



*Your journey. Your way.*



## Our story

We are **Penumbra Mental Health**, a pioneering charity providing dedicated services for people with mild to serious and enduring mental ill health.

We support people on their journey to better mental health, by working with each person to find their own way forward. The power of people's lived experience enables us to deliver pioneering services which transform lives.

From being there for people in crisis to suicide prevention, supported living to self-harm management and peer support. We are with those we support every step of their journey to a better place. People's experiences are at the centre of everything that we do. **We champion peer workers**; they know that recovery is possible, because they've been there too.

Of course, **everyone's journey is different**, so we work with people to identify, believe in, and reach their goals, whatever they may be. Often, it's about hope, but we know that's not always easy for people to hold on to. And so, when times are tough, we hold it for them, keeping it safe - just until the time is right.

You see, Penumbra has always been about people; listening and learning, challenging, encouraging and enabling. It's why we're trusted to provide services across Scotland, supporting thousands of people every month, because when people need us, we're there.

**Our vision** is that people live with positive mental wellbeing and can easily access the best support when they need it.

**Our mission** is to provide exceptional mental health and wellbeing support and activities, guided by people's own lived experience, their recovery journeys and their hopes and aspirations.

## We live and breathe our values

- 🌀 Compassion: we will listen and respond with hope, kindness and respect
- 🌀 Courage: we will do the right thing, standing up for people, their rights, wellbeing and recovery
- 🌀 Curiosity: we will explore, reflect, learn and adapt to create solutions that are best for people's wellbeing
- 🌀 Collaboration: we will work with those who share our vision and values

[penumbra.org.uk](https://penumbra.org.uk)

✉ [enquiries@penumbra.org.uk](mailto:enquiries@penumbra.org.uk) ☎ 0131 475 2380



Head Office | Norton Park | 57 Albion Road | Edinburgh | EH7 5QY

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With every conversation, you have the potential to spark real change for people

Jamie



12,649

The number of people we supported in 2022/23

579

Colleagues working across Scotland



26%

Of our colleagues are employed in peer support roles

92%

Of our colleagues feel proud to work for Penumbra

77

Services across



23

Health and Social Care Partnership areas



95%

Of people said that Penumbra had a positive impact on their lives

93%

Of people we asked agreed Penumbra treats people with respect and compassion

92%

Of our partners say our teams recognise equality and diversity

## Welcome

### Want to spark real change?

First of all, thank you for being interested in joining the Penumbra Mental Health team. We pride ourselves on being a great place to work where colleagues have space to grow and thrive. And we're always looking for kind people like you who share our values and who want to spark real change.

You might already be working in a supporting role and looking to expand your skills into mental health recovery, or you might be looking for a new challenge altogether. Maybe you're looking for a career where you can use your lived and living experience to support others on their journey (did you know 26% of our colleagues are employed in peer roles?).

Whatever your career or life experience, you're in the right place if you want to make a difference and build your working life around meaningful connections with people who will inspire you every single day. Our promise to you? We can offer you a salary above the living wage, a tonne of employee benefits, and space to grow your skills and qualifications in a supportive and creative team. Don't just take our word for it, click on the images below to hear from our colleagues, Jamie, Martin, Nick and Jodi.

We know that applying for a new role can be daunting. That's why we encourage applications from everyone even if you're not sure if you meet all the person specifications. What's important to us are your values, kindness, willingness to learn, and your passion for quality mental health support.

We hope you find everything you need in this application pack. If you have any questions, you might want to check out our [careers page](#) where you'll find some FAQs and interview tips.



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Learn more  
about our  
benefits and  
FAQs

Steve

**33**

Days of annual leave each year

(increasing by 1 day for every year of service up to 5 years)

**45p**

Mileage payment

(we pay 45p per mile up to 10,000 miles)

**£126.75**

Sleepover payment

(sleepover payments of £126.75 and time + 1/3 waking nights allowance, as well as double payment over Christmas and New Year)

**Fully funded**  
SVQ

(we will fully fund your SVQ and give you paid time to complete assignments)

**24/7**

Employee Assistance Programme

(with discounts, salary sacrifice, and 24/7 confidential telephone support)

**Enhanced leave**



(we will give you enhanced leave and pay for family leave and sickness)

## Advertisement

### Quality and Improvement Manager

Location: Edinburgh Head Office - Hybrid Working

Salary: £37,945 - £40,896 per annum (£19.46 - £20.97 p/h equivalent)

Full Time (37.5 hours p/w) - Permanent

If you are looking for a rewarding career and to work within an epic team that will help you grow and thrive, then you have come to the right place. Working with us, you can start your day knowing what you do really does make a difference!

Our Innovation and Improvement Team oversees a range of our quality processes, evaluation systems and practice and learning and development. We're looking for a Quality and Improvement Manager to join our team consisting of:

- Head of Innovation and Improvement
- Practice Development Manager
- Learning and Development Manager
- Impact and Evaluation Lead

If you are looking for a new challenge, then Penumbra may be for you.

Penumbra is one of Scotland's leading mental health charities, providing a wide range of community based and recovery focussed mental health services. We're proud pioneers in the peer movement, with 27% of our colleagues employed in peer support roles. Our creative and forward-thinking approach to mental health recovery has earned us the reputation as a key influencer in public campaigning, policy and practice, and a highly respected provider of high quality and innovative mental health recovery services.

As our Quality and Improvement Manager, you will support our services to gather the data and evidence they need to understand both areas of strength, and of challenges, and to create development plans based on this evidence. A key focus will be leading and managing our Quality Assurance Framework. Substantially revised and relaunched in 2023 with a brand new digital resource, this approach allows our services to self-assess against our strategic priorities and core quality areas, combined with objective review by the Quality and Improvement Manager. Other key responsibilities are the oversight of our operational policies and acting as Penumbra's Data Protection Officer.

You truly will have the ability to influence what we do, developing and implementing your ideas to demonstrate what you can achieve, which will make a difference to the people we support.

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As a mental health charity, we really value the wellbeing of our staff. That's why we want you to know that you'll be joining a friendly team, who will give you a supportive environment to help you thrive in your role, including all the training you need to feel confident and equipped.

We can offer you a tonne of employee benefits, and we can promise you'll be inspired by some pretty amazing humans every single day. We will support you on your own career path; developing new skills, accessing formal and informal learning experiences and providing opportunities to put your continual progress into practice.

**penumbra.org.uk**



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## Job Description

### Quality and Improvement Manager

<b>Service:</b>	Innovation and Improvement Team
<b>Responsible to:</b>	Head of Innovation and Improvement
<b>Salary:</b>	£37,945 - £40,896 per annum (£19.46 - £20.97 p/h equivalent)
<b>Working hours:</b>	37.5 hours per week
<b>Location:</b>	Edinburgh Head Office – Hybrid Working
<b>Closing:</b>	Friday 11 <sup>th</sup> October 7pm
<b>Interview:</b>	Friday 25 <sup>th</sup> October
<b>Special condition:</b>	Some travel across Scotland to visit our services or for meetings shall be required. Occasional overnight stays may be required.

### Job summary:

You will help to ensure that our services are delivered to a high standard and demonstrate evidence of continuous improvement.

You will manage and lead the delivery of our Quality Assurance Framework, supporting services to engage with it and providing robust review and oversight of their findings. You will also support the development of auditing and similar tools to support this and allow consistent gathering of data and evidence. You will bring the learning from this process into robust reports to support leaders across the organisation in decision making and developing plans.

You will also lead on ensuring that our operational policies are reviewed on a clear schedule, and for identifying and responding to needs for new policies.

The post holder also acts as Penumbra's Data Protection Officer and shall monitor and respond to areas such as Subject Access Requests and provide guidance to staff on data protection queries.

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## Main duties and responsibilities

- 🔗 Lead the delivery of our Quality Assurance Framework.
- 🔗 Oversee a programme of ongoing review and development of our operational policies and procedures and ensure compliance with legal and regulatory standards.
- 🔗 Support services (where applicable) to ensure delivery in accordance with the National Care Standards, or other regulatory frameworks.
- 🔗 Pro-actively build relationships across Penumbra to support engagement with quality processes and to share key knowledge, developments and good practice.
- 🔗 Support services with providing evidence for inspections from the Care Inspectorate and monitor and report on key data and learning emerging from inspections.
- 🔗 Create regular reports analysing quality data for audiences such as all staff, senior managers, Penumbra's board and external bodies.
- 🔗 Develop and maintain core organisational information relating to quality.
- 🔗 Act as Penumbra's Data Protection Officer, ensuring monitoring of, and appropriate responses to areas such as Subject Access Requests and providing guidance to staff queries on data protection issues.
- 🔗 Liaise closely with our Impact and Evaluation Leads, bringing the data from our quality work to support our evaluations of the difference Penumbra makes.
- 🔗 Liaise with other agencies and to represent Penumbra as required.
- 🔗 Engage with Quality and Improvement colleagues and forums from across our sector to share learning and joint areas of interest.
- 🔗 Undertake other tasks as identified by the Head of Innovation and Improvement.

## Person specification

<b>Qualifications</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Professional qualification, or significant work experience, in Health and Social Care Management/Leadership, Business management, Quality Management or a related field.</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• Qualification in Quality Management.</li> <li>• Qualification in data protection.</li> </ul>
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<b>Knowledge and Experience</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Experience of delivering Quality Management systems.</li> <li>• Ability to design, implement and sustain, systems of quality management systems and processes.</li> <li>• Strong data analysis skills and use of ICT packages to support this. Knowledge of the Health and Social Care sector.</li> <li>• Strong understanding and experience of working with data management and data protection processes and legislation.</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• Experience of developing social care policies.</li> <li>• Experience of Scotland's social care regulatory system.</li> <li>• Understanding/experience of theories and methodologies of personal recovery in mental health and person-centred support.</li> </ul>
<b>Core Competency – Working with Others</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Confident to pro-actively build relationships with staff.</li> <li>• Is reliable and flexible within the team.</li> <li>• Builds and maintains robust and co-operative relationships with team members and colleagues throughout the organisation.</li> <li>• Supports an organisational culture in which everyone is treated with dignity and respect.</li> </ul>
<b>Core Competency – Learn and Apply</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Demonstrates commitment to keeping knowledge, understanding and skills up to date.</li> </ul>
<b>Core Competency – Communication</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Produces structured accurate and concise written reports.</li> <li>• Is skilled at explaining complex information concisely, clearly and accurately to inform and persuade others to take action.</li> <li>• Confident to deliver presentations and facilitate sessions with staff groups.</li> <li>• Ensures a high level of two-way communication with all stakeholders.</li> <li>• Is skilled at creating an environment where individuals are comfortable to express and constructively debate their opinions openly.</li> </ul>
<b>Core Competency – Managing Self</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Is open to change and continually improving practice.</li> <li>• Is skilled at remaining positive and finding solutions to overcome adversity.</li> </ul>

	<ul style="list-style-type: none"> <li>• Is able to explain and account for own practice and expects to have thinking challenged appropriately.</li> </ul>
<b>Core Competency – Professionalism</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Maintains sound ethical and professional standards at all times.</li> <li>• Projects a positive image of Penumbra at all times.</li> <li>• Critically evaluates policies and procedures and takes active steps to make improvements.</li> <li>• Critically evaluates policies and procedures and takes active steps to make improvements.</li> <li>• Actively contributes to an organisational culture in which the values of Penumbra underpin all work.</li> <li>• Supports a culture in which personal integrity thrives within the team.</li> <li>• Supports a culture where people can report wrongdoing and are protected from victimisation.</li> </ul>

## Conditions and Remuneration

### Salary Package

£37,945 - £40,896 per annum (£19.46 - £20.97 p/h equivalent)

### Holiday

33 days per annum including public holidays, plus an extra day for each years' service, rising up to 38 days after 5 years' service.

### Pension

5% employer pension contribution (salary sacrifice). Also offer auto-enrolment pension scheme.

### Benefits

- 🔗 Flexible working.
- 🔗 Cycle to work scheme.
- 🔗 Confidential Employee Assistance Programme.
- 🔗 Employee Discount Scheme with Vivup – 100's of lifestyle savings.
- 🔗 Payroll Pay with Vivup – pay monthly available across a variety of options including home & electronics, discounted gym memberships and more.
- 🔗 Death in Service benefits – 2x annual salary.
- 🔗 Full training and professional development.
- 🔗 Refer a friend scheme – earn up to £400.
- 🔗 Salary sacrifice pension.

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- ✎ Additional day of annual leave for each year of service, up to 5 days of annual leave after 5 years of service.

And so much more!

## Get in touch

If you'd like an informal chat about this role and working for Penumbra Mental Health, please contact: Stephen Finlayson (Head of Innovation and Improvement) at [stephen.finlayson@penumbra.org.uk](mailto:stephen.finlayson@penumbra.org.uk)

For more on our who we are visit: [penumbra.org.uk](http://penumbra.org.uk)

For more opportunities across our teams visit: [penumbra.org.uk/careers](http://penumbra.org.uk/careers)

## Application & Interview Guidance

We know applying for jobs and preparing for interviews can be daunting – but we really want you to enjoy the process. It's a chance for you to showcase all of your skills and learn more about what we do at Penumbra. Everyone is really friendly, and we want your application to be a success!

That's why we have put together these tips, so you know what to include in your application and what to expect at interview.

Penumbra is committed to supporting candidates with disabilities, neurodiverse candidates, and candidates with mental health conditions throughout the recruitment process. We will make any reasonable adjustments required to ensure a fair and inclusive process for all. If you think you require reasonable adjustments, please don't hesitate to contact us at [recruitment@penumbra.org.uk](mailto:recruitment@penumbra.org.uk).

### Application

The application stage allows you tell us about all the great skills and experience you've got to offer, and how they'll help you in the role you have applied for.

In your personal statement, we are looking for the skills outlined in the competencies in the person specification section of this pack. Tell us about a time when you've developed or demonstrated these skills – this could be from your work life or personal life. Using the STAR method outlined below will help to structure your points.

This is also a great opportunity to tell us about your passion for mental health, and remember if you're applying for a peer role, tell us about your lived experience and how you think you could utilise it in the role!

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## Interview

The interview stage is a chance for us to meet you, and for you to learn more about Penumbra or ask any questions you might have. What will be included in the interview might vary between roles and services (for example, some may include written questions) but this will be explained to you ahead of time.

All of our interviews include competency-based questions. Competency Based questions aim to find out how you have used specific skills in your previous experience and how you approach problems, tasks and challenges.

The competency based questions will be on each of the competencies outlined in the person specification of this pack. We would recommend preparing a few examples of times you have demonstrated each of these competencies in advance. When answering the questions, you should try to stick to the STAR method, outlined below.

## STAR Method

The STAR method can be used to structure your answer to the competency-based questions you'll be asked – it helps you to make sure you get all of the important points across. It breaks an answer down into 4 parts:

- Situation** – What was the situation you had to deal with?
- Task** – What task were you presented with as a result of the situation?
- Action** – What action did you take?
- Result** – What was the result of this action, what did you learn from the result?

Here's an example of the STAR method in use:

### Question

Tell me about a time you had to deal with a conflict. How did you handle it?

### Answer

- Situation** I was part of a team where one colleague was regularly late for our scheduled meetings, which was causing a lot of frustration amongst the rest of the team.
- Task** I knew it was important someone raised the issue with him in order to keep the team working well, so I took responsibility for handling it.
- Action** At the end of one of our regular meetings, I asked if he had a minute to catch up. I mentioned to him that he seemed stressed, and that he had been late to quite a few of our

meetings and explained the impact it was having on the team. I expressed that we all really valued his input at the meetings, and asked if there was anything causing the lateness or if there was anything the team could do to support him. He shared that he was overwhelmed with his workload, and it was impacting his ability to manage his time.

## Result

By handling this conflict sensitively and in a supportive manner, we were able to identify what was causing the issue, and distribute some of our colleague's extra workload amongst the team. This took the pressure off him and enabled him to manage his time more effectively. This in turn meant the team was able to work together more efficiently and we didn't miss out on anyone's input.