



End mental health
discrimination

**Programme Manager (Communities and Priority
Groups)**

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, volunteers 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 other 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 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: *Programme Manager (Communities and Priority Groups)*

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: *Monday 31st August*

Job Summary

The Programme Manager (Communities and Priority Groups) 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 different people, in groups and communities across Scotland using approaches underpinned by community development, human rights and equalities principles. They 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 and community led action.

The Programme Manager provides strategic leadership and works with the Director and colleagues in Mental Health Foundation, Penumbra and See Me to ensure diverse lived experience data, evidence, learning and leadership is prioritised and centred in the research programme, three national change programmes (workplaces, education and mental health services), in our community focused work and in our policy, communications and media work. Through community development approaches the manager will engage with volunteers, people, partners and grassroots organisations with lived and living experience of mental health stigma and discrimination; working with them to understand, challenge and influence systemic change.

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 to develop programme activity
- Strong understanding of intersectionality, equalities and human rights legislation, and cultural humility and how it applies when analysing and addressing mental health and other forms of stigma and discrimination
- Community development theory and participatory action approaches, including safeguarding, ethics and trauma-informed engagement to develop programme activity
- Use systems change models, improvement methods, and self-evaluation frameworks to plan, act, and report on impact
- Understanding of the Scottish mental health policy landscape, including current national strategies to direct programme activity

Interpersonal Relationships

- Build, sustain and influence relationships with a wide range of statutory, voluntary, academic and community partners and people with diverse experience of mental health stigma and discrimination.
- Form and maintain strong relationships with our volunteers, people, communities and equality partners who experience deeper levels of mental health stigma and discrimination, marginalisation and exclusion
- Engage with key national and local mental health, advocacy, public health and education partners to collate lived experience data and identify best practice examples of experience led action to address it.
- Skilled in collaborating across teams and with external partners.
- 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

- Support colleagues, volunteers, partners and contractors to embed EDI/ intersectional/ human rights principles and approaches as core to work to address mental health stigma and discrimination
- Foster a positive team culture, supporting colleagues, and working constructively across organisational boundaries
- Leadership of cross sector partnerships and improvement collaboratives
- Model values-based, trauma-informed and culturally competent leadership.
- 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.
- Support colleagues in forecasting, monitoring and reporting on allocated 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

Decision Making and Compliance

- Make decisions on programme design, community development delivery, partnership engagement and resource planning, based on annual delivery plan priorities
- 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.
- Exercise judgement in developing opportunities, responding to local contexts and prioritising demands

Effort

- High level of sustained concentration required for strategic planning, policy analysis, facilitation, and managing multiple complex workstreams
- Analytical work involving policy, research data and community evidence
- Balancing multiple programmes, partnerships and deadlines simultaneously
- 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 community and partner needs.
- Works flexibly across See Me programme areas to support integrated delivery



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PERSON SPECIFICATION Essential/Desirable Criteria	
Education	<i>A formal education at SCQF level 9 or above in a relevant subject</i> <i>Ongoing commitment to learning related to community development, mental health, intersectionality, human rights, equalities, or related fields would be desirable.</i>
Experience	<i>Essential:</i> <i>• Demonstrates expertise in community development, participatory, asset-based and co-production methods. Demonstrates 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 inequity and stigma 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>• Involved in influencing policy and contributing to national strategic forums.</i> <i>• Experience of applying different approaches to reduce mental health stigma in policy, programme design or organisational change.</i> <i>• Skilled in producing high-quality accessible 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>

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.



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