



**Penumbra Strategy  
Vision. Mission. Values. Aims.**

2021 - 2025

*Your journey. Your way.*

Introduction ..... 3

Policy Environment ..... 4

Vision. Mission. Values and Aims. .... 6

Our Strategic Aims ..... 7

Our Goals ..... 7

## 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 provide 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.

## Introduction

Penumbra Mental Health is a pioneering charity supporting people on their journey to better mental health.

We provide a wide range of community based mental health support services across 23 Integrated Joint Board / Health and Social Care Partnerships in Scotland. This includes supported living services, supported accommodation, services for people who experience self-harm, Distress Brief Intervention, suicide prevention services, carers and families support, Nova (social inclusion) services, Edinburgh Crisis Centre and services for people who have alcohol related brain damage (ARBD). We are partners in a number of creative consortia such as GCC, members of Scotland's first alliancing partnership, Future Pathways and supporting the Scottish Government to be the first nation to develop and implement a separate national Self Harm strategy.

Many of our services have been innovative or the first of their kind in Scotland as we aim to provide support that is responsive to the emerging and changing needs of people and communities. We want to build on this success and extend, improve and consolidate our work.

The Board and Leadership Team in developing these stretched strategic aims and direction re-affirmed our focus on supporting mental health and wellbeing. We aim to develop or undertake work where we know we can make a positive difference, where the funding is sufficient to maintain the quality of the service/project and where we can develop innovative and creative solutions providing the right support at the right time to people seeking our support. Our HOPE® framework for mental wellbeing remains the foundation of our approach and is actively underpinned by our values of courage, compassion, curiosity and collaboration.

A focus on recovery<sup>1</sup> remains our central theme in all that we do, whether this is providing services, raising awareness or contributing to national/local policy discussions. Whilst recovery remains at our core we want to increase our work to prevent mental ill health by further developing our responses to emotional distress and crisis.

All our work aims to ensure that we remain hopeful and focused on positive outcomes for people who experience mental ill health or poor mental wellbeing; ensuring that people move from being (passive) recipients of pre-determined services to being active participants in shaping the support that meets their needs, personal goals and chosen lifestyle.

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<sup>1</sup> Recovery is the realisation of a meaningful and fulfilling life in the presence or absence of any mental health problems.

For some people this will be about having effective, reliable and consistent support over a period of time. For others it will be the opportunity to utilise short term support and connect to community networks more effectively with the knowledge that expert back-up support will be available during times of crisis or difficulty. And for yet others it will be the availability of knowledge, information and skills training that will enable self-management of their personal situation.

Our workforce are our greatest asset. Together they provide exceptional support and we aim to continue to develop new roles and opportunities to enable their careers to develop as we develop.

We aim to consolidate and extend our role as the leading and largest employer of Peer Workers and Practitioners, where people with lived experience of mental ill health are modelling recovery in the support they provide.

Significance for Penumbra is about influencing, persuading and modelling new ways of working, it is not simply about growth for growth's sake. Sharing our work, collaborating with others who share our vision is a key ambition.

Penumbra continues to focus on all aspects of mental health and wellbeing and as such we are often asked to contribute to Government and local working groups and committees. The Scottish Recovery Network (which Penumbra hosts) has also developed and delivered a substantial body of work and evidence to support and promote the key messages of recovery for people experiencing mental ill health. Increasingly Penumbra's profile in Europe and further afield is already significant as we share our work on HOPE/I.ROC. As members of Mental Health Europe we are also contributing to the continuing discussions and actions around ensuring human rights for people who experience mental ill health.

## Policy Environment

The response to the Covid-19 pandemic has thrown our mental health and wellbeing into sharp focus. Mental Health and Wellbeing are a priority for the Scottish Government and Health and Social Care Partnerships. There are significant opportunities to work collaboratively with partners to take a whole population approach whilst also targeting the inequalities, stigma and discrimination that people who experience mental ill health still encounter. However, we continue to see a gap between the stated mental health policy and the realities of people's experience of receiving support, care and treatment across Scotland. The Scottish Government is working towards a refreshed Mental Health Recovery and Transition plan which sets out a whole population approach and targeted action.

It is likely to be a challenging period for organisations providing public services as we start to recover from the impact of the Covid-19 pandemic and as people struggle with the current cost of living crisis. We are aware of the impact of poverty, inequality and exclusion on the mental health and wellbeing of the people in our communities. We will continue to respond and we will work with others who are working with the goal of improved mental wellbeing. We will contribute to the implementation of the revised Mental Health Strategy for Scotland and other key policy initiatives e.g. Suicide Prevention and Self-Harm Strategies.

Other challenges include the effects of 'Brexit' on our workforce retention and recruitment and the next steps to be taken following the Independent Review of Adult Social Care, the Feeley Report. The report clearly set out the framework for a National Care Service, NCS. Derek Feeley the report author commented; 'We need a new narrative for adult social care support that replaces crisis with prevention and wellbeing, burden with investment, competition with collaboration and variation with fairness and equity. We need a culture shift that values human rights, lived experience, co-production, mutuality and the common good. A shift to co-designed service development that reflects Lived Experience will always be welcomed by Penumbra, service development co-designed and reflective of lived experience is in our DNA. If set within a proposed framework of collaborative commissioning and Fair Work reinvestment of public money in to the Scottish economy the development of the NCS, based on the principles of the Independent Review of Health and Social Care, is broadly welcomed.

Penumbra have been a leader in the fields of co-production, placing lived experience at the centre of our designs and approaches and ensuring that Peer Roles are an integral part of our workforce. Penumbra's long-standing outcomes-based approach is congruent with the vision of the Feeley review and we will continue to promote the need for mental ill health services to be reflected in the developments of a 'New Deal' within an evolving NCS, enabling those affected by mental ill health to achieve their outcomes, to have a good life and reach their potential.

## Vision. Mission. Values and Aims.

Our vision is aspirational, ambitious and hopeful. It gives a view of what we aim to achieve. Our mission explains how we aim to achieve our vision. It is the reason we exist. Our values set our behaviours and actions. These underpin everything we do.

### Our vision

Our vision is that people live with positive mental wellbeing and can easily access the best possible 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.

### Our values

We live and breathe our values. They set our behaviours and actions, and underpin everything we do:



**Compassion** - We 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 explore, reflect, learn and adapt to create solutions that are best for people's wellbeing.

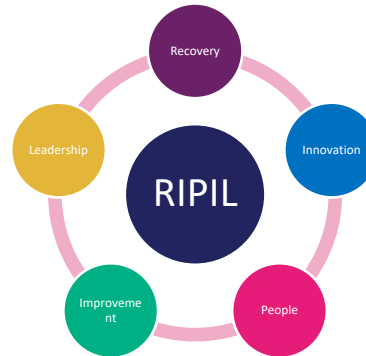


**Collaboration** - We will work with those who share our vision and values.

## Our Strategic Aims

Penumbra has 5 strategic aims that we believe will enable Penumbra to continue to deliver positive outcomes for people who use our services, and to positively contribute to the mental health and wellbeing agenda.

- Recovery
- Innovation
- People
- Improvement
- Leadership



## Our Goals

To support the achievement of each of our Strategic Aims we have goals for this period. These goals have been set as our priorities following consultation with our staff teams and describe the key steps we will take in response

**Recovery:** To make a positive difference to people’s recovery and mental wellbeing

What People told us	What we will do
People want to access services easily.	<ol style="list-style-type: none"> <li>1. Ensure our services are easy to access.</li> <li>2. Promote no wrong door and respond with compassion to all those who contact us.</li> <li>3. Promote Direct Access to services.</li> <li>4. Provide services to 12,000 people by 2025</li> </ol>
People want to be heard and their experience validated.	<ol style="list-style-type: none"> <li>5. Ensure the voice of lived experience is central to our processes</li> <li>6. Ensure we are trauma-informed in our approaches.</li> </ol>
People value being given time and a safe space to reflect.	<ol style="list-style-type: none"> <li>7. We will embed the principles of Time, Space and Compassion in our practice.</li> </ol>
People want meaning in their lives.	<ol style="list-style-type: none"> <li>8. Use our @HOPE Framework as the basis for a person-centred, outcomes-based approach.</li> <li>9. Use I.ROC to measure the difference we are making.</li> </ol>
People value the role of peer workers.	<ol style="list-style-type: none"> <li>10. Ensure Peer Workers are an integral part of our workforce by having 30% of our service delivery roles as peers by 2025.</li> </ol>



**Innovation:** To be innovative and creative in all that we do

What People told us	What we will do
Partnership working is good	<ol style="list-style-type: none"> <li>1. Work in Partnership with those who share our values.</li> <li>2. Support the Scottish Recovery Network to achieve their core objective to bring people, across sectors together to create a mental health system powered by lived experience.</li> </ol>
Digital mental health tools are useful	<ol style="list-style-type: none"> <li>3. Further develop <a href="http://www.irocwellbeing.com">www.irocwellbeing.com</a> as a resource that delivers a personal recovery approach.</li> <li>4. Develop additional digital mental health toolkits such as self-harm portal and suicide prevention toolkit.</li> <li>5. Support a flexible, blended approach to service delivery.</li> </ol>
Promoting new ways of responding to distress is essential	<ol style="list-style-type: none"> <li>6. Develop new, easy-to-access services e.g. Dundee CWC.</li> <li>7. Deliver Justice Wellbeing toolkit</li> <li>8. Complete the DBI Associate Programme Development by 2025.</li> </ol>

**People:** To value, support and involve our people

What People told us	What we will do
Our staff are proud to work for Penumbra.	<ol style="list-style-type: none"> <li>1. Be a mental health employer of choice and effectively recruit people who share our values.</li> </ol>
Our staff feel social care salaries are too low.	<ol style="list-style-type: none"> <li>2. Work with sector colleagues and support sector membership organisations to promote the value of health and social care workers and achieve improved terms and conditions for our staff .</li> </ol>
Our staff want to make a difference to the people they support.	<ol style="list-style-type: none"> <li>3. Support the wellbeing of our staff by providing a safe working environment, regular support and supervision, an effective employee assistance programme, and tools and resources that promote their own wellbeing.</li> </ol>
Our staff would like more career development opportunities.	<ol style="list-style-type: none"> <li>4. Take steps to create new roles that facilitate career progression.</li> <li>5. Re-design our learning and development programme to promote skills and career development.</li> <li>6. Implement People Plan and review by 2025.</li> </ol>

**Improvement:** To continuously learn and improve our practice and processes

What People told us	What we will do
Embrace digital transformation to improve efficiency.	1. We will complete phase 2 of digital transformation programme.
Collect and use data to inform practice development.	2. We will implement Access Analytics so our services have access to real-time performance data 3. We will use a results framework to track our results and address areas for improvement.
Use creative ways to gather evidence of what works.	4. We will use OutNav to manage our outcome evaluation by using outcome maps for collecting, collating and analysing data. 5. We will gather evidence of the difference we make and use the evidence to inform future developments.
Continuous improvement is good.	6. Implement quality assessment framework with an outcome map for each service based on Penumbra Approach Map and Care Inspectorate Quality Themes. 7. Each service to have development plan in place based on qaf assessment. 8. Have a minimum CI average of 5.3 by 2025.

**Leadership:** To be thought and practice leaders in recovery and mental wellbeing

What People told us	What we will do
We should promote our achievements more.	1. We will promote and publish the evaluations and outcomes of our work.
Working collaboratively enhances influence.	2. We will continue as partners in local, regional and national for that contribute to the rights and recovery of people who use our services and in the communities where we work
Communicate your success creatively.	3. We will promote our work via e.g. video and podcasts and demonstrate the impact and learning of our work.
Population mental wellbeing is important.	4. We will raise awareness of the factors that impact mental health and wellbeing and the approaches that promote recovery.

Progress toward our goals will be reviewed by the Board and Senior Management Group of Penumbra but it is our hope that everyone working for Penumbra understands the contribution they make to the achievement of our strategic aims and the difference made to the recovery and wellbeing of those who use our services.