



FUTURE  
PATHWAYS

Role profile:  
Practice Learning Manager

## 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 Practice Learning Manager 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 Practice Learning Manager to lead one of six Support Coordination Teams 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:	Practice Learning Manager
Hours:	36.25, fulltime
Salary grade point:	44 to 48 (£42,759 to £46,921)
Responsible to:	Depute Alliance Manager
Location:	Glasgow or Edinburgh
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 a team of Support Coordinators, each of whom strives to make life better for the people we support, enabling people to gain a sense of hope purpose, confidence and independence.

Guided by Future Pathways' Outcome Pathways and Quality Framework, Practice Learning Managers will provide effective, and high-quality support to Support Coordinators, setting a standard of being ambitious for the people we work with and an enduring focus on improvement and learning. We are the first service of its kind; this role will play a key role in demonstrating how relational support enables better outcomes for people with lived experience of abuse and neglect in the Scottish care system.

Curiosity, empathy and a focus on learning will enable consistency of practice and good use of resource. An element of direct support to individuals is envisaged to enable appreciation and responsiveness to the full range of demands on the service.

## Responsibilities and Tasks

### 1. Service Delivery

- To support a team of Support Coordinators to deliver safe, appropriate and timely support to individuals, in alignment with strategic objectives and effective use of resources.
- To ensure activities undertaken by staff are in line with Alliance Principles and met legal, practice and statutory requirements. (E.g., GDPR, BACP, Care Inspectorate).
- To ensure that appropriate records are kept in accordance with Health in Mind and Future Pathways policies and quality assurance requirements.
- To contribute to the collection and interpretation of information to monitor performance and contribute to impact evaluation.
- To incorporate group reflective practice into team support, making use of Team meetings and peer mentoring to drive good practice and team wellbeing.
- To contribute to setting the agenda for practice development days, with opportunity to host sessions and document learning. This includes contributing to the development of policy and guidance as required.
- To establish and strengthen positive and trusting relationships with survivors and delivery partners, in line with the Alliance Charter. This includes contributing to shared learning and delivery partner events and activities.
- To stay abreast of related policy and practice developments, to ensure staff are aware of emerging good practice and there is continued improvement of support.
- To participate in and contribute to the resolution of dissatisfaction and complaints, supporting Support Coordinators to do the same.
- To ensure the health safety and wellbeing of Support Coordinators ensuring that good people management practices are in place.

### 2. People Management

- To demonstrate commitment to empowering colleagues and collaboration
- To line manage up to 10 Support Coordinators, monitoring casework, workload and support coordination decisions, ensuring good use of public funds.
- 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 maintain an overview of each Support Coordinator's caseload, ensuring that consistency of decision making around the allocation of resources and performance against practice standards.
- To support each Support Coordinator to work with approximately 30 to 40 individuals, who will have varied needs ranging from intermittent contact to intensive support, monitoring use of time and workload.
- To advise Support Coordinators on support decisions, reviewing Discretionary Fund decisions between £500 and £999 for consistency of decision-making.
- To effectively use Quality Assurance Framework, Carista to demonstrate high quality, effective support in the team.
- Analyse the effectiveness and impact of team activities and strive for continual improvement including support and contribution to monitoring and evaluation.

### 4. Managing Risk

- To ensure implementation of Health and Safety, Risk Policies and Procedures.
- To participate in a rota of Practice Learning Manager support to teams when the service is open, ensuring coverage during holidays or absence.
- 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 Practice Learning Manager will be supervised by the Depute 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

- Recognised, relevant professional qualification, e.g., Health and Social Care, Social Work or equivalent at a minimum of SVQ4 and preferably to a degree level
- Up to date child and vulnerable adult protection training.

#### Desirable

- Formal training in reflective practice, coaching or facilitation
- Formal management training
- Completion of suicide prevention training (eg ASIST)

### Substantial Knowledge

#### Essential

- Understanding of recovery, personal outcomes and person-centred support
- Practical experience of using 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 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, reports including analysis of quality and performance data.
- Familiar with software packages such as Microsoft Office 365 or similar

#### Desirable

- 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 of statutory and voluntary service networks relevant to adults who experienced childhood abuse in care in Scotland and the UK

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## Person Specification (continued)

### Experience and Skills

#### Essential

Able to evidence competence through experience in the following areas:

- Management teams, evidencing positive influence on performance and quality.
- Managing the performance and development of individuals
- Effective negotiation and influence, gaining support and buy-in from others, focusing attention on critical priorities, working to agreed timelines and adjusting where necessary
- Substantial experience of trauma informed service delivery, supporting people who have experienced trauma or childhood abuse / neglect
- Able to support appropriate and timely input to crisis handling and risk management, ensuring good recording practice and incorporating learning into practice.
- Supporting person-centred support through enabling staff to develop tailored support packages, for example, developing self-directed support packages.
- Conveying and receiving complex messages, verbally, non-verbally and written in a positive and effective way
- Identifying, researching, analysing and resolving problems to make effective decisions
- Experience of using Microsoft Office or similar, including good work processing skills for reports, basic excel use to produce spreadsheets; able to produce presentations

### Behaviours and Personal Qualities

#### Essential

- Professionalism in your work, including completing tasks and showing commitment and enthusiasm in doing so
- 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
- Is willing to reflect on work practice and be open to constructive feedback
- Resilient and able to cope with the pressure and demands of the role
- 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
- 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 with formal training in reflective practice, coaching or facilitation and ideally completion of suicide prevention training such as ASIST.
- Experience of leading others, whether an experienced manager or an eager [for promotion] Team Leader who can demonstrate and enable consistency of practice and good use of resources and support to individuals
- You are steadfast in your resolve for doing the right thing in the right way whilst being equally realistic and pragmatic, managing individual and collective performance, enabling responsiveness to the full range of demands on our service.
- Worked with staff in accordance with the statutory framework and requirement including GDPR, BACP, the SSSC and the Care Inspectorate.
- The ability to prepare creative and positive presentations and engage learners and audiences alike.
- 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 Point 44 to 48.

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.

## 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)





