



JOB DESCRIPTION – Hostel Manager

Job Title	Hostel Manager
Reporting to	Assistant Operations Director
Salary	£42,000 per annum
Base Location	Kew Rd, Richmond, TW9
Hours	37.5 hours per week, Monday to Friday (with flexibility to respond to service needs, including occasional evenings/weekends and on-call duties)
Direct Reports	Hostel Team Leader x 1 FTE, Hostel Support Workers x 4 FTE, Hostel Night Shift Workers x 1.8 FTE

ABOUT US

We are SPEAR, a charity working tirelessly to end homelessness across South West London and beyond. We believe homelessness should be rare, brief, and non-recurring, and we work every day to make that a reality.

Our services include street outreach, assessment hubs, supported accommodation, and tenancy support, helping people move off the streets and into safe, secure housing. We take a person-centred, trauma-informed approach, building trust and supporting people to achieve long-term stability and independence.

We are also committed to supporting our staff. At SPEAR, you'll be part of a passionate, skilled, and diverse team, with opportunities for training, progression, and well-being support. Together, we are building stronger communities where everyone has a place to call home.

PURPOSE OF JOB

The Hostel Manager is responsible for the overall leadership, management, and delivery of a 14-bed, 24-hour supported hostel service.

You will ensure the service operates safely, effectively, and in line with SPEAR's values and policies, providing high-quality, trauma-informed support to residents with complex needs. You will lead, supervise, and develop a team of Hostel Support Workers, ensuring consistent delivery of person-centred support, safeguarding, and risk management.

The role combines operational oversight, staff management, safeguarding leadership, and service development to create a safe, respectful, and recovery-focused environment where residents can achieve stability and move towards independent living.



DUTIES

Service Leadership and Management

- Oversee the day-to-day running of the hostel, ensuring a safe, well-managed, and responsive service at all times.
- Ensure full staffing cover across rota shifts, including planning, recruitment support, and absence management.
- Lead regular team meetings, reflective practice sessions, and ensure effective communication across shifts.
- Monitor service performance, occupancy, outcomes, and compliance with contractual and organisational requirements.
- Ensure high standards of service delivery, cleanliness, safety, and resident engagement.
- Take responsibility for on-call management escalation where required.

Workforce Planning and Resourcing

- Proactively manage staffing levels to ensure safe and effective service delivery at all times.
- Identify and respond to resourcing gaps caused by annual leave, sickness, vacancies, or increased service demand.
- Arrange appropriate cover through internal rota adjustments, staff overtime, use of bank/casual staff, or approved agency workers, ensuring continuity and quality of support.
- Monitor the use of agency and overtime to ensure cost-effectiveness while maintaining safe staffing levels.
- Ensure all temporary or agency staff are appropriately inducted, supported, and understand service expectations, safeguarding procedures, and ways of working.
- Maintain oversight of staffing capacity and escalate risks or concerns to senior management in a timely manner.

Staff Management and Development

- Line manage Hostel Team Leader, Hostel Support Workers and Hostel Night Shift Worker, including supervision, appraisal, and performance management.
- Provide coaching and guidance to staff on trauma-informed practice, safeguarding, and complex client support.
- Support staff wellbeing, resilience, and professional development.
- Ensure all staff are appropriately trained and competent in their roles.
- Foster a positive, inclusive, and high-performing team culture aligned with SPEAR values.

Trauma-Informed Service Delivery

- Embed trauma-informed and psychologically informed approaches across the service.
- Ensure residents receive consistent, high-quality, person-centred support.



- Oversee key work delivery, ensuring support plans are effective, strengths-based, and outcome-focused.
- Promote a culture of respect, empowerment, and dignity for all residents.
- Ensure appropriate responses to challenging behaviour, supporting staff to use de-escalation and non-punitive approaches.

Safeguarding and Risk Management

- Act as the safeguarding lead within the service, ensuring all concerns are managed appropriately and escalated where required.
- Oversee risk assessments, safety plans, and incident management processes.
- Ensure staff are confident in identifying and responding to safeguarding concerns.
- Liaise with external agencies including social services, mental health teams, and emergency services.
- Maintain a safe balance between resident independence and risk management.

Operational Oversight

- Ensure compliance with health and safety regulations, including fire safety, building checks, and environmental standards.
- Oversee financial processes including petty cash, rent collection systems, and budget monitoring.
- Ensure accurate and timely record keeping across all systems.
- Maintain oversight of incidents, complaints, and service improvements.
- Ensure effective handovers and communication systems are consistently maintained.

Partnership Working and External Engagement

- Develop and maintain strong working relationships with external partners, including housing providers, healthcare services, and local authorities.
- Represent the service professionally in multi-agency meetings and forums.
- Support residents to access appropriate services and move-on opportunities.

Quality Assurance and Service Development

- Monitor and evaluate service quality, identifying areas for improvement.
- Lead on audits, inspections, and compliance checks.
- Implement continuous improvement initiatives aligned with organisational strategy.
- Contribute to service development and innovation to improve outcomes for residents.

General Responsibilities

- Ensure all work is carried out in line with SPEAR policies including safeguarding, health and safety, equality and diversity, and GDPR.
- Participate in organisational meetings, training, and leadership forums.



- Maintain accurate reporting and provide updates to senior management.
- Take responsibility for reviewing and reflecting on your own practice, identifying learning needs and opportunities for ongoing professional development.
- Carry out any other duties reasonably required, consistent with the nature of the role and as directed by your manager.

ESSENTIAL KNOWLEDGE, SKILLS & EXPERIENCE

Essential Skills, Knowledge and Experience

- Significant experience working with people affected by homelessness or rough sleeping, including those with complex needs such as mental ill-health, substance use, or trauma.
- Experience of supervising or managing staff within a supported housing, hostel, or similar environment.
- Strong knowledge of safeguarding, risk assessment, and incident management, with the ability to lead on identifying, responding to, and escalating concerns appropriately.
- Demonstrable understanding of trauma-informed and psychologically informed approaches, and the ability to embed these within team practice.
- Proven ability to lead, motivate, and develop a team in a demanding and fast-paced environment.
- Experience of managing staffing rotas and addressing resourcing gaps, including coordinating overtime, bank/casual staff, or agency cover to maintain safe service delivery.
- Strong understanding of the challenges, barriers, and behaviours associated with homelessness, and the ability to implement compassionate and effective service responses.
- Ability to manage complex and sometimes high-risk situations, providing clear direction and support to staff.
- Strong interpersonal skills, with the ability to build effective relationships with residents, staff, and external partners.
- Excellent written and verbal communication skills, with the ability to oversee accurate record keeping, reporting, and information sharing.
- Good organisational and administrative skills, including confidence using IT systems for case management, monitoring, and reporting.
- Ability to work both strategically and operationally, including providing hands-on support where required.
- Commitment to maintaining professional boundaries, confidentiality, equality, diversity and inclusion, and compliance with GDPR and the Data Protection Act 2018.
- Flexibility to meet service needs, including participation in on-call arrangements where required.



Desirable Skills, Knowledge and Experience

- Relevant management qualification or professional qualification in housing, health and social care, or a related field.
- Knowledge of local housing pathways, homelessness legislation, and community resources.
- Experience of service performance monitoring, quality assurance, or contract compliance.
- Training in safeguarding adults at risk, mental health, substance misuse, or leadership/management.
- Experience managing budgets, petty cash systems, or financial processes within a service setting.
- Understanding of health and safety requirements in a residential or supported housing environment, with the ability to ensure compliance.
- Experience of leading service improvements, audits, or inspections.

SPEAR ORGANISATIONAL VALUES

Collaborative	We work alongside service users, partners, staff and volunteers to provide services that meet the needs of the people we help. Together we overcome challenges.
Aspirational	We aim high, aspiring to achieve the very best outcomes for our clients. We see potential in everyone and encourage our staff and clients to achieve their own goals, dreams and ambitions. We aspire to the highest standards of professionalism.
Respectful	We respect everyone, regardless of their background or circumstances. We view everyone as an individual with their own personal journey. We always listen to and value people’s views.
Determined	We work tirelessly to support people experiencing homelessness to recover from their personal issues. We break down the barriers people experiencing homelessness face.
Visionary	We try new and innovative ways to provide long-term solutions and reduce the isolation of homelessness. We are always willing to take a new approach, learning from what works (and what doesn’t) and use this to guide our work.



Penny Wade House Structure

Headcount: 8
FTE: 7.8

