



We're looking for a

# Director of People and Culture



# Together

With and without learning disability



L'ARCHE  
In the UK

## WELCOME

Are you passionate about getting organisations to work well through great people and a fantastic culture? Are you a proven leader in people and culture, with an ability to work both at strategic level and be 'hands on' in developing and implementing effective HR and L&D policy, process, and practice to support change?

Are you inspired by the possibility of a kinder society and a more human way of living?

Do you want to lead and belong to an organisation that aims to be truly radical and lifegiving, building community with some of society's most marginalised people?

If those questions light a spark in you, please read on, because we have a role that could be made for you!

Our Communities have always been places where people are changed and inspired. Relationships, personal growth, and people power have always been at the heart of L'Arche. Now, we want to invest in that DNA more consistently and intentionally across our UK Communities. To do this we need a leader who can shape the overall vision, develop consistent infrastructure, and champion the change initiatives for L'Arche to be a great place for people to work, belong and grow.

If you like the sound of that, please apply or get in touch for a conversation. In L'Arche, you will be part of changing the world. I believe you could be profoundly changed too.



John Casson CMG  
National Leader/CEO, L'Arche in the UK

# Role Summary

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- Job title:** Director of People and Culture
- Location:** Hybrid, with 2-3 days a week in our London office, or in another L'Arche location. (If your base is outside London, you can expect to spend 2-3 days a month in the London office).
- Regular travel to L'Arche Communities UK-wide, and to national meetings.
- Reports to:** National Leader / CEO
- Direct reports:** HR Advisor, Head of Learning and Development
- Key relationships:**
- HR and Learning and Development leads in each Community
  - National Leader and National Leadership Team peers
  - 11 Community Leaders
  - Members of the National Board
  - Members of the National Speaking Council
  - Sector-wide bodies and professional networks
- Purpose:** Lead people vision, strategy, systems, and services that make L'Arche a great place to work, belong, and grow in Community - so that we live out our mission and values.
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# Introducing L'Arche

## INTRODUCTION

L'Arche is a worldwide movement of people with and without learning disabilities building community together. We aim to be a beacon for our society - of what social care can be, what life with learning disabilities can be, and what a more human society can be.

L'Arche in the UK is a registered charity and a regulated provider of care and support. Our 11 Communities in England, Scotland and Wales offer a varied mix of adult supported living, registered care, and day services.

Our UK annual turnover is about £20m. Well over a thousand people across the UK belong to a L'Arche Community, including about 300 people with learning disabilities and more than 700 employees and volunteers.



## L'ARCHE UK 2030 VISION AND VALUES

### OUR VISION

**L'Arche is here to show that everyone belongs.**

We create Communities where people with and without learning disabilities live, share, and grow together.

We build relationships with people in our neighbourhoods.

We work towards a world where people with learning disabilities are included and valued.

### OUR VALUES

**With and without learning disabilities, we try to:**

- be welcoming and kind
- be committed to each other
- bring out the best in each other
- celebrate being different and diverse
- encourage one another's spirituality.

# Who We Are

## L'ARCHE INTERNATIONAL'S WORLDWIDE MISSION

- To make known the gifts of people with learning disabilities, revealed through mutually transforming relationships.
- To foster a community environment that reflects the changing needs of our members and our core values.
- To engage in diverse cultures, working together towards a more human society.

In L'Arche, we celebrate people with learning disabilities, and build Communities with them rather than for them. We aim to combine outstanding care with a distinctive commitment to intentional community, mutuality and the whole person. A feature of our model is that in some L'Arche houses a small number of assistants live in, sharing home life with people with disabilities. We care about everyone's emotional and inner life, building spaces of vibrant friendship, opportunity, spirituality and community life.

People with learning disabilities are integral to everything we do - not just as service users but as members, leaders, activists, colleagues, and friends. Our mission is to discover and share the unique gifts of people with learning disabilities in the world.

We offer our employees an invitation to find in L'Arche, as well as a great place to work, a place to belong, to find friendship and meaning, and to grow through committed, two-way relationships with people with disabilities.

L'Arche was first founded on Christian principles. These principles mean L'Arche stands for the radical inclusion of those who are excluded, and for the right of every person to flourish in their spirituality, whatever their background. We welcome people of all faiths and no faith, including in senior leadership roles - like this one.

## FOR FURTHER INFORMATION, VISIT...

<https://www.larche.org.uk/our-unique-approach>



<youtu.be/RSwdYB-czf4>  
'We Are L'Arche' video



<https://www.larche.org.uk/impact-report-2023>  
2023 Impact Report and Annual Report



# What We Do

## PEOPLE AND CULTURE IN L'ARCHE

L'Arche is built on a profound commitment to seeing everyone flourish in every way. For 50 years, our UK Communities have been places where people find belonging and profound relationships, and grow in human maturity and spiritual depth. Again and again, people tell stories of coming to L'Arche and having their lives transformed.

For most of this history, many of our care assistants came as volunteers, often living in L'Arche houses as well as working there. Supporting, employing and developing people was done locally in each community.

Since 2012 our approach to people and culture has transformed. Employees numbers have increased significantly, and most assistants are now employees living outside L'Arche. The expectations and aspirations of L'Arche as a professional and values-led employer have rightly increased too. In response, we have built national resources and standards for HR, learning and development, inclusion and wellbeing.

We now want to embrace this new approach more coherently and strategically. Our national systems evolved in response to specific needs

and emerging priorities, including the recruitment crises caused by COVID, Brexit and visa rules. There is now a strong consensus in L'Arche about the need to set a collective and coherent overall approach to HR, learning, people, and culture.

The new Director of People and Culture will have a key role in achieving this, developing our collective standards and resources to support our Communities to own the shared vision, and live it out consistently.

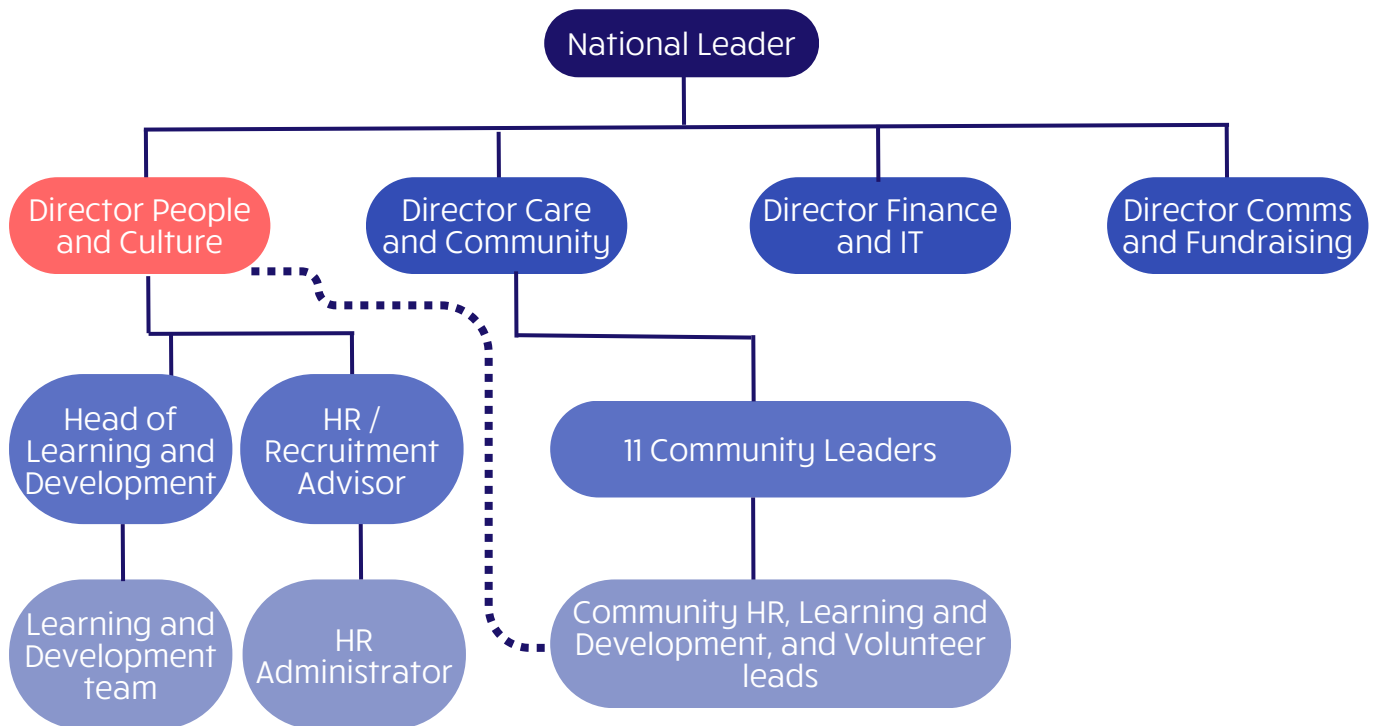
## NATIONAL LEADERSHIP TEAM

The National Team is responsible for L'Arche as a national organisation and gives oversight and support to our 11 Communities. We lead L'Arche's UK-wide support services, programmes and strategy.

Our national HR and Learning and Development teams lead on policies and priorities for our Communities, and also provide Communities with direct services - in recruitment, induction, leadership development, databases, and casework advice. The Director also has a leadership role to develop and review the capability, culture, and coherence of the wider network of HR, training, and people functions within Communities.



# Our National Team



## CURRENT UK-WIDE INITIATIVES INCLUDE:

- Co-creating new frameworks for Quality and for Values, Behaviours, and Skills.
- Agreeing a 2030 mandate and strategic plan to strengthen financial sustainability, and to deliver the outcome of three "Big Conversations" on the voice and power of people with learning disabilities; on our impact; and on what we mean by spirituality.
- A 2-year programme to digitise our care processes and modernise our IT systems.
- Investing in a more national approach to people and culture, to increase our diversity, to find and develop new leaders, and to build competence, confidence and wellbeing across L'Arche.
- Developing an integrated and resourced overall strategy for learning, development, and formation (our term for how people develop in personal growth and calling as community members, as well as in their professional skills as employees).

# Director of People & Culture role

## KEY RESPONSIBILITIES

- Lead L'Arche in our identity as a life-giving place to work, belong and grow, in line with our mission and values.
- Recruitment, retention, and belonging.
- Learning and development.
- HR structures, strategy, and services.

## KEY CRITERIA FOR SUCCESS

In your first year, you will have worked with people across L'Arche to:

- Get to know the people, mission, ethos, and daily realities of L'Arche.
- Oversee ongoing performance and flourishing of central people teams (HR / Recruitment and Learning and Development), and of HR leads in Communities.
- Review and renew structures and resourcing of people functions across L'Arche.
- Shape a new L'Arche wide focus on employee recruitment, retention, belonging, and wellbeing which addresses the recruitment and retention challenges which we (and the care sector) face and ensures an effective and resilient workforce.
- Initiate a campaign to build line management capacity, performance and skills.
- Oversee creation of a new strategy for learning, development and formation.
- Contribute to change initiatives, including on EDI, volunteering and supporting attendance.





# Responsibilities

## VISION AND VALUES

- Develop a coherent vision and strategy for L'Arche as a place where people can flourish which meshes with our vision for care and community.
- Integrate this people vision into organisation-wide ambitions, priorities and initiatives (including our 2030 mandate and strategic goals).
- Build clarity and confidence about how to bring together the L'Arche focus on community, mutuality, and spirituality with the best progressive practice in employing people, supporting people with disabilities, and co-production with everyone.

## RECRUITMENT, RETENTION, AND BELONGING

- Build a L'Arche-wide focus on belonging, wellbeing and employee retention - including new data, insights and incentives, and a welcoming culture of equity, inclusion, and diversity.
- Oversee recruitment strategy and processes across L'Arche - including outreach, reference and DBS/PVG checks, welcoming and induction, visa compliance (as UKVI key contact).
- Lead on workforce strategy, pay and rewards, including new models for live-in assistants. Collect data to anticipate new risks and opportunities.
- Support L'Arche Communities to welcome a new generation of volunteers and friends to contribute and thrive in L'Arche.
- Lead employee and volunteer engagement, and build a culture of co-creation, ownership, and voice for everyone.

## LEARNING, DEVELOPMENT, AND FORMATION

- Oversee co-production and roll-out of a new Values, Skills and Behaviours Framework.
- Lead a new initiative on line management skills and culture - to ensure supervision, coaching, and performance management are consistent, supportive, and proactive.
- Oversee the national Learning and Development team in providing central programmes for assistant and leader induction and leadership development; and a menu of personal development offers (including reflective practice, retreats, eldership, and accompaniment).

- Support Communities to identify and develop future leaders.
- Oversee development and implementation of an overall strategy for learning, development, and formation - with agreed priorities, metrics, resources, and ownership for each element.

## HR STRUCTURES, STRATEGY, AND SERVICES

- Ensure L'Arche has the skills, policies, systems, and information for consistently good and compliant HR services and line management, enabling everyone to give their best.
- Review and lead people functions across L'Arche, to ensure clear, coherent, and cost-effective HR services, people management, and learning and development.
- Manage the HR team, Learning and Development team, and national HR and L&D budgets. Oversee HR support to National Teams.
- Oversee the accuracy and relevance of admin and data systems. Identify and interpret key data to inform actions and decisions locally and nationally.
- Oversee HR employee relations (case-working) and whistleblowing across L'Arche, building capacity, managing policies and processes and our external advice contract, and advising on senior and complex cases.

## LEADERSHIP

- Champion the mission of L'Arche and model our values, helping to set organisational culture, strategy, and sustainable financial plans, as a member of our senior leadership team.
- Contribute expertise on HR, inclusion, employment law and learning and development to wider discussions, including the national Board and L'Arche UK and International forums.
- Maximise the voice, power, and engagement of employees and of people with learning disabilities, as you make decisions and lead change.

# Person Specification

## Experience and knowledge

### ESSENTIAL

- Significant, direct management experience of HR systems and decision-making, and employee learning and development.
- Either: CIPD Level 7 / equivalent qualification, OR at least 5 years' experience of people and systems leadership and a readiness to obtain CIPD qualifications in the role.
- Understanding of employment law and of current best practice in people and culture, HR, and learning and development.
- Substantial and senior experience of managing people, and leading and inspiring change.
- Experience of planning and managing budgets and analysing financial risks and opportunities.

### DESIRABLE

- Experience of UKVI sponsorship requirements.
- Knowledge of social care or of supporting adults with learning disabilities and autistic adults.
- Knowledge of apprenticeships and qualifications in social care.
- Knowledge of HR implications of our care regulators in England, Scotland, and Wales.
- An understanding of charity governance requirements.

## Skills, attitudes, and values

### YOU WILL BE:

- Passionate about seeing people flourish, as employees and as individuals.
- Motivated to create outstanding care and community life in partnership with people with learning disabilities.
- Someone who innovates, spots new opportunities, and turns ideas into change that sticks.
- A leader who can set vision, build collaborative partnerships, and lead performance across a devolved organisation in a way that enhances the empowerment and autonomy of the people delivering our services.
- A manager who can coach and develop others, and tackle under-performance.
- Organised, and able to prioritise, delegate and work autonomously.
- An effective communicator with different kinds of audiences, including with people with disabilities.
- Caring, curious and self-aware as a manager, a colleague, and in L'Arche community life.
- Committed to your ongoing professional and personal development and to acquiring new knowledge and skills for your role.
- A person of hope, able to articulate your values, your limits, your spirituality, and your life story.



# Terms and Next Steps

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<b>Salary:</b>	£72,800 (plus London weighting where appropriate)
<b>Annual leave:</b>	33 days including bank holidays
<b>Pension:</b>	A Group Personal Pension Plan
<b>Professional Development:</b>	A Leaders' Learning and Development fund is available.

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## TO APPLY FOR THIS ROLE:



Apply and submit your CV by scanning the QR code above or clicking the link below:  
<https://larches.livevacancies.co.uk/#/applicant/67>

## CLOSING DATE

Closing date for applications is 16th June 2024.

## INTERVIEWS

The first round of interviews will be online, between 28 June and 5 July.

Appointment is subject to satisfactory references and DBS check.



# Terms and Next Steps

## OUR GLOBAL MOVEMENT

L'Arche is part of the global movement for inclusion and diversity.

We actively encourage people with a wide diversity of backgrounds and stories to join us.

We will welcome and support applications from people of all backgrounds. We encourage candidates who are disabled, who identify as LGBTQ, or who are from a minority ethnic background, since these perspectives are currently under-represented in our senior leadership team.

Our application process is designed to reduce the impact of unconscious biases, and to support people from backgrounds that haven't always been well-represented to contribute to L'Arche.

If there are a few areas in the job description where you feel less experienced, don't let that put you off. We are happy to support people to learn, and to make adjustments to make this job the right fit for the right person.

L'Arche is committed to inclusive working practices, so during the application process we commit to:

- Pay for childcare while you are at any in-person interviews.
- Pay your travel costs to and from interviews.
- Make any reasonable adjustments for the interview process.
- Offer a guaranteed first stage interview for disabled and ethnic minority candidates who meet the minimum requirements for the role.

