

Programme Manager (Workplaces)
Enquiries to info@seemescotland.org



See Me is managed by Penumbra and MHF, and is funded by Scottish Government.

Penumbra
Mental Health

**MENTAL
HEALTH
FOUNDATION**



See Me is Scotland's National Programme to tackle mental health stigma and discrimination and has been leading work across Scotland since 2002. We are funded by Scottish Government and managed by The Mental Health Foundation and Penumbra and hosted by Penumbra. See Me makes a distinct contribution to achieving the vision set out in the national Mental Health and Wellbeing Strategy: *We want to create a Scotland, free from stigma and inequity, where everyone fulfils their right to achieve the best mental health and wellbeing possible.*

See Me has evolved over four phases and currently focuses on culture and behaviour change at individual, community, cultural and structural levels. Our new strategy will be developed in partnership with our stakeholders and will link with priorities within The Scottish Government's Mental Health and Wellbeing Delivery Plan (to be published Autumn 2026).

See Me works alongside people, communities and partners who have experience of mental health stigma and discrimination, often alongside other forms of discrimination, to understand the nature, scale and impact of it on their lives. We know:

- People who experience mental health conditions and illness describe experiencing stigma and discrimination across most areas of their lives and when trying to access or benefit from public services.
- Mental health stigma and discrimination are not experienced equally by all people or across all conditions.
- People who experience mental health conditions *and* multiple disadvantage are at heightened risk of experiencing stigma, discrimination and inequality
- Multiple forms of stigma and discrimination mutually shape lived experience and opportunities of people and groups who are marginalised. This creates distinct disadvantages.

Our vision is for a fair and inclusive Scotland, free from mental health stigma and discrimination.

Our mission is to substantially reduce mental health stigma and discrimination and its effects.

Our purpose is to provide national leadership, support, and guidance to build capacity nationally, locally and in communities to reduce mental health stigma and discrimination focusing in key areas prioritised by people with lived experience.

Our primary approach is to build capacity to mainstream and sustain action to address mental health stigma at structural, cultural, institutional and personal levels. We work in partnership with volunteers and people with diverse lived/ living experience of mental health stigma and discrimination to advocate for and influence change in policy, practice and in the settings where stigma occurs frequently and has most impact. Through an intersectional approach we challenge structures and systems (racism, classism, homophobia, sexism) that continue to privilege certain identities and experiences and stigmatise, oppress and exclude others.

We provide leadership, guidance and support to people and partners across Scotland supporting them to act on mental health stigma and discrimination in different parts of the system, at all levels.



We have an exciting and ambitious programme to deliver and are looking for people who are passionate about reducing mental health stigma and discrimination, and the inequity it causes, to join our team. Our priorities include hosting national research and learning events, delivering national research projects, leading three national change programmes (Workplaces, Education and Mental health services), leading national effort to tackle stigma in the media and focused work to influence national policy and practice guidance. Essential to all of our work is building relationships and partnerships with volunteers and other people and partners with diverse lived experience, communities and organisations to lead and influence change and to co-design interventions and solutions. Through a refreshed communications and engagement plan we aim to grow the movement for change across Scotland, involving and supporting more people to take action on mental health stigma and discrimination.

Job description

Role: *Programme Manager (Workplaces)*

Working Hours: 37.5

Salary: *Bands 40-42 (£45,357 - £47,716)*

Location: *Hybrid working, working Thursdays from our office in Glasgow*

Responsible to: *Director*

Closing date: *Wednesday 19th August, 11.55pm*

Interviews: *Tuesday 1st September*

Job Summary

The Programme Manager (Workplaces) makes a distinct contribution to tackling mental health stigma and discrimination in Scotland. They lead a programme of work that is designed to identify, understand and challenge mental health stigma and discrimination as it is experienced by employees and employers in workplaces across Scotland. The approach centres on mainstreaming action on mental health stigma and discrimination as a core part of a mentally healthy workplace approach. It is framed on international evidence of whole organisation approaches to reducing mental health stigma. The post holder will drive forward action at four levels (structural, cultural, institutional and personal) seeking to move beyond universal approaches, towards targeted, equitable and culturally safe solutions underpinned by lived experience leadership and community led action.

They will lead, facilitate and contribute to strategic partnerships and alliances at local, national and UK level to take forward activity to deliver the Workplace Programme commitments within the annual delivery plan. This will involve driving improvements in policy, leadership, culture, practice and continuous improvement to reduce mental health stigma and discrimination in workplaces in line with national policy, the emerging business case from investment and to respond to rising levels of reported stigma and discrimination in workplaces across all sectors.

The role will seek to mainstream activity in workplaces based on emerging data and research, evidence-based practice, lived experience led action and by mainstreaming anti stigma actions linked to their continuous improvement plan. The post holder will ensure high-quality programme delivery, strong partnership, focusing on leadership and management, strategic influence, and impactful lived experience involvement across all areas of work

Job Purpose

Knowledge

- Deep understanding of mental health stigma and discrimination and its impacts at structural, cultural, institutional and personal levels
- Strong understanding of current public service reform policy and guidance
- Use knowledge of systems change models, improvement methods, and benchmarking frameworks to develop the programme
- Strong grounding in EDI / intersectionality as a framework for analysing and addressing mental health and other forms of stigma and discrimination
- Understanding of the Scottish mental health policy landscape, including current national strategies.

Interpersonal Relationships

- Build, sustain and influence professional relationships with employers, public service and policy partners, senior leaders, national agencies, our volunteers and people with lived experience
- Form and maintain strong relationships with people with lived experience of mental health stigma and discrimination to support lived experience involvement and leadership across projects.
- Demonstrate high levels of communication to influence, negotiate and collaborate with a wide variety of stakeholders.
- Skilled in fostering positive team culture, supporting colleagues, and working constructively across organisational boundaries.
- Ability to model values-based behaviours, promoting respect, inclusion and shared purpose.
- Demonstrate high-level communication skills enabling effective persuasion, facilitation, and partnership working.

Leading and Developing People

- Empower colleagues, volunteers, partners and contractors to embed intersectional principles and approaches as core to work to address mental health stigma and discrimination
- Foster a positive team culture, supporting colleagues, working constructively over organisational boundaries
- Leadership of cross sector partnerships and improvement collaboratives
- Model values-based, trauma-informed and culturally competent leadership
- Provide effective people, project, programme and partnership management to ensure effective delivery of the annual plan
- Provide line management support where and when necessary

Fiscal/Physical Responsibilities

- Manage and monitor programme budgets, ensuring expenditure aligns with financial controls.
- Works with the Director and Business Support Officer to ensure robust financial controls, procurement compliance and best-value use of resources
- Oversee delivery of commissioned work, digital resource development, and improvement tools.
- Develop partnership agreements, consultancy and service contracts based on ethical commissioning and procurement guidance



End mental health discrimination

Decision Making and Compliance

- Make decisions on programme design, community development delivery, partnership engagement and resource planning, based on annual delivery plan priorities and delegated responsibly
- Exercise autonomy and judgement in risk assessment, safeguarding and lived experience / volunteer support consistent with organisation policy and practice
- Contribute to senior level decision-making with Director and peers
- Represent See Me at agreed national policy / delivery/ community forums with delegated authority to influence strategic discussions
- Ensure compliance with human rights and equalities legislation, safeguarding policies, GDPR and organisational policy and procedures
- Ensure high-quality reporting to and engagement with funders, partners and government bodies

Effort

- High level of sustained concentration required for strategic planning, policy analysis, facilitation, and managing multiple complex workstreams
- Interpreting evidence, education data, and national policy developments to guide programme direction
- Balancing multiple programmes, deadlines and stakeholder relationships
- Balancing multiple programmes, partnerships and deadlines simultaneously.
- Holding emotionally sensitive narratives shared by lived experience contributors
- Need to rapidly switch between strategic, operational and relational tasks.
- Regular exposure to lived experiences of trauma, discrimination and mental illness.
- Supporting staff, volunteers and partners in emotionally charged contexts
- Managing boundaries while maintaining compassionate leadership

Work schedule

- Required to work evenings or weekends depending on partner needs.
- Works flexibly across See Me programme areas to support integrated delivery

PERSON SPECIFICATION Essential/Desirable Criteria	
Education	<i>A formal education at SCQF level 9 or above in a relevant subject</i> <i>Although not essential, a commitment to learning related to mental health, intersectionality, human rights, equalities, or related fields.</i>
Experience	<i>Essential:</i> <i>• Demonstrate leadership in programmes focused on reducing mental health stigma and discrimination or related equality issues.</i> <i>• Experience of managing projects from inception to completion</i> <i>• Skilled in analysing complex systems and designing multi-level change approaches.</i> <i>• Ability to translate lived experience insight and evidence -informed advice into national strategies or influencing policy or practice improvement</i> <i>• Skilled in contributing to national strategic forums.</i> <i>• Demonstrate expertise in community development, participatory, asset-based and co-production methods.</i> <i>• Skilled in producing high-quality written communication, report writing, briefing development for diverse audiences.</i> <i>• Proficiency in negotiating, influencing and resolving conflict</i> <i>Desirable:</i> <i>• Advanced facilitation and public speaking</i> <i>• Leading programmes funded by trusts, foundations or grants</i> <i>• Ethical commissioning to guide inclusive funding, procurement and contracting of partnerships or services</i>

BEHAVIOURS

The attitude and approach we all bring to our work and encompass how we do things, what we say and how we say it, how we treat others and how we expect to be treated.

Taking Responsibility	Take ownership of your work and use your initiative to deliver your objectives and role expectations. Be accountable for your own performance and development by taking responsibility for your actions and decisions.
Building Trust and Respect	Recognise the importance of self-awareness and the impact you have on others. Value difference, diversity and inclusion, ensuring fairness and opportunity for all. Be open and listen carefully to the views and opinions of others. Build relationships based on trust, respect, compassion and kindness.
Working Together	Form effective partnerships and relationships with people internally and externally from a range of diverse backgrounds. Work with others to reach a common goal; sharing information, supporting colleagues and seeking expertise, ideas and solutions from others where needed. Actively listen and take on board the views and opinions of others.
Excellence	Seek out opportunities to harness diverse views, talents and ways of thinking among staff and stakeholder groups to create effective change and suggest innovative ideas for improvement. Review ways of working, including seeking and providing feedback to improve services. Demonstrate a can-do and professional attitude
Keeping it Simple	Communicate clearly and concisely, to ensure the message is understood by all. Actively work to prevent overcomplication or confusion, demonstrating a clear, simple, non-bureaucratic approach to work.



End mental health discrimination

Application and 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 See Me. 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.

See Me 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.

Application

The application stage allows you tell us about all the 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.

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. Depending on the role, you may be asked to complete a task as part of the interview, all information about the interview will be sent 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.



See Me's Managing Partners



Penumbra Mental Health are a pioneering charity providing dedicated services for adults and young people experiencing mild to serious and enduring mental ill health. They support people on their journey to better mental health, by working with each person to find their own way forward and the power of people's lived experience enables them to provide pioneering services which transform lives.

Role In See Me: As Managing and host Partner, Penumbra provide oversight and infrastructure to our work at See Me, including office space, HR functions, IT, and training and development support amongst others. Alongside MHF they provide governance of the programme on behalf of the funder. They advise on See Me's Strategy and contribute to the formation of the annual delivery plan and impact reports.



Since 1949, the Mental Health Foundation (MHF) has been leading the UK in building good mental health. MHF know poor mental health is not inevitable and believe that everyone deserves good mental health. They want to build a society where everybody can thrive. They are challenging the way things are done so that no-one living in the UK is deprived of the opportunity for good mental health because of who they are, the community they come from or where they live.

Role In See Me: MHF is See Me's research partner they lead on key research projects that help to describe the nature, scale and impact of mental health stigma and discrimination in Scotland. This alongside other research informs the work of See Me and influences national priorities and action on stigma and discrimination. Alongside Penumbra they provide governance of the programme on behalf of the funder. They advise on See Me's strategy, annual delivery plans and impact reporting.

Website: www.mentalhealth.org.uk