



End mental health
discrimination

Policy Lead

Enquiries to info@seemescotland.org



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





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 volunteers, 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 our volunteers, 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, people, communities and organisations with diverse lived experience to lead and influence change and 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: *Policy Lead*

Working Hours: 22.5

Salary: *Bands 29-33 (£33,515 - £37,667)*

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

Responsible to: *Director*

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

Interviews: *Thursday 3rd August*

Job Summary

The Policy Lead role is critical in supporting the development, delivery and coordination of See Me's policy strategy, to achieve our vision and strategic aims. In this role, you will work with colleagues, volunteers, people and partners with diverse lived experience to produce engaging, high-quality policy outputs that are credible and informed by data and emerging evidence about the nature, scale and impact of mental health stigma. Working with the Director and Programme Managers, you will create clear policy position papers and briefings that centres tackling mental health stigma and discrimination, taking account of other forms of discrimination as relevant.

You will co-ordinate and lead a joint approach to policy influencing and stakeholder engagement & empowerment through carrying out a comprehensive stakeholder mapping to inform a policy plan that ensures action on mental health stigma and discrimination is prioritised, understood, and acted upon. Working with See Me colleagues you will support the ongoing monitoring of the impact of work and prioritise amendments to policy plan as part of the wider delivery plan required to ensure See Me continues to engage with key audiences purposefully and in ways that support delivery of the programmes outcomes.

Job Purpose

Knowledge

- Awareness and understanding of current policy context and priorities to develop policy response plan in line with See Me's Delivery Framework
- Sound knowledge of national mental health, equality and human rights and other policies relevant to the work of the programme
- Understanding of national and local government and policy development processes
- Strong understanding of mental health and other forms of stigma and discrimination and the inequity created by them

Interpersonal Relationships

- Support the Director and Programme Managers to coordinate consultation responses, position papers and policy publications
- Work closely with colleagues in See Me, Penumbra and Mental Health Foundation to identify and respond to policy opportunities and align with See Me priorities
- Participate in key networks of policy leads from other organisation to support collective responses and prioritisation and mainstreaming of action on stigma as core
- Support the Director and Programme Managers to coordinate consultation responses, position papers and policy publications to ensure alignment between policy commitments and public facing communications
- Develop relationships with volunteers and external stakeholders including government officials, public bodies and third sector partners to strengthen See Me's visibility and voice, encouraging them to mainstream action on stigma

Leading and Developing People

- Support the programme team and volunteers to create and deliver impactful, high-quality policy outputs.
- Collate evidence, data and lived experience insights to shape targeted policy responses to tackle stigma and discrimination at structural, cultural, institutional and person levels
- Provide support for volunteers and people with diverse lived experience of mental health stigma and discrimination involved in policy work

Fiscal/Physical Responsibilities

- Work within allocated budgets, ensuring cost-effective delivery of engagement activities
- Contribute to project level budget planning

Decision Making and Compliance

- Ensure high standards of planning, delivery, monitoring, evaluation and reporting of impact
- Present evidence, data and lived experience narratives in a way that supports See Me's strategic engagement plan and policy influencing aims
- Provide informed recommendations to senior staff on policy opportunities and risks
- Make informed decisions on policy positioning and engagement opportunities
- Exercise judgement in identifying priorities, risks and strategic options
- Work in line with equality, safeguarding and data protection policies.
- Uphold ethical standards in working with lived experience contributors and sensitive information

Effort

- Requires sustained focus for curating, writing, editing and analysing information
- Manage multiple deadlines in a fast-moving environment, multitasking and prioritising in response to external changes
- Sustained concentration for analysis, drafting and reviewing complex materials
- High level of attention to detail required
- Exposure to sensitive stories and lived experiences of mental health and other forms of stigma and discrimination

Work schedule

- The work will involve a regular schedule though a degree of flexibility is required that extends to outside standard business hours



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PERSON SPECIFICATION Essential/Desirable Criteria	
Education	<i>A formal education at SCQF level 7 (college or university level) or above in a relevant degree</i>
Experience	• <i>Experience in policy, public affairs, advocacy and influence in a related field</i> • <i>Experience of preparing and tracking the impact of written responses to policy consultations</i> • <i>Experience of briefing and supporting senior colleagues with messaging and preparatory materials</i> • <i>Proficiency in analysing data and information and turning complex concepts into accessible communication</i> • <i>Knowledge of national and local policy influence, developing, scoping and mapping</i> • <i>Experience of working alongside people with lived experience to shape policy outputs</i> • <i>Capability developing content for social advocacy or social change programmes</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.



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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.



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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