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Dear Applicant,

Enclosed are the application form and job details, which you requested. Please complete the application form as fully as possible and return it to The Matthew Project by **4pm on Wednesday 8th February 2012**. Interviews will be held on **Friday 24th February 2012**.

Before you complete the application form you should read the following information:

1. Your application form is very important because it is the only basis on which we decide whether or not to interview you. **We do not accept CVs.**
2. The spaces provided in the form should be adequate for you to present a concise application. If, however, you feel it is essential to continue on a separate sheet, attach it firmly to the main part of the form indicating clearly the part of the form or question that it relates to.
3. Please use black ink or black typescript so that it can be photocopied.
4. The Matthew Project is an equal opportunities employer. Our main aim is to ensure that no applicant or employee is unfairly treated. To help us monitor the effectiveness of our policy commitment, and how well we are meeting our legal responsibilities, all applicants are asked to complete the attached equal opportunities monitoring form. This form is not shown to selectors; the Business Manager retains it and the data used for monitoring purposes only.
5. Providing incorrect information or deliberately omitting any relevant facts on the application form could result in either disqualification from the selection process or, where the discovery is made after an appointment, in dismissal. We may wish to check any of the details you have given.
6. **It is very important that you check that you have used the correct postage taking account of the regulations on size and thickness of envelopes. Insufficient postage may cause your application to miss the closing date; this has happened in a number of cases. We cannot consider applications received after the closing date.**

Unfortunately, due to the rising cost of recruitment and our efforts to direct our funds towards service provision wherever possible, we have decided that it is no longer practical to write to unsuccessful applicants. If, therefore, you have not received a reply within 4 weeks of the published closing date you should assume that you have been unsuccessful in your application. We hope that you will recognise that this is a practical necessity rather than a discourtesy on our part. We would like to take this opportunity to thank you for your interest in this post.

Yours sincerely,



Claire Stone
Business Manager

Suffolk Young People's Substance Misuse Service

Job Description

Organisation:	The Matthew Project
Job Title:	Service Manager – Young Persons Integrated Substance Misuse Service
Accountable to:	Assistant Director
Line Manager:	Assistant Director
Job Summary:	To develop, lead and manage the Young Persons Integrated Substance Misuse Service and to ensure its high performance and young persons focus. This will be achieved in a manner consistent with the ethos and values of the organisation.

Duties and Key Responsibilities:

1. Innovative development and continuous improvement of the service in order to meet the needs of young people, families and carers in Suffolk including those who may not easily access services.
2. Develop, lead and manage Lead Young People's Substance Misuse Worker and delegate appropriately.
3. Ensure Young Persons Steering Group or Groups are developed and that young people are key stakeholders and influence the continuous development of the Service.
4. Develop and manage an integrated multi disciplinary Suffolk wide service comprising young people's workers, nurses and a Child Protection Specialist.
5. Ensure the practice of the team is of a high standard and in particular in the areas of CAF and Safeguarding Children.
6. Develop innovative, young person focussed and appropriate universal, targeted and specialist services in Suffolk Children Services areas in accordance with the Service Level Agreement.
7. Develop protocols and pathways into other services for young people and their families in order to ensure that access appropriate services and support.
8. Ensure excellent communication between the service and stakeholders including the provision of high quality data and reports.
9. Keep up to date and ensure compliance with relevant new legislation, guidance and policy.
10. Ensure that all workers follow appropriate Matthew Project policies and procedures.
11. Meet regularly with key stakeholders and partners.
12. Ensure the service operates in accordance with the Service Level Agreement.
13. Monitor and evaluate data and information collated by the team and other sources and use it in the development of the service.

14. To develop potential future scenarios and work out possible proactive responses
15. Ensure that the service operates in an inclusive manner, embraces diversity and operates in a proactive way in relation to equal opportunities.
16. Prepare, agree and implement a rolling Operational and Strategic Plan which sets the expectations for the development and maintenance of high quality services.
17. Identify and secure sources of funding to maintain and develop services
18. Provide sound, clear and timely information to the Assistant Director, stakeholders, partners and, in particular, funders.
19. Ensure effective management of all staff including regular supervision, personal development reviews and their development.
20. Ensure effective financial and asset management and control by preparing and operating within Service in line with the Service Level Agreement and approved by the Board.
21. Maintain and improve quality of service delivery
22. Promote the service in the community and with stakeholders.
23. Negotiate service level agreements, contracts and leases.
24. Ensure the development and maintenance of appropriate partnerships and positive working relationships with agencies and organisations including schools, young persons and adult agencies, health services, CAMHS, Suffolk Constabulary, YOT and community groups.
25. Provide management cover as appropriate, including management back-up of the help-line.
26. Ensure the health, safety and well-being of all staff, volunteers and visitors to the Service.

Hours of Work: 37 per week. Occasional evenings and weekend work may be required.

Holidays: 29 days per annum

DANOS

The Drug and Alcohol National Occupation Standards (DANOS) are a standard that relates to what competent people in the drugs and alcohol sector are expected to be able to do and know. The key thing is about being competent in the areas of DANOS that are relevant to your role. These help to identify skills and experience that are essential or helpful for the worker's role and help with identifying competent workers and training needs. The extent to which you need to have competence in these areas will depend on your job role. The units that relate to this post are as follows:

DANOS Unit No.	Description
AC1	Develop your own knowledge and practice.
AC2	Make use of supervision.
AC3	Contribute to the development of the knowledge and practice of others.
AC4	Support and challenge workers on specific aspects of their practice.
BA1	Review and enhance your organisation's strategic position
BA2	Establish strategies to guide the work of your organisation
BA3	Contribute to the development of organisational policy and practice.
BA4	Evaluate and improve organisational performance
BA5	Support effective governance.
BB1	Promote your organisation and its services to stakeholders.
BB2	Establish, maintain and use relationships with the media to explain and promote the organisation and its work.
BC1	Develop, negotiate and agree proposals to offer services and products.
BC2	Manage activities to meet customer requirements.
BC3	Manage change in organisational activities.
BC4	Assure your organisation delivers quality services.
BD3	Ensure own actions reduce risks to health and safety.
BE2	Provide information to support decision making.
BE5	Use information to take critical decisions.
BE6	Preparing reports and returns.
BF1	Develop a strategy and plan to provide all people resources for the organisation.
BF3	Select personnel for activities.
BF4	Develop teams and individuals to enhance performance.
BF5	Lead the work of teams and individuals to achieve their objectives.
BF6	Manage the performance of teams and individuals.
BF7	Respond to poor performance in your team.
BF8	Deal with poor performance in your team.
BF9	Redeploy personnel and make redundancies.
BG3	Determine the effective use of resources.
BG4	Manage the use of financial resources.
BI1	Develop productive working relationships.

Suffolk Young People's Substance Misuse Service

THE MATTHEW PROJECT

PERSON SPECIFICATION

Service Manager

Qualifications and Knowledge

1.	Relevant qualification e.g. social work, youth work, nursing	Essential
2.	Knowledge and understanding of current practice in the field of young people and substance use	Essential
3.	Understanding of key issues facing young people and families in both urban and rural settings	Essential
4.	Understanding of issues and processes involved when working within a multi-agency context	Essential
5.	Understanding of Safeguarding Children and multi agency work	Essential

Experience

1.	Proven experience of managing a young persons service	Essential
2.	Significant experience of providing professional supervision	Essential
3.	Experience of working in a young persons substance use setting	Essential
4.	Experience of working across agency boundaries at a strategic level	Essential
5.	Experience of working with young people who misuse substances	Essential
6.	Experience of service development	Essential
7.	Management of Commissioned Services and budgets	Desirable

Skills

1	Excellent interpersonal and management skills, with the ability to communicate effectively at all levels	Essential
2	Ability to form effective working relationships with a wide range of people at a strategic and operational levels	Essential
3	Good negotiation and presentation skills	Essential
4	Ability to prioritise, plan and manage workload under own initiative, independently and under pressure	Essential
5	Good literacy, numerical and analytical skills	Essential
6	Driving licence, access to a motor vehicle (or workable alternative for disabled applicants)	Essential
7	Report writing, data monitoring and performance management skills	Essential
8	Excellent skills at including young people in service development	Essential

Personal Qualities

1.	Commitment to equal opportunities in service provision and employment and able to work within ethos of the organisation	Essential
2.	Dynamic and enthusiastic approach to the challenges presented by this post	Essential
3.	Constructive and enabling attitude	Essential
4.	Commitment to ethos of organisation	Essential
5.	Commitment young people with personal values and respect	Essential

The Matthew Project

The Matthew Project is a Norfolk charity working with adults, young people and communities with drug and alcohol related issues and providing innovative drug education to young people helping them to understand the risks of drugs and alcohol. We want young people to know the facts to empower them to make more informed choices.

Through the Matthew Project's many services, clients receive advice, information, counselling, support, care and education. We are committed to working in confidence, unconditionally and without discrimination of any sort.

The Matthew Project has workers based throughout Norfolk and Suffolk; we work in rural and urban areas. Our work takes place in a variety of settings including schools, youth venues, police stations, courts and at our own premises.

We work with the user but also worried parents, carers and young people whose parents use drugs of alcohol.

There are eight teams within The Matthew Project, seven in Norfolk and one in Suffolk:

Youth Team	providing dynamic drug and alcohol education in outreach settings using the Voicebox Caravan
Under18 Norfolk	supporting vulnerable young people with drug and alcohol issues and young people affected by their parents' or carers' use of drugs and/or alcohol
Under18 Suffolk	supporting vulnerable young people with drug and alcohol issues and young people affected by their parents' or carers' use of drugs and/or alcohol
Adult Substance Misuse Team - Norwich 'The Bridge'	support, practical advice, brief interventions, groupwork and counselling to users, carers and parents
Community Justice Team	working in police stations, courts breaking the cycle between drug use and crime
Adult Substance Misuse Team - Thetford	Providing support, advice and information to adults with issues around drugs and alcohol
North Norfolk Team 'The Junction'	providing a multi agency base for adult support and advice
Administration	looks after the finance, human resources and administration of the project

The Matthew Project provides:

- Free, confidential, 'no-strings-attached' help for people with a drug or alcohol problems.
- Honest, accurate and appropriate information about drugs and drug misuse
- Support for parents and families of drug or alcohol users.
- A 24/7 telephone helpline for everyone within Norfolk who need support or have questions on drugs and alcohol.
- Dynamic education so young people understand the risks of drugs and alcohol

Vision and Mission:

The Matthew Project works with young people, adults and communities affected by drug and alcohol to enable them to reduce the harm caused by these substances.

Our purpose as a charity is to enable people to make more informed choices concerning their physical, emotional, mental and spiritual well-being, in a way which reflects our belief in unconditional acceptance in order to:

- Actively empower individuals
- Encourage their sense of self worth
- Help them realise their full potential
- Appropriate and feasible feedback and sustained contact with other professionals

The Matthew Project is a value driven organisation, believing in no compromise on hope for the change in people's lives no matter what their situation. We pride ourselves on our ethos of compassion, care, creativity and integrity in all areas of work.

The Matthew Project is increasingly known for its quality, reliability and innovation. The environment in which we work is becoming increasingly competitive and we wish to be 'leaders' in what we do

Who we work with:

Our clients are from all walks of life and include, mothers, teenagers, people who are homeless, children whose parents have a dependency and professionals. Our clients are from all social backgrounds.

We work with the person with a drug or alcohol dependency but also worried parents, relatives and friends. We receive helpline calls from the people of all ages from young teenagers to the elderly.

Suffolk Young People's Specialist Substance Misuse Treatment Service – Under18 Suffolk

The Matthew Project provides a high quality professional integrated substance misuse service for young people across rural and urban areas of Suffolk. This specialist service is provided within the context of Suffolk Integrated Youth Support and support the principles that:

All young people are entitled to enjoy their youth, achieve their potential, be healthy, be safe from harm, be able to contribute to their community and be ready for success in their future life.

The clinical aspects of the service are managed by the Norfolk and Waveney Mental Health Care Foundation Trust Alcohol and Drug Service (TADS). Building on many years of experience, knowledge and expertise of both launching and providing county wide young people's work, The Matthew Project provides a systematic approach of evidence based targeted and specialist interventions within one service. It invests in the continued development of a skilled workforce who provide an accessible and cohesive young person and family focused approaches to substance misuse service.

The service uses DUST, specialist substance misuse assessments and the Common Assessment Framework (CAF) as key tools for meeting a young person's needs in Suffolk. A comprehensive system of performance management is used in order to enable young people to have their best chance of achieving the five "Every Child Matters" outcomes. Interventions for young people attending the Youth Offending Service (YOS) and crime reduction are a key aspect of the service and three workers are based in YOS venues in Ipswich, Bury and Lowestoft.

Young people and families are able to access advice and support 24 hours a day through a single point of contact and receive substance misuse structured support through outreach from geographically based workers at young people friendly venues in Ipswich, Lowestoft and Bury. This is based on a care planned and partnership approach including medical, psychosocial or specialist harm reduction interventions aimed at alleviating current harm caused by a young person's substance misuse.

Motivated, skilled and workers that genuinely want to make a difference are key to the success of the service. As an agency we seek to employ the best workers possible and in return for hard work and commitment, The Matthew Project invests heavily in its workforce both in training and in support.

The Ethos of The Matthew Project: an explanation

The Ethos

The Matthew Project is a value driven charity, seeking to make a real difference through compassion, innovation, integrity and excellent work practices. No matter what people face, we refuse to compromise on hope. We are a Christian organisation that seeks to serve people in need. We refuse to be an agency which exists to serve itself.

We want people to feel cared for as they work for us and also excited about helping others. We seek to employ people who share these values and wish to share our vision of making a difference. We value diversity and want all people to be treated with respect. We have an Equal Opportunities Policy and always strive to ensure that our recruitment process is fair and rigorous. We are proud of our diverse workforce. Our values and aims are central to our work and ethos.

The Matthew Project's ethos and values were inspired by the compassion and acceptance Jesus showed to all people excluded from society. The name 'Matthew' means 'the gift of God'. This expressed the desire of The Matthew Project founders to demonstrate the love of God to all people through unconditional and genuine care. This aspect of our ethos is important and inspires us still.

We therefore expect all of our employees to respect our organisation's values, culture and identity. We expect employees to work in a way which demonstrates commitment to the ethos and values of The Matthew Project and respects the faith which inspires these.

Values

The values held by The Matthew project were inspired through our Christian origins and can be shared and held by people of different beliefs. Our shared values are key to who we are and how we make decisions and interact. They 'live' and are a key motivation and influence in how we meet the needs of individuals and communities. They are expressed in how The Matthew Project is led, managed and developed. They should be active, for example, when we see people in a police cell, when we see young people on Voicebox, in Trustee meetings and how we act with other agencies.

Our key values include:

- Compassion
- Integrity
- Courage
- Creativity
- Consistent high quality
- Care
- Partnership

Expressions of faith

Explicit: There are a number of optional opportunities for workers to get together for spiritual reflection. Many of our workers find these times helpful and refreshing. We are really pleased that people who have different beliefs participate in these times and find them helpful. There is mutual respect for those who attend and those who do not. Christian reflection and prayer includes a 'Focus' time after the monthly staff meeting and a weekly informal time of reflection and prayer in Pottergate over croissants and coffee. We also hold an annual remembrance service in the Anglican Cathedral for people to remember loved ones who have died as a result of drugs and alcohol. In our staff or team meetings we may refer to our organisation's Christian motivation but this should always be in an inclusive way.

We will explore faith if a client expresses that they have a specific need in this area as this may well be important to them but we will not impose our beliefs. It would be inappropriate within our organisation to put pressure on anyone to participate in spiritual activities like prayer for example.

It may be that some posts, such as a worker funded specifically to do 'Christian Youth Work' may be more appropriately filled by a Christian in the same way we may wish to employ a woman to be a women's outreach worker. If this is the case then The Matthew Project will explicitly state that this is a Genuine Occupational Requirement and be able to explain the reasons for this. Such a requirement must be linked to the purpose of the post. In the majority of posts this will not apply and they will be open to all people who meet the person specification. In the same way, Trustees must also be committed to the ethos of who we are. The leadership of The Matthew Project must hold, nurture and express the appropriate commitment to the values, ethos and Christian motivation of our work.

Implicit: The Matthew Project believes that the way workers show compassion, care, enthusiasm and hope is a very real expression of faith and the love that Jesus expressed. This also includes standing with people if they are oppressed and treating each other with respect. As an organisation we express our faith implicitly with the vast majority of clients and outside agencies. This also includes showing respect, integrity and compassion and also seeking to help those who are often treated as 'undeserving' by society in general. If someone is desperate for help and we help, then we believe that this can be a strong expression of faith and is often far more valuable than words. We do not wish to grow an 'empire' and be the biggest agency, but we do aim to make significant differences to the lives of individuals who have unmet needs. We refuse to compromise on hope that positive change is possible for all. The way we express this aspect of our ethos through our values attracts many people from all walks of life to work for us. In this way we believe we can work together to make a significant difference.

Who we work with:

Our clients are from all walks of life and include, mothers, teenagers, people who are homeless, children whose parents have a dependency and professionals. Our clients are from all social backgrounds.

We work with the person with a drug or alcohol dependency but also worried parents, relatives and friends. We receive helpline calls from the people of all ages from young teenagers to the elderly.