

Application Pack

Head of People



Message from Chief Executive



Welcome,

Thank you for your interest in joining the Julian House senior leadership team.

I joined Julian House as Business Development Director in 2014 and became Chief Executive in 2019. I have learnt so much about the incredible live changing and live saving work done by Julian House across the region, and it's an honour to lead the charity.

Julian House has developed significantly over the last decade. We've weathered austerity, the pandemic and ongoing cost of living crisis, to become a widely respected regional provider of housing and support services. In recent years, we have re-won all our contracts, cementing our strong partnerships with local authorities, and affirming their high regard for our work. We've also expanded our provision in response to new opportunities, in line with our mission.

We know the next few years will present significant challenges for our sector. Public service spending is coming under increased pressure, creating uncertainty around the funding we receive from local authorities. At the same time, the ripple effects of global conflicts, the rising cost of living, and the ongoing housing crisis are pushing more people to the margins of society, increasing demand for our services. These pressures not only stretch our organisational resources but also place real strain on our workforce. Our teams are already operating at high capacity, often supporting people with increasingly complex needs in fast moving and emotionally demanding environments. As demand grows, so too does the pressure on colleagues' resilience and wellbeing. Recognising and responding to these challenges will be essential to sustaining a healthy, supported, and effective workforce.

At the heart of our resilience and impact are our people. Julian House is built on the dedication, expertise, and compassion of our staff and volunteer team. We know that to deliver quality services, we must nurture the exceptional people who provide them. We are deeply committed to creating a supportive, inclusive, and values driven workplace, where colleagues are empowered, trusted, and encouraged to grow. Our people strategy is central to our future, and the Head of People will play a pivotal role in shaping a culture where everyone feels they belong and can thrive.

The last few years at Julian House have been exciting, interesting, rewarding, and tough at times. I've no doubt that the next few years will be just the same!

The rest of this pack will give you a fuller sense of Julian House and what we are looking for in this role. You would be joining a welcoming, passionate, mission driven organisation that is keen to become more diverse, more innovative, and even more impactful.

If you choose to apply, you will be contributing to a forward thinking charity that plays a vital role in the daily lives and future prospects of people experiencing homelessness and social exclusion across our communities.

Thank you for taking an interest. We wish you the very best of luck if you choose to apply.
All the best,

A handwritten signature in black ink that reads "H Bedser". The signature is written in a cursive, slightly slanted style.

Helen Bedser
Chief Executive, Julian House

About Julian House

Julian House is a registered charity (1183751) and a registered provider of social housing (L4549).



Our vision is for a society where people experiencing social exclusion are supported and empowered to build sustainable, independent lives. Our mission is to transform the daily lives and futures of homeless and socially excluded people, through the provision of high-quality housing and support services.

We support people who are homeless, at risk, or socially excluded, with a variety of needs; rough sleeping, recovering from addiction; adults and children escaping domestic abuse; refugees building a new life; prison leavers seeking to re-start their lives; and members of the Gypsy, Roma, Traveller, and Boater communities who are living insecurely.

We take a person-centred approach, offering each one of our clients tailored support in line with their needs and goals. Our teams are passionate about their work and committed to getting the very best outcomes for the people we serve.

Julian House is a leading provider of housing and support services. We have a turnover of £11m. Much of our funding comes from local authorities through our commissioned contracts for services. Fundraised and retail income make up about 20% of our overall income and this allows us to enhance our service delivery and compensate for increasingly limited Council budgets.

Our People

Our people are our most important asset and their expertise, skills and hard work, often in challenging situations, underpins all our achievements. We employ c. 200 people and are supported by a similar number of volunteers. We are committed to being a great place to work and volunteer, which champions inclusion, diversity, well-being and development, where staff and volunteers are engaged and committed to our goals and know that their contribution is important and valued. We are proud that 45% of our workforce has lived experience of the issues our clients face.



Our Services

We run a range of accommodation and support services, **supporting around 3,000 people a year.**

Emergency hostel services providing 24-hour support and access to specialist services for people experiencing rough sleeping and/or people at risk of rough sleeping.

Refuges, safe houses and resettlement support services, empowering people to recover and heal from the adverse effects of domestic violence and abuse and move on to independence.

Supported housing services, providing short-term accommodation and person-centred support for people experiencing homelessness, leaving prison, leaving hospital, and moving on from emergency hostels, to develop their skills, resilience and independence.

Assertive homeless outreach services, in-reach and floating support services, supporting people experiencing rough sleeping to access housing and services, and to move off the streets and into sustainable accommodation.

Housing First services, providing permanent accommodation and wraparound support for people who have a history of long-term rough sleeping, failed accommodation placements and/or who have struggled to engage in previous offers of support.

Refugee resettlement services, supporting people fleeing wars, persecution and life-threatening challenges, to integrate and rebuild their lives in the UK.

Travelling communities' outreach and engagement services, providing culturally sensitive support to improve the lives of Gypsy, Roma, Boater, Show-people and Traveller communities, and reduce the widespread inequalities they experience.

Homeless hospital discharge service, providing support to homeless in-patients to ensure they are not discharged back to the streets, nor their discharge delayed due to a lack of suitable housing options.

Our work mainly spans the South West of England, encompassing Bath & North East Somerset, Wiltshire, Bristol, South Gloucestershire, Somerset, North Somerset, Dorset, Devon and Basingstoke & Deane.

Our Values

We have 3 core values, chosen by our clients and people. They are:

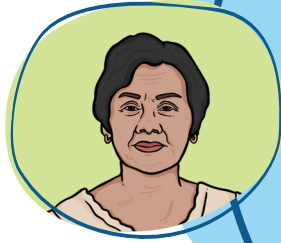
We value the individual:

- We listen to the views and opinions of others.
- We accept, respect and value people's individuality.
- We are aware of how our own behaviour impacts on others.



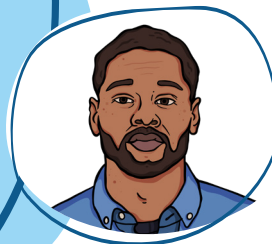
We are collaborative:

- We work jointly with others to achieve the best results.
- We build positive relationships with others based on trust.
- We work together as one team, sharing our skills, knowledge and experience.



We are creative:

- We seek new ideas and approaches and share these with others.
- We look for ways to improve the way we work.
- We are flexible and open to new ideas and willing to try new things.



Our Leadership Vision

Our leadership expectations are:

We launched a new leadership vision a couple of years ago:

- As leaders, we empower our teams to achieve great results, with our clients and for Julian House, fostering a culture of creativity, collaboration, and inclusivity.
- Leaders at Julian House understand that the world is imperfect, they adapt to uncertainty, support colleagues to be resilient, embrace change and seize opportunities to make a positive impact.

Trust Based Leadership:

- Trust our people to do the right thing, by Julian House and by our clients.
- Enable our people to use their initiative and create an environment where people feel empowered in their roles.
- Build strong relationships and put in place appropriate boundaries to enable everyone to thrive

Show Compassion:

- Create an environment where all voices are heard, and where feedback is positively welcomed and acted upon.
- Care about our people and help them to prioritise their own wellbeing.
- Take action to address challenging and difficult situations with compassion.

Be Accountable:

- Take accountability for the performance of our teams and work together with others to get the best results.
- Communicate often and effectively, so that our people understand their role and what is expected of them.
- Set high expectations for ourselves and others, and can be relied upon to get things done, with a positive approach.

Our approach to Equity, Diversity & Inclusion

As an Equal Opportunities employer, we have an Equality and Diversity Action plan in place showing our commitment in ensuring continuous improvement in creating an inclusive culture. Julian House works hard to foster an inclusive culture where everyone can bring their whole selves to work. We expect all staff to contribute to this environment by treating everyone, regardless of their background with fairness, dignity, and respect. We also have a committed group of Inclusion & Diversity champions who meet monthly to ensure progress is being made.



We invite applications from a broad range of applicants from all backgrounds and cultures, including groups that are under-represented on the senior leadership team – currently men, ethnic minorities, non-heterosexual, and people with lived experience.

We embrace flexibility and are proud to be a Disability Confident and Mindful employer.



We are working hard to ensure that our services are inclusive, accessible, person-centred, and responsive. We have made good progress with recruiting, developing, and retaining a diverse workforce which better reflects the communities we serve.

Our Strategic Ambition

Over the next five years, we aim to make a deeper, longer lasting difference for people facing complex challenges such as homelessness, trauma and social exclusion. Rising need, increasing complexity, shrinking statutory services and growing housing pressures mean our work has never been more vital.

Our strategy sets out a clear shift, to becoming a more visible, influential organisation that strengthens prevention, responds effectively in crisis, and supports long term recovery and independence. We will focus on delivering high quality, trauma informed services, improving the safety and quality of our housing, and demonstrating the outcomes we achieve.

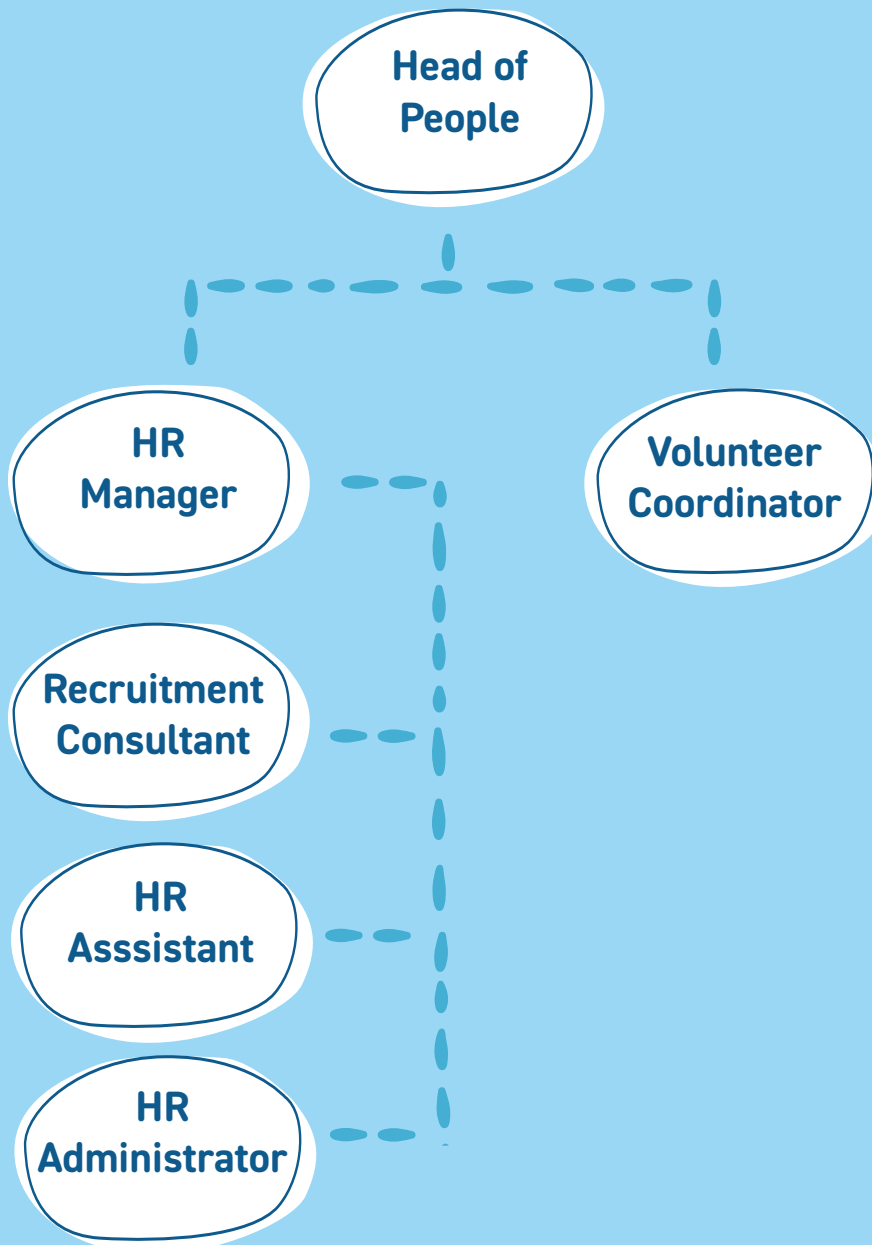
Central to this ambition is a renewed focus on our people. We know that a resilient, supported and well led workforce is essential to our success. Alongside this, we will grow our voice, strengthen partnerships, and build a more sustainable financial foundation through improved systems, diversified income and disciplined decision making.

Head of People Role Summary

Purpose

The Head of People is a key member of the Senior Leadership Team and leads the organisation's people strategy, culture, and workforce development. Reporting to the Chief Executive, the role ensures we have the capability, capacity, and culture needed to deliver our strategic ambitions and uphold Julian House's mission and values. This role provides strategic leadership for HR, recruitment, volunteering, organisational development, and culture. It plays a critical role in building a high performing, inclusive, values driven organisation where staff are supported, empowered, and able to thrive in a demanding environment.

Team Structure



Key responsibilities and duties:

Strategic Leadership

- Lead, shape and deliver the People Strategy, ensuring alignment with organisational goals, values, and ambitions.
- Provide strategic insight on workforce planning, culture, leadership capability, pay, reward, wellbeing, EDI, and organisational development.
- Contribute actively to organisational strategy, risk management, and change programmes.
- Drive engagement and improvement initiatives using data, insight, and workforce intelligence

Culture, Wellbeing & Organisational Development

- Lead on building, sustaining and embedding a healthy, inclusive, supportive organisational culture, centred on trust, compassion, accountability, and continuous improvement.
- Oversee wellbeing initiatives and ensure the organisation is equipped to respond proactively to the pressures faced by our teams.
- Develop leadership and management capability at all levels, including designing and embedding leadership development programmes.
- Champion EDI principles across all People practices and organisational processes.

People Operations & Workforce Planning

- Oversee recruitment, HR operations, onboarding, offboarding, volunteering, and people processes through the HR Manager and People Team.
- Ensure the organisation attracts, retains, and develops a diverse, high quality workforce.
- Lead workforce planning, succession planning, and talent development to ensure long term organisational resilience.
- Oversee volunteering strategy, structure, and delivery.
- Ensure processes across the employee lifecycle are seamless, modern, and reflective of best practice.

Employee Relations & Compliance

- Provide senior oversight, decision-making and support on complex or high risk ER matters.
- Ensure the HR Manager is empowered to lead day to day casework, policy updates, and manager guidance.
- Maintain modern, legally compliant employment policies and ensure they are regularly reviewed, aligned with legislation, best practice, and organisational values.
- Oversee the development, implementation, and continuous improvement of HR systems, data, and reporting – ensuring automation, efficiency, and meaningful management insight.
- Ensure HR analytics inform decision making, service design, and organisational priorities.

Stakeholder & Leadership Support

- Coach and advise leaders at all levels, building confidence and capability across people management.
- Collaborate with colleagues across the organisation to manage change, improve culture, strengthen team performance and enhance staff experience.
- Shape internal communication priorities in collaboration with the marketing team, ensuring staff receive timely, meaningful information that enhances organisational cohesion.

Financial & Resource Management

- Manage the People Team budget and ensure sound, efficient use of resources.
- Lead on reward strategy, pay review cycles, benchmarking, and benefits, ensuring fairness, transparency, competitiveness, and alignment with organisational values.

Skills, Experience & Attributes

Leadership

- Strong, credible, compassionate leadership with the ability to influence at all levels.
- Experience in coaching, developing, and leading People/HR teams, including direct line management of an HR Manager.

Professional Expertise

- Deep understanding of HR best practice, employment law, organisational development, workforce wellbeing, and people analytics.
- Significant experience in senior People/HR leadership roles, including overseeing ER, people operations, and cultural change.
- Strategic thinker with the ability to translate vision into practical action.

Personal Attributes

- Excellent communication, interpersonal, coaching, and relationship building skills.
- Creative, solutions focused, resilient, and committed to continuous improvement and innovation.
- Ability to manage multiple priorities effectively and work with agility in a complex environment.
- High integrity, emotional intelligence, and a collaborative, transparent style.

Values & Ways of Working

- Commitment to Julian House's mission, vision, and values.
- Inclusive, compassionate leadership that champions high standards of ethical and people centred practice.
- A collaborative, empowering approach that models integrity, accountability, fairness, and respect.

What would success look like in this role?

- Success in the Head of People role is about creating the culture, capability, and conditions that allow our colleagues to thrive and deliver outstanding support to the people we serve.
- You will contribute by shaping and delivering a People Strategy that strengthens leadership, improves staff experience, and ensures we have the skills and capacity required to meet growing and complex demand. This includes supporting managers, embedding strong and fair people practices, and ensuring our workforce is resilient, well supported, and aligned to our values.
- As Head of People you must act with integrity, bring professional insight to organisational decisions, and maintain a strong focus on colleague wellbeing and organisational culture. Success involves being visible across the charity – spending time with our teams, listening to colleagues, volunteers and leaders, and understanding the pressures they face. It also means building trusted relationships, promoting inclusion, and advocating for our people at every level.

Our Recruitment and Selection Process

Our recruitment and selection process will ensure that we select the most suitable person for the job in respect of knowledge, skills, abilities and experience to deliver our collective board responsibilities and strategic objectives and the ability to make a positive contribution to the values and aims of the organisation. To this end, we will recruit candidates who are most suited to the role and will comply with our Equality and Diversity Policy at all times and in line with our obligations under the Equality Act 2010.

Interview

This role has a two-stage interview process. The first stage interview panel will include our Chief executive and a trustee. The second stage interview will involve meeting the senior leadership team. If you are invited to interview, the interview questions will be shared with you ahead of the interview.

Disclosure and Barring Services (DBS) and references

As part of our Safer Recruitment Policy we will conduct an enhanced DBS check. We will also require two recent references from your previous roles, which we will verify. A criminal conviction will not necessarily prevent you from being appointed. The decision will depend on the type of offence and its relevance to the role. If you would like to discuss any convictions you may have, please contact the person named in the advert. All information will be dealt with according to our Data Protection Policy.

How to apply

We hope the information we have shared in this document inspires you to apply. Please apply via our website, the application process will require you to upload your CV and a supporting statement.

Closing Date: 18th May 2026

We reserve the right to close our vacancies once the perfect candidate has been found. We recommend submitting your application as soon as possible so that you don't miss out.

For a confidential discussion about the role and the organisation, please contact:
Helen Bedser, Chief Executive on **07535 519908**.



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