



**FUTURE**  
PATHWAYS

Role profile:  
Depute Alliance Director

## Welcome from Flora

Dear Candidate

Welcome to the In Care Survivors Alliance. My name is Flora Henderson, the Alliance Director, and I am extremely proud to lead our work. The Alliance delivers two services: Future Pathways and the Redress Support Service. The Alliance comprises four organisations: Health in Mind, Glasgow Psychological Trauma Service, Penumbra Mental Health and the Scottish Government. You can find out more about each of the Alliance partners at the end of this document.

I am truly delighted that you have requested a copy of our applicant pack for Depute Alliance Director and for showing a keen interest in the work we do.

With worldwide people-facing experience, I have lived and worked in Scotland since 2009. Passionate about social justice, I have learned what good work looks like. I believe in whole team engagement and effective communication to ensure we collectively deliver on our Vision, Purpose and Values.

We live in challenging times so trust and teamwork are essential as is managing competing priorities which takes perseverance, stoicism, compassion, and a willingness to listen and share. My team and I are truly passionate about making a difference.

We now know more about the impact of trauma, and what services must do to make sure we are there when help is most needed. It is immensely rewarding to be a part of re-imagining how support can be offered to people, especially for those who have been so poorly served by professionals in the past.

We never assume that we know what works best; after all, only time will tell if what we do really does change someone's life. Knowing that, we are motivated by compassion, empathy and understanding, learning, and growing. I encourage my team to be authentic by allowing you to use your initiative, be creative and by allowing you to share what you do best for the people you work with. Above all, I endorse the philosophy that we can learn from our mistakes, so as to keep striving forward in the hope and belief we'll unlock better outcomes for each of the people we work with.

If you have substantial experience in working with people affected by trauma and are compassionate, reflective and learning focused, we'd love to hear from you.

Best wishes Flora

Flora Henderson, Alliance Director  
In Care Survivors Alliance

## About the Role

“Empathy is seeing with the eyes of another, listening with the ears of another and feeling with the heart of another” - Alfred Adler

| Compassion | Integrity | Respect | Realising Potential | Inclusion |

Health in Mind is searching for a Depute Alliance Director to lead the team at Future Pathways. With a nation-wide remit, we are looking for an individual that may be based out of Edinburgh, or Glasgow.

Future Pathways offers support to people who were abused or neglected a child when they were in the Scottish care system. The service was established alongside the Scottish Child Abuse Inquiry and has expanded considerably since its start in 2016. Future Pathways' aim is to help people live well. Future Pathways supports people in their goals and helps people to work towards them. Support focuses on what is important for each person and is tailored to the individual.

Working closely with our Commissioner, the Scottish Government and more than 40 delivery partners, Future Pathways has pioneered a unique model of support that is transformative. Read more about the difference we make here:

[Pathways to Change Impact Report \(2024\)](#)

[Future Pathways Quarterly Reports](#)

Our partnership approach is rooted in understanding that the impact of childhood trauma is individual and lifelong. We recognise that the experience of abuse in care often means people may face significant barriers to accessing much needed help.

As importantly, everyone we support will have different needs and have insight about what will work best for them. We provide a safe and trusted space for people to explore what is most important to them and to access tailored help toward their goals.

More than 2,600 people have registered. We have grown as more people seek support. Future Pathways hosts 6 support coordination teams and over 60 full-time equivalent staff.

## The Role

Job title:	Depute Alliance Director
Hours:	36.25, fulltime
Salary grade point:	54 to 58 (£53,845 to £59,228)
Responsible to:	Alliance Director
Location:	Glasgow, Edinburgh (office available)
Holidays:	30 days, plus 10 days public holiday and 2 wellbeing days
Contract length:	Open-ended contract, subject to funding

## Purpose of job

An experienced manager and exemplar of values-led leadership, this role will lead the Support Coordination Team at Future Pathways, a service that makes life better for the people we support, enabling people to gain a sense of hope purpose, confidence and independence.

Informed by evidence and ambitious on behalf of the people we work with, this role will drive the continued development and innovation of Future Pathways. The post holder will provide effective support to the Quality Improvement Manager and 6 Practice Learning Managers, who each supervise teams of up to 8 Support Coordinators.

We are the first service of its kind; this role will play a key role in building a legacy of learning about how relational support enables better outcomes and promoting others to be more aware of and responsive to the needs of people with lived experience of abuse and neglect in the Scottish care system.

## Responsibilities and Tasks

### 1. Service Delivery

- To ensure activities are in line with Alliance Principles and meet legal, practice and statutory requirements (E.g., GPDR, BACP, Care Inspectorate); to lead the ongoing review of practice to meet and exceed standards.
- Reporting to the Alliance Manager on relevant or requested issues and presenting written and verbal reports with analysis and recommendations.
- To lead regular reviews of service accessibility and capacity, ensuring associated plans and actions are implemented as agreed with the Delivery Team / Alliance Leadership Team.
- To lead quality assurance, continuous improvement and learning within Future Pathways.
- To participate in and contribute to the resolution of dissatisfaction and complaints, supporting Practice Learning Managers and Support Coordinators to do the same.
- To take a lead role, together with the Alliance Manager and Health in Mind HR Manager, to ensure the health safety and wellbeing of Future Pathways' staff by ensuring that good people management practices are in place.
- To maintain an overview of the changing external environment and the issues which might affect service development in the longer term.
- To ensure high quality, up to date information is available through operational performance reports, assessing quality of work and to identify areas of improvement including a planned programme of quality reviews, driven by Future Pathways Quality Framework.
- To review, research and develop organisational policies, procedures and guidance, disseminating and influencing best practice.

### 2. People Management

- To demonstrate commitment to empowering colleagues and collaboration
- To line manage Practice Learning Managers (5) who each support a team of Support Coordinators, the Quality Improvement Manager. As Future Pathways develops, responsibilities may change so a flexible approach is required.
- To lead staff in a way that ensures a collective, consistent and collegiate approach.
- Manage key stakeholder relationships, exploring potential for collaborative working to benefit people registered with Future Pathways, in alignment with service objectives.

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## Responsibilities and Tasks (continued)

### 3. Resource Management

- To ensure the effective planning, resourcing and delivery of service which are responsive to the needs of people registered with Future Pathways and stakeholders.
- To assess and make budget decisions on Discretionary Fund Applications that are more than £1,000 and less than £3,000 in alignment with associated policies and procedures.
- To work with the Alliance Manager to set, manage, monitor and forecast budgets.
- To ensure effective use of Quality Assurance Framework, Carista and support Practice Learning Managers to demonstrate high quality, effective support.
- Analyse the effectiveness and impact of services and strive for continual improvement including support and contribution to monitoring and evaluation.
- To monitor and evaluate service and quality standards.

### 4. Managing Risk

- To ensure implementation of Health and Safety Policies and Procedures and work with Health in Mind Business Support Manager to develop and ensure implementation of appropriate health and safety practices and risk management.
- To ensure at least 1 Practice Learning Manager is available to support and advise Support Coordinators during service hours.
- To advise and support appropriate risk enablement in context of complex circumstances.

### 5. Other

- To demonstrate and promote the values and principles of Health in Mind and the In Care Survivors Alliance, ensuring alignment with strategic objectives.
- To uphold the SSSC Codes of Practice
- To promote equal opportunities in the workplace and in all aspects of service delivery To undertake other duties as may reasonably be required by the post.

## Support, Supervision and Development

The Depute Alliance Director will be supervised by the Alliance Director in accordance with organisational policies and procedures. Attendance is expected at team meetings, evaluation and learning days and training events. Clinical supervision will be provided by Glasgow Psychological Trauma Service. (also known as the Anchor).

## Additional Information

An enhanced disclosure check and membership of the PVG Scheme is required for this post. Future Pathways is a national initiative and requires some travel and a flexible working pattern. Regular, but not continuous, attendance at Edinburgh and Glasgow offices is required.

## Person Specification

### Qualifications and Attainment

#### Essential

- Good educational attainment with a relevant qualification, e.g., Health and Social Care, Social Work or equivalent at a minimum of SVQ4 and preferably to a degree level
- Management qualification (in place or working towards)

#### Desirable

- Educated to graduate level or equivalent

### Substantial Knowledge

#### Essential

- Understanding of recovery, personal outcomes and person-centred support
- Practical understanding and experience of using and developing quality review tools and associated improvement plans
- In-depth knowledge of the impact of childhood abuse and neglect
- Knowledge of how time in institutional care during childhood may impact someone
- Evidence of identifying and promoting good practice when providing support to vulnerable people with complex mental health issues.
- Knowledge and understanding of the context of the In Care Survivors Alliance in Scotland, including the work of statutory authorities, public bodies and strategies
- Knowledge and understanding of mental health and health/social care in context of Future Pathways' work
- Numerate and literate with high levels of accuracy as you will be required to regularly produce letters and reports, statistical reports on KPIs
- Familiar with software packages such as Microsoft Office 365 or similar

#### Desirable

- Formal training in reflective practice and/ or facilitation. For example, values based reflective practice, pastoral supervision or similar.
- Knowledge of statutory and voluntary service networks relevant to adults who experienced childhood abuse in care

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## Person Specification (continued)

### Experience and Skills

#### Essential

Able to evidence competence through experience in the following areas:

- Strategic thinking and problem-solving skills, focusing on process and outcomes
- Driving and influencing change, confidently reporting to and communicating with senior and executive colleagues in a senior management environment.
- Conveying and receiving complex messages, verbally, non-verbally and written in a positive and effective way to different audiences, which includes people who experienced childhood trauma / abuse in institutional settings as well as senior decision makers.
- Managing, developing, facilitating, building effective teams including using coaching skills
- Identifying, researching, analysing and resolving problems to make effective decisions
- Assessing and analysing relevant information on service delivery, including information held in databases.
- Creativity and innovation – formulating new ideas, or adapting using existing ideas in a new or unexpected way
- Professionalism in your work, including completing tasks and showing commitment and enthusiasm in doing so
- Managing the performance and development of individuals
- Leading service and continuous improvement planning
- Effective negotiation and influence, gaining support and buy-in from others within a multi-stakeholder environment, focusing attention on critical priorities, working to agreed timelines and adjusting where necessary
- Effective partnership working
- Experience of using Microsoft Office or similar, including good word processing skills for reports, basic excel use to produce spreadsheets and monitor budgets; able to produce presentations
- Experience of inputting to and reporting from a database
- Experience of successful service development

## Person Specification (continued)

### Behaviours and Personal Qualities

#### Essential

- Evidence of establishing and sustaining effective partnerships with people, staff, services and stakeholders across different sectors.
- Fit with Health in Mind values – respect; realising potential; compassion; integrity; inclusion and In Care Alliance principles.
- Action / solution focused approach to work
- Self-aware and aware of impact on others
- Able to work in a reflective and consultative way to improve own practice/ approach
- Resilient and able to cope with the pressure and demands of the role
- Flexible and able to adapt to the culture of the organisation
- Projects a positive image of Future Pathways and Health in Mind at all times
- Keeps manager informed about progress and challenges
- Is an active member of the Future Pathways and wider In Care Alliance team, contributing ideas for improvements and developments, inviting opinions of others
- Is willing to reflect on work practice and be open to constructive feedback
- Takes responsibility for managing own work life balance

## How to Apply

Reaching our shortlist is straightforward providing you can say 'yes' to our list of 'must haves'. You can start your journey now by simply directly asking for an information pack and application but before you start your travels, please kindly make sure the following 'fits' into your career and personal attributions rucksack because life is a journey.

- We'd like a degree in Health and Social Care, Social Work or equivalent but, if you hold a recognised, relevant professional qualification at a minimum SVQ Level 4 with relevant workplace experience this works too.
- Up to date child and vulnerable adult protection knowledge together and ideally completion of suicide prevention training such as ASIST.
- You are an exceptional compassionate individual with experience of working with those in society who've faced personal challenges, childhood disturbance, abuse, separation, institutional care and trauma
- Curiosity, empathy and a focus on learning, empowerment, collaboration and self-awareness.
- Experience of personal outcomes focused approaches, working in partnership with people to set goals, agree plan and support people to achieve their potential.
- Able to hold hope and walk alongside someone on their journey, you are good at nurturing self confidence and supporting people to make positive changes in their lives.
- Worked with staff in accordance with the statutory framework and requirement including GDPR, BACP, the SSSC and the Care Inspectorate.
- Knowledge of and positive engagement with Impact Evaluation and Quality Assurance Frameworks for the purposes of continuous improvement and practice development.

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## How to Apply (continued)

With a great range of benefits including 30 days annual leave plus 10 public holidays and 2 wellbeing days we work fulltime 36.25 hours per week.

The salary scale for this post is 54 to 58 (£53,845 to £59,228).

Committed to Equality, Diversity and Inclusion, we embrace and encourage people from all walks of life, including welcoming applications from Neurodiverse individuals. It is important to us that you feel comfortable and confident and, as such, we are willing to adjust or adapt our application, interview and selection process to suit your needs, including working patterns and hybrid working wherever and whenever we can. Simply contact us and we'll come back to you. This role does, however, require regular but not continuous office presence.

In the first instance if your rucksack is now full, then you can apply via our dedicated recruitment microsite at [www.aspenpeople.co.uk/futurepathways](http://www.aspenpeople.co.uk/futurepathways)

If you have difficulties accessing the site please contact Kelsey Bettoli at Aspen – [kbettoli@aspenpeople.co.uk](mailto:kbettoli@aspenpeople.co.uk)

Should you wish to have an informal discussion about the role, please contact Debbie Shields or Lauryn Pringle at Aspen People in the first instance on 0141 212 7555.

Closing date for formal applications is 20 January 2025.  
Interviews will be held on 6 February 2025.

## About Health in Mind

Health in Mind is one of Scotland's best-known and trusted Mental Health Charities. Established in 1982, we have evolved in response to need which means we actively promote positive mental health in local communities across Scotland. Our vision is straight forward, we build hope and live life through our values because people are at the heart of what we do.



## About the In Care Survivors Alliance

In Care Survivors Alliance supports people who experienced abuse and neglect as children while they were in the Scottish care system.

The Alliance delivers two services – Future Pathways and Redress Support Service.

Future Pathways supports people in their goals and helps people to work towards them. The service offers a range of support, including access to local services, support for mental health, linking people to services to help find records, and access to training and education. Support focuses on what is important for each person and is tailored to the individual.

[www.future-pathways.co.uk](http://www.future-pathways.co.uk)



Redress Support Service offers personalised support to people throughout their redress journey. The service can support people who are applying to the Scottish Government's Redress Scheme, or who are thinking about applying. A team of Link Workers provides trauma-informed, emotional and practical support. The service also offers an Emotional Support Helpline that anyone can call.

[www.redress-support.scot](http://www.redress-support.scot)



## Alliance Partners

Health in Mind is one of the founding members of the In Care Survivors Alliance. The Alliance was formed in 2016 as part of the Scottish Government's wider strategy to address the legacy of historic abuse in Scotland. Fully funded by the Scottish Government, the Alliance is formed of four partners:

- Glasgow Psychological Trauma Service\*
- Health in Mind
- Penumbra Mental Health
- Scottish Government

\*Glasgow Psychological Trauma Service is part of the Glasgow City Health and Social Care Partnership, NHS Greater Glasgow and Clyde

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## Alliance Partners (continued)

Each of our partners makes a unique contribution to the innovative and trauma informed services we host.

### Glasgow Psychological Trauma Service

Glasgow Psychological Trauma Service (also known as The Anchor) is an NHS mental health team. They are a highly specialised assessment and treatment team. The team works with people who are significantly impacted by Complex PTSD (Post Traumatic Stress Disorder) or complicated trauma presentations.

The Anchor is a psychology-led service. It is part of NHS Greater Glasgow and Clyde and Glasgow City Health and Social Care Partnership (HSCP).

Staff from NHS Greater Glasgow and Clyde are part of the Alliance Leadership Team and the Delivery Teams. Their role in the Alliance includes:

- Governance
- Promoting and embedding trauma-informed practice
- Clinical supervision
- Teaching and training for staff

They also provide robust psychological assessments to people registered with Future Pathways. This ensures that the service can recommend quality and evidence-based psychological treatments and interventions regardless of where people live..



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## Alliance Partners (continued)

### Health in Mind

Health in Mind is one of Scotland's best-known and trusted mental health charities. Founded in 1982, the charity promotes positive mental health and wellbeing in local communities across Scotland.

Through support, collaborations, campaigns and resources, Health in Mind builds hope, resilience and understanding of mental health and wellbeing.

People describe Health in Mind's approach as special and unique – the 'Health in Mind way'.

Within the In Care Survivors Alliance, Health in Mind uses skills, knowledge and experience to provide:

- Support Coordination
- Communication and Engagement
- Delivery Partner contracting



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## Alliance Partners (continued)

### Penumbra Mental Health

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

Staff 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 Penumbra Mental Health to provide pioneering services which transform lives.

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

Penumbra Mental Health has been a Partner of the In Care Survivors Alliance since the Alliance started.

Their role in Future Pathways is to:

- Support the service with impact evaluation and continuous improvement..

Their role in the Redress Support Service is to:

- Provide tailored trauma-informed support from our Link Workers
- Monitor our impact and evaluate the service

The work of the Alliance has made a positive difference to many people who experienced in-care abuse. Penumbra Mental Health is committed to continuing to support this work moving forward.



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## Alliance Partners (continued)

### Scottish Government

The In Care Survivors Alliance is fully funded by Scottish Government. It is part of a wider strategy developed by Scottish Government to address the legacy of abuse in Scotland.

In 2015, the Scottish Government committed to establishing a dedicated In Care Survivors Support Fund. This would enable people to access services across a wide range of health and wellbeing domains. It would also support people to lead more full, healthy and independent lives.

Scottish Government also developed the Survivors Scotland Strategic Outcomes Framework. This led to the creation of Future Pathways in 2016.

In January 2022, the In Care Survivors Alliance accepted oversight of the Redress Support Service. This service was set up to support people applying to Scotland's Redress Scheme.

The Redress Scheme was set up by the Scottish Government to recognise and acknowledge the harm caused to people who have experienced in care abuse and neglect.



## In Care Survivors Alliance: Vision, Purpose and Values

### Our Vision

The Alliance vision is for people to lead full, healthy and independent lives.

### Our Purpose

The purpose of the Alliance is to enable people to access resources, care and support from our two services and from the wider sector. We do this through:

- direct support
- commissioning support from our network of Delivery Partners
- enabling people to access existing services

### Our Values

We uphold the following principles:

- Safety
- Trustworthiness
- Choice
- Collaboration
- Empowerment
- Consideration of the specific needs of people who have experienced Scottish care settings

We do this by:

- Being ethical, honest and reliable.
- Being professional, committed and respectful.
- Showing equity and equality in our approach.
- Prioritising the needs of people who access our services.
- Supporting each other and enabling others to take part.
- Being active participants in the Alliance and sharing our expertise.
- Focusing on the people we support and seeking new ways to improve.

For more information about In Care Survivors Alliance, visit: [www.incarealliance.scot](http://www.incarealliance.scot)





Future Pathways  
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