. Peter has excellent knowledge and experience of Governance issues having experienced governance processes from both an officer and Board member perspective. Peter is a Chartered Fellow of the CIPD, the professional body for HR and People Development.

ALPHA LIVING'S BOARD - CONTINUED**Board Member - DAWN MORRIS**

With over 30 years of experience in the finance sector, Dawn is a seasoned Licensed Accountant and Business Consultant who has successfully navigated roles across the private, public, and third sectors. Dawn also serves as a Non-Executive Director for a Housing Association specialising in older peoples housing. A passionate advocate for Equity, Diversity, and Inclusion (EDI), Dawn is deeply committed to advancing the social and economic prospects of Global Majority communities. Her mission is to raise awareness and foster deeper understanding, helping to build a more equitable and inclusive society for all.

**Board Member - BEN JONES**

Ben has been working in the social housing sector for over 20 years and is the Head of Asset Management at Clwyd Alyn Housing. Ben is passionate about equality and providing quality homes. Ben is an experienced building surveyor/ project manager who is responsible for maintaining and delivering safe homes along the North Wales coast. Ben's main passion is mentoring and developing others in line with his own values and that of the companies he represents.

**Board Member - NICK CUMBERLAND**

Nick is an experienced housing professional who has been working in the sector for over 20 years and is responsible for leading and co-ordinating the delivery of Great Places' two Strategic Housing Partnerships with Homes England. These will see over £1bn worth of investment into high quality, new affordable housing over the next six years. Nick focuses on accountability and the transparency of current delivery, new opportunities, partnerships and ensuring a balanced portfolio of sites to ensure that Great Places meets its target of circa 1,000 new homes being built per annum over the next six years. Prior to this, Nick worked on a range of affordable housing programmes and land opportunities at Homes England and has significant experience of the strategic development and implementation of housing and regeneration schemes at two Local Authorities in the North West.



ALPHA LIVING'S BOARD – CONTINUED**Board Member - LAWRENCE MCINTOSH**

Lawrence has eight years' experience in the social housing sector, recently ending his Board appointment tenure with a medium sized Manchester based Housing Association. Holding a variety of committee roles, Lawrence is currently involved with a community voice panel within Knowsley that engages with involved tenants for another registered provider. Lawrence is passionate about how the sector constantly evolves and rises to meet existing and new challenges, ensuring that tenant engagement and resident voice is at the heart of any decision making, being front and centre in the minds of anyone involved within the housing sector.

**Chair of Audit and Risk Committee - HOWARD ROBERTS**

Howard is a Chartered Accountant with 30 years' experience in the social housing and financial services sectors. He is currently an executive director at Livv Housing Group where he enjoys a broad remit including development, strategic finance and treasury management, business intelligence, ICT, and risk management. Prior to his time in the social housing sector he worked in financial services, where he had a particular interest in corporate restructuring and mergers and acquisitions. Howard is committed to enabling the delivery of sustainable impact and value to the sector and is pleased to Chair our Audit and Risk Committee.



HOW TO APPLY AND INDICATIVE SCHEDULE

To apply please:

Provide an **up-to-date CV** which shows your full career history with any breaks explained. Please also include details of all roles that are currently held.

Submit a **Supporting Statement** detailing how you meet the key criteria sought, highlighting your most relevant knowledge, skills, and experiences. We request that your supporting statement is no longer than two pages.

Please provide your phone and email contact details.

You should also provide the names, positions, organisations and contact details for two referees, one of whom should be for your current or most recent position. We would not approach these referees before the shortlist stage, and only with your permission. If you do not wish us to approach your referees at any stage, please state this clearly.

Should you require a confidential discussion before you apply, please contact either:

Sally Parsons: Chief Executive Officer sparsons@alpha-living.co.uk

Kathryn Hatton: Head of People khatton@alpha-living.co.uk

Closing date: 9am on Monday 17th November 2025

Initial Interviews: Week Commencing 24th November 2025

Final interviews: Week Commencing 8th December 2025

Please let us know of any dates when you are not available, or if you have difficulty with the schedule above. These dates are indicative and subject to change as required.





alpha

shaped around you

Alpha Living,
Management Office, Poppyfields,
Woodpecker Close, Upton,
Wirral, CH49 4AA

www.alpha-living.co.uk