



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

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✉ **enquiries@penumbra.org.uk** ☎ **0131 475 2380**



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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?

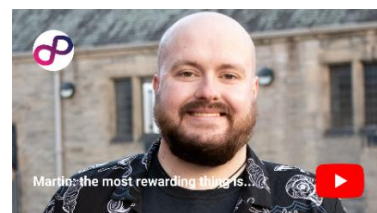
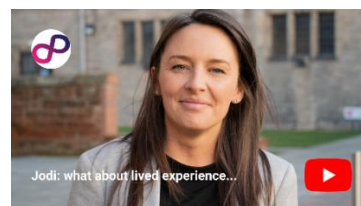
First of all, thank you for being interested in joining the Penumbra Mental Health team. We pride ourselves on being a great place to work where colleagues have space to grow and thrive. And we're always looking for kind people like you who share our values and who want to spark real change.

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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Advertisement

Senior Operations Manager

Location: Edinburgh (Office based with some home working)

Salary: £45,027 - £47,405 per annum

Full Time (37.5 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 within our services in Edinburgh you can start your day knowing what you do really does make a difference!

We have an exciting opportunity to provide operational leadership and direction to support our managers and staff within Edinburgh services. The post holder will work to support the Head of Services in representing Penumbra in strategic development and influence within your area of responsibility.

The successful postholder will demonstrate efficient time management skills, the ability to prioritise, effective communication and attention to detail. With a positive and solution focused approach, the successful candidate will actively pursue continuous improvement and thrive on managing a diverse and fluid workstream.

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.

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Job Description

Senior Operations Manager

Services:	Edinburgh Supported Living & Edinburgh Wellbeing Services
Responsible to:	Head of Services
Supervisory Duties:	3x Operations Managers
Salary:	£45,027 - £47,405 per annum
Working hours:	37.5 hours per week
Location:	Orchard Brae House, Queensferry Road, with some home working. Local travel where required for the needs of the business.
Closing:	Tuesday 3 rd November at 4pm
Interview:	TBC
Special condition:	Lone working and travel across services within remit. On call shifts on a rota basis

Job summary:

To take on the registered manager's role for our Edinburgh Supported Living Services alongside providing operational leadership and direction to all managers and staff within your area of responsibility. To demonstrate a wider strategic role across Penumbra services and programmes and to support the Head of Services/Programmes in representing Penumbra in strategic development and influence within your area of responsibility. To be responsible for implementing the delivery plan for your allocated area of work, supporting delivery of the overarching organisational strategy. To ensure the compliant and safe delivery of high-quality support services and to build a culture that aligns with our values whilst demonstrating a positive leadership approach. Integral to this is the development of person-centred and recovery-focused services that support people to achieve their personal outcomes and live a satisfying, hopeful and contributing life.

Person specification

SKILL

The level of education, experience, and expertise needed to perform the job.

Education

- Willing to work towards SVQ4 in Adult Health and Social Care and an SVQ4 in Leadership and Management in Social Care, or equivalent professional qualification at SCQF Level 9 or above.

Experience

- Experience managing recovery-focused services that support people with complex mental health issues and participating in multi-disciplinary teams/approaches.
- Experience of managing projects from inception to completion.
- Experience of implementing a quality management framework.

Knowledge

- Understanding of the voluntary sector including the commissioning and contracting environment, regulatory frameworks, policy context and partnership agendas with the ability to translate these to improve service delivery.
- Knowledge of Social Care and the ability to create policies and procedure to improve service delivery and the outcomes for the people we support.
- In-depth knowledge of mental health support tools, such as recovery models and structured intervention techniques, with the ability to adapt these tools to the differing needs of supported people.

RESPONSIBILITY

The extent of decision-making authority, supervisory duties, and financial responsibility.

Financial responsibility

- Responsible for overseeing a budget for multiple services within your area of responsibility.
- Provide support to Operational Managers ensuring the effective deployment of resources (human, physical, financial) to deliver agreed outcomes, identify shortfalls and make recommendations for corrective action, supporting implementation as appropriate.

Supervisory responsibility

- Provide line management support to direct reports within sphere of responsibility and other managers where necessary.
- Participate in the out-of-hours on-call system to support colleagues across Penumbra.
- Ensure the effective management and development of all staff within line management remit.

- Work to embed a coaching culture within your area of responsibility and the broader organisation, that upholds the values of Penumbra.
- Demonstrate positive leadership and provide appropriate direction to people in the within your area of responsibility.

Decision-making

- Set targets and delegate tasks to ensure the effective delivery of portfolio plans at region and service level.
- Exercise judgement in balancing the competing demands of the area/organisational need and resource constraints ensuring all service activity within your portfolio is based on sound business need and is in line with the organisation's strategy and delivery plan.
- Advise, inform and influence the organisation's decision making process from a regional and service perspective.
- Use sound judgement when allocating resources in order to deliver key objectives within the required timescale and achievement of quality.
- Ensure the design and delivery of services is based on recognised good practice and in line with Penumbra's recovery-focused approaches.
- Influence and contribute to the design, delivery and implementation of bespoke interventions and services to drive positive change for individuals and communities.

Compliance

- Ensure compliance with all internal and external policy, regulatory, and contractual responsibilities; provide timeous information on activity and achievements to identified stakeholders and ensure action is taken to address areas of concern.
- Establish and use effective methods to review and improve service performance, with a specific focus upon achieving contractual and operational obligations (commissioners/funders, Care Inspectorate, Health and Safety etc) within existing services
- Ensure all services and programmes within your portfolio are fully engaged with Penumbra's Quality Assurance Framework and meeting reporting requirements and deadlines.
- Develop and review service plans to deliver in line with Penumbra's delivery plan.
- Set and monitor risks associated with the delivery of services in your portfolio and take the appropriate action when needed.

EFFORT

The physical and mental effort required, as well as emotional resilience and focus.

Mental effort

- Often working under pressure and balancing multiple demands in complex/changing environments.
- Lead managers and staff through complex and challenging workload adjusting your approach when needed.
- Support the development of new services and approaches to mental health.

Physical effort

- Daily requirement for sitting/inputting at keyboard for a significant part of the working day, with appropriate breaks from VDU when required.

- Move between different locations and environments within your area of responsibility to provide supervision and attend meetings.

Focus and concentration

- The ability to make sound judgements, deal with interruptions and meet tight deadlines.
- Balance the needs of meeting delivery plans, staff supervision, and meeting the everchanging needs of services within your area of responsibility.
- Prolonged concentration and attention to detail required daily, for instance in leading and participating in internal and external meetings influencing key stakeholders.
- Ensure high levels of awareness and participation in local, regional, and national networks in support of Penumbra's business strategy and ambitions.
- Analysis of often complex service data and feedback, produce internal and external reports to ensure alignment with Penumbra's recovery-focused approaches.

Emotional effort

- Maintaining positive leadership and resilience when dealing with colleagues and stakeholders whilst maintaining professionalism and compassion.
- Support the Head of Services in providing strategic support to other managers and staff teams during organisational change or significant crisis.
- Provide operational support to colleagues during periods of change, pressure, or significant crisis.

Flexibility and adaptability

- Support colleagues to adjust and adapt to meet the changing needs of their services, teams, stakeholders and supported people.
- Adjust workload to meet the ever changing demands placed on the role ensuring the approach remains effective and appropriate.
- Develop and maintain local and national relationships in the pursuance of Penumbra's Strategic and Business objectives
- Maintain good and proactive relationships with key stakeholders in line with region and service requirements eg contract and commissioning managers; HSCP staff; Scottish Government.

WORKING CONDITIONS

The environment(s) in which the role operates, including any hazards, stress, and travel requirements.

Environmental conditions

- Performing tasks in diverse environments in Penumbra and external offices with key stakeholders.
- Environments may vary in terms of noise and lighting.

Hazards

- May involve hazards navigating public spaces when working outside of the office.
- May involve unexpected situations when working in co-located spaces such as spills and fire alarms.

Work schedule

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- The work may require a high degree of flexibility and may extend beyond standard business hours. This will include being on the rota for an on-call system.
- The work will involve a regular schedule, and travel within your area of responsibility but may occasionally involve occasional overnight stays, early morning travel, late evenings to accommodate business need.

Stress

- Lead challenging meetings providing emotional support to managers and teams after stressful events.
- Monitoring the stress and wellbeing of Operations Managers offering additional support when needed.
- Maintain resilience whilst under pressure to maintain a calm presence for the team during crisis situations.

Travel requirements

- Regular travel within the area of responsibility attending internal and external meetings.
- May be required to attend meetings and events across Penumbra as required.

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.

Conditions and Remuneration

Salary Package

£45,027 - £47,405 per annum

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.
- ✧ Full training and professional development.
- ✧ Refer a friend scheme – earn up to £400.
- ✧ Salary sacrifice pension.
- ✧ 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!

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Get in touch

If you'd like an informal chat about this role and working for Penumbra Mental Health, please contact: Debbie McLachlan (Head of Services) at Debbie.mclachlan@penumbra.org.uk

For more on our who we are visit: penumbra.org.uk

For more opportunities across our teams visit: 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.

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!

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

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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.