



ADVERT
EXECUTIVE DIRECTOR

Birthlink is in a period of significant organisational transformation. We are modernising systems, strengthening accountability, addressing legacy challenges, and resetting our culture to ensure consistent, trauma-informed, safe and compliant practice across all service areas. We are looking for an exceptional Director to lead this next phase of development with clarity, authority, compassion and a strong values-driven approach.

Birthlink supports adopted adults and care-experienced people to access their records, understand their personal history, reconnect with family, and navigate complex statutory processes. We also support survivors of abuse in care to access information that informs their personal statements and applications to Scotland's Redress Scheme.

We operate Scotland's national Post Adoption Service, including the Adoption Contact Register (ACR), we are also a key Delivery Partner in Scotland's Redress Scheme and Future Pathways Care Connect. Our Thrift Shops provide both vital revenue and meaningful community engagement.

Our work sits within a highly scrutinised national landscape shaped by the Scottish Child Abuse Inquiry, the wider Adoption and Care-Experienced Policy Agenda, and evolving expectations around information governance, digital security, and access to historical records.

We are seeking a Director who can provide decisive strategic leadership, strengthen governance, modernise systems, and embed a culture where professional standards, transparency and responsibility are non-negotiable. You will lead a cultural reset, address resistance where required, and ensure Birthlink operates with the discipline, compassion and trauma-informed practice our beneficiaries deserve. You will work closely with the Board of Trustees, managers, funders, regulatory bodies and sector partners to increase Birthlink's national influence and external profile.

You will bring substantial experience in governance, finance, performance and risk management, organisational development, and strategic planning. You will be confident navigating complex political, social and regulatory environments, and you will understand the challenges faced by people seeking access to historic records and information. You will be an impactful communicator, a credible spokesperson, and an experienced leader.

This is a rare opportunity to lead a charity with national significance at a pivotal moment in its development, strengthening its foundations, modernising its systems, and ensuring it continues to deliver safe, effective, trauma-informed services for the people who rely on us.

Please consider the full job pack, which provides detailed information about the role, remit, and how to apply.

Yours Sincerely
Birthlink Board of Directors



RECRUITMENT PACK EXECUTIVE DIRECTOR OF BIRTHLINK

Why Work with Us

Birthlink is at a pivotal moment. We are modernising, strengthening governance, addressing legacy challenges, and resetting our culture to ensure safe, trauma-informed, accountable practice across all areas of our work. Joining us now means stepping into a leadership role where your decisions will directly shape the future of a charity with over a century of history and a nationally significant remit.

You will lead an organisation trusted by adopted adults, care-experienced people, and survivors of abuse in care, people whose stories, rights and identities have often been shaped by systems that failed them. You will guide a committed team through organisational transformation, modernise digital and information governance systems, and strengthen Birthlink's national influence across Scottish Government, regulatory bodies and sector partners. We offer the opportunity to lead meaningful change, work with a dedicated Board and skilled staff, and contribute to a mission rooted in dignity, human rights and trauma-informed practice. This is a role for a leader who wants to make a lasting impact not only on an organisation, but on the lives of people seeking truth, connection and justice.

You will provide strategic oversight to ensure Birthlink continues to deliver safe, compliant, trauma-informed services within a highly sensitive and scrutinised national context. You will ensure the organisation operates to the highest professional standards, that systems and processes are robust and aligned with statutory expectations, and that Birthlink's contribution to Scotland's landscape remains credible, accountable, and grounded in the needs and rights of our beneficiaries.

About Birthlink

Birthlink is entering a period of significant organisational transformation. Key service areas are undergoing improvement; our systems and information governance functions are being modernised. You will lead this period of change, ensuring stability, compliance, cultural development, and sustainable service delivery.

Founded in 1911, as the Eastern Branch of the National Vigilance Association in Scotland, originally focused on supporting vulnerable women and girls. Birthlink is a small but high-impact Scottish charity based in Edinburgh. Our organisational timeline can be accessed here: [Timeline - Birthlink](#)

Our vision is for a society where people impacted by adoption and the care system have their human rights respected; where individuals can understand their identity, their family, and the decisions made about them; and where they can reconnect with relatives in a safe, supported and trauma-informed way. Our aim is to enhance and promote the wellbeing of adults with a Scottish connection, wherever in the world they live today.

Our values are Respect, Dignity, Trust, Honesty, Empathy, and Integrity.

Birthlink's work is rooted in trauma-informed practice, human rights, and a commitment to ensuring that people can access their history, understand their identity, and be supported with dignity and sensitivity.

Birthlink is arranged into distinct service areas.

You will work closely with the Board of Trustees and Managers to develop and implement a sustainable, modernised service delivery model that reflects organisational priorities, funder and regulatory expectations, and the needs of our beneficiaries. A key part of the role is ensuring that Birthlink's support services and operational activity are fully aligned with and contribute meaningfully to our wider campaigning, advocacy and national influencing work.

Systems, Data Protection and Information Governance Service

The Systems Team provides leadership and operational management across Birthlink's digital systems, data processes, and information infrastructure ensuring that all system-related activity is coordinated, secure, and aligned with organisational priorities.

The Data Protection and Information Governance (DP IG) role is an independent consultancy position that advises both the Board of Trustees, the Executive Director and Team members on matters relating to data protection, information governance, and compliance. This role does not hold line-management responsibility but provides expert oversight, assurance, and strategic guidance to ensure Birthlink meets all statutory and regulatory obligations. The DP IG consultant and the Systems Officer work in partnership to embed best practice, strengthen data integrity, and maintain robust governance across all service areas.



Post Adoption Service

The Post Adoption Service supports adopted people and their families to reconnect, and facilitates safe, supported reunification where this is desired.

Scotland's Adoption Contact Register (ACR) established in 1984, links birth relatives separated by adoption. Birthlink can undertake comprehensive records research by accessing the Scottish Adoption Registry index to identify where an individual's adoption records are held. We also support adopted people in accessing their Court Process Papers; with the adoptee's authorisation, Birthlink can directly view, retrieve, and transcribe these legal documents on their behalf. Professional volunteer researchers contribute specialist expertise in researching public records.

You will oversee continued strengthening of the post-adoption function to ensure compliance, timeliness, and robust record management.

Care Connect

We work with Future Pathways, Scotland's in-care Survivor Support Fund, to provide the Care Connect service to individuals seeking support with accessing care records, understanding their family histories, or contacting relatives.

Care Connect is a core service area supporting adults with care experience to build a clearer picture of their past. This includes undertaking detailed records searches, exploring family histories, carrying out family tree work, and locating and requesting information from organisations involved in historic care. We offer trauma-sensitive support to help people read, interpret, and make sense of their records, and we assist with safe, supported contact with family members where appropriate.

Redress Service

The Scottish Child Abuse Inquiry, established under statute in 2015 and chaired independently by Lady Anne Smith, continues to examine the nature, extent, and systemic failings that enabled the abuse of children in care in Scotland. Its work informs national learning, accountability, and reform across law, policy, and practice.

In parallel, Scotland's Redress Scheme, opened in 2021, provides financial and non-financial redress to survivors of abuse in care, recognising harm and supporting access to justice, records, and trauma-informed assistance.

Birthlink is a key Delivery Partner of the Redress Support Service, playing a nationally significant role in supporting survivors throughout their redress journey. Our Redress Team provides specialist support to adults seeking access to records and information that informs their personal statements and applications to Scotland's Redress Scheme. The team undertakes detailed research, locating and requesting information from organisations involved in historic care placements, and offers trauma-sensitive support. Where additional support is required, Birthlink ensures appropriate signposting and referral to external agencies.

Thrift Stores

Birthlink's Thrift Stores form an important part of the organisation's commercial activity. Continued development and transformation of the area include review of the operating model, the optimisation of stock management and pricing strategies, and the growth of online sales channels to increase reach and revenue. Business processes, financial controls, and operational standards must be consistently applied across the Thrift service. The Thrift service should reflect Birthlink's values while operating with the commercial discipline required to support the wider organisation, and it should provide volunteering opportunities that build skills, confidence, and community engagement.

FUNCTIONS

Governance, Leadership and Strategy

You will provide decisive, values-led strategic leadership to ensure Birthlink fulfils all legal, statutory, and regulatory responsibilities and meets all reporting requirements with accuracy, transparency, and accountability. You will maintain open, constructive communication with the Board of Trustees and the wider community, ensuring Birthlink's work, impact, and decision-making are clearly articulated and aligned with organisational priorities.

You will build and sustain strategic partnerships with Scottish Government, regulatory bodies, sector organisations, and key stakeholders, strengthening Birthlink's national influence and positioning the charity as a credible, authoritative voice within adoption, care experience, and survivor support. You will lead the development and



implementation of organisational strategy, working closely with the Board to ensure Birthlink's direction is evidence-based, future-focused, and responsive to the needs of beneficiaries and the wider policy landscape.

In this role, you will provide strong leadership to operational managers, ensuring that staff receive appropriate induction, supervision, appraisal, and development, and that roles, responsibilities, and expectations are clearly defined and consistently upheld. As Birthlink's primary spokesperson, you will represent the organisation with professionalism and authority, ensuring external communications reflect Birthlink's values and strategic priorities.

You will also oversee the maintenance and security of Birthlink's financial, property, digital, and operational assets, ensuring robust governance across business operations, information governance and data protection, funding and fundraising, and contract and commissioning activity. Through this strategic leadership, you will ensure Birthlink's business strategy addresses the key issues facing the organisation and its beneficiaries, driving improvement, stability, and long-term sustainability.

Information Governance and Data Protection

Information is one of Birthlink's most critical assets. It underpins our decision-making, service delivery, regulatory compliance, and the trust placed in us by beneficiaries, partners, and statutory bodies. Effective information governance ensures that Birthlink creates, manages, uses, shares, and disposes of information lawfully, securely, and consistently across all service areas. It brings together the full suite of legislative and regulatory requirements, standards, and best practice relating to information compliance, information security, information sharing, and records management. Data protection sits at the centre of our processes, technology, people, and skills, ensuring that every aspect of our work protects the rights and dignity of those we support.

Information governance practice will align with statutory expectations and the Health and Social Care Standards, ensuring that record handling, access, and disclosure uphold the rights, dignity, and safety of service users.

In this role, you will provide strategic leadership and oversight of information governance, ensuring that Birthlink meets its statutory obligations and maintains robust, modern, and compliant systems. Working closely with the Systems, Data Protection and Information Governance team, you will drive the modernisation of digital systems, strengthen data quality and integrity, and embed consistent, organisation-wide compliance. Clear expectations for information handling will be set and upheld, ensuring that processes, behaviours, and controls align with regulatory requirements and withstand external scrutiny.

You will play a central role in establishing and embedding strong information governance practice across the organisation, ensuring compliance with all applicable legislation and frameworks, including the Data Use and Access Act (DUAA), the Data Protection Act 2018 (DPA 2018), UK GDPR, Data Protection Impact Assessments, Privacy Notices, and data breach management. Through decisive leadership, you will ensure that information governance is not treated as an administrative function but as a core organisational priority essential to Birthlink's credibility, safety, and long-term resilience.

Performance Management

You will provide strategic leadership to ensure Birthlink becomes a high-accountability, data-driven organisation where performance, quality, and compliance are consistently monitored, understood, and improved. You will ensure all funded projects and services are delivered effectively, on time, and within budget, and will lead the development of sustainable funding and service delivery models that strengthen organisational resilience and diversify income streams.

In this role, you will oversee the modernisation of finance, information management, and operational data systems, ensuring these systems provide accurate, timely intelligence that underpins decision-making and organisational planning. Using data to understand demand, capacity, and outcomes across all service areas will be central to your approach, enabling early identification of performance issues and decisive action to address them.

You will also provide oversight of caseload management, audit, and inspection activity, ensuring compliance with regulatory expectations and embedding a culture of continuous improvement, innovation, and responsible risk-taking in how Birthlink delivers its work.

Organisation and Culture

Birthlink is undertaking a significant cultural reset to strengthen accountability, improve practice, modernise systems, and ensure consistent, trauma-informed and compliant ways of working across all service areas. This includes embedding the principles of Scotland's National Trauma Training Programme across all service areas, ensuring staff are supported to develop trauma-skilled and trauma-enhanced practice. As Director, you will lead this shift with clarity,



authority, and a values-driven approach, setting expectations and ensuring alignment with regulatory requirements and organisational priorities.

You will establish a culture where professional standards, transparency, and responsibility are non-negotiable. Working closely with managers and the Board, you will ensure that structures, systems, and processes are robust, fit for purpose, and consistently applied, enabling high-quality, safe, and compliant service delivery.

Your leadership will set clear expectations for conduct, performance, and accountability across all teams. You will shape a performance-driven, proactive workforce committed to delivering safe, effective, trauma-informed services and meeting organisational priorities. Cultural or behavioural barriers to progress will be addressed directly, ensuring staff understand and uphold Birthlink's values, responsibilities, and regulatory obligations.

Through coaching, support, and clear direction, you will empower staff to meet priority outcomes, embedding continuous improvement, reflective practice, and shared responsibility for quality, performance, and compliance.

Campaigning and Advocacy

Work with the Board of Trustees, staff, beneficiaries, and wider stakeholders to maximise Birthlink's influence and campaigning impact, driving a confident and visible external profile for the organisation. As Director, you will lead, develop, and implement effective funding and fundraising campaigns, strengthen membership engagement, and build philanthropic support, ensuring these activities align with Birthlink's strategic priorities.

You will champion the communities we serve by connecting with citizens, customers, and partners through purposeful digital engagement, and by advancing education and development initiatives that amplify Birthlink's voice, extend its reach, and reinforce its role as a national leader in adoption, care experience, and survivor support.

Health and Safety

The Director will provide strategic oversight of Birthlink's health and safety responsibilities, ensuring the organisation meets all statutory requirements and maintains a safe, compliant operating environment across every service area. Clear expectations for health and safety standards will be set and championed, fostering a culture of safety and risk awareness and ensuring that robust policies, systems, and governance frameworks are in place and consistently applied.

Oversight of incidents, accidents, and complaints will form a key part of the role, ensuring that investigations are carried out appropriately and that learning is embedded to prevent recurrence. The Director will also ensure that risk assessments are undertaken and regularly reviewed, identifying areas of operational risk and implementing proportionate, effective controls that safeguard staff, volunteers, beneficiaries, and the public.

IS THIS YOU?

You are an experienced senior leader with substantial acumen in governance, finance, performance and risk management, and the strategic development of organisations operating within complex, publicly accountable environments. You bring a proven ability to design, implement, and operationalise strategy, frameworks, and systems, and you are confident managing budgets, interpreting reporting requirements, and navigating the socio-political, economic, and policy landscape in which Birthlink operates.

Your leadership is grounded in equality, diversity, inclusion, and human rights, and you lead with integrity, emotional intelligence, and a values-driven approach. You are capable of creating a safe, inclusive, trauma-informed and psychologically secure culture, while also setting clear expectations and driving accountability. You understand the feminist issues and intergenerational impacts affecting Birthlink's beneficiaries and their families, and you bring a compassionate but authoritative leadership style that supports both cultural change and organisational stability.

You have knowledge and experience across the Adoption and Care Experienced Policy Agenda, Historic Forced Adoption, The Scottish Child Abuse Inquiry, Scotland's Redress Scheme, Information Governance and Data Protection, and the challenges faced by people seeking access to their information.

A strong understanding of Scotland's professional and regulatory landscape underpins your practice, including the SSSC Codes of Practice, the Health and Social Care Standards, and the emerging role of the National Social Work Agency. You are committed to Scotland's National Trauma Training Programme and ensure that organisational culture and practice reflect trauma-skilled, trauma-enhanced and trauma-informed principles.

You are comfortable working with boards, influencing at senior levels, and navigating complex statutory and regulatory environments. An understanding of mediation and counselling principles is advantageous.



As an impactful campaigner and advocate, you are an accomplished public speaker and an effective communicator who can build coalitions, shape narratives, and engage diverse stakeholders. You understand how to use digital platforms and web-based systems to extend reach and influence.

You also bring insight into the leadership of volunteer-delivered services and membership-based organisations, with the ability to build, motivate, and align teams around shared purpose, high standards, and organisational priorities.

HOW TO APPLY

Secondment opportunities may be considered. Applicants wishing to pursue a secondment must obtain agreement from their employer prior to applying.

To apply for the role of Director of Birthlink, please submit your CV outlining your career history, leadership experience, and how your background aligns with the strategic, cultural, and operational requirements of the role. We are also keen to understand your motivation for working with Birthlink specifically, and what draws you to our mission and context at this point in our development.

Alongside your CV, please provide written responses to the questions listed below. These will help us assess your readiness to lead Birthlink through a period of organisational transformation, cultural reset, and strategic development.

Please include a telephone number and note any dates in the next two months when you may be unavailable or have difficulty with the recruitment timetable.

1. Leadership Through Cultural and Organisational Change

Birthlink is undergoing a significant cultural and organisational reset, including modernising systems, strengthening accountability, and bringing greater consistency to areas where process, resource, practice, and culture are not yet fully aligned. What specific actions would you take in your first six months to stabilise, align, and strengthen Birthlink? (500 words)

2. Information Governance, Digital Modernisation, and Records Access

Birthlink operates within a complex information governance environment and supports people seeking access to sensitive, historic records. Explain your strategic approach to strengthening information governance, digital systems, and data quality across the organisation. (300–500 words)

3. Strategic Priorities and Organisational Challenges

What do you see as the most significant strategic challenges facing Birthlink over the next three years? Describe how you would prioritise and address these challenges as Director. (300 words)

4. National Influence, Campaigning, and Stakeholder Engagement

Birthlink must strengthen its national influence and external profile. Describe your experience of campaigning, influencing, and coalition-building at a national level. How would you use these skills to increase Birthlink's impact and visibility, and how do you see stakeholder engagement shaping the development and delivery of Birthlink's services? (300–400 words)

5. Governance, Accountability, and Working with a Board

Describe your approach to working with a Board of Trustees during a period of organisational change. How would you ensure strong governance, transparent reporting, and effective decision-making while maintaining pace and clarity of leadership? (300 words)

Please be assured that your responses are kept confidential, separate from your candidate record, and not part of any application you make.

Please send your application to Gaynor.Clarke@birthlink.org.uk and Linda.McLeod@Birthlink.org.uk by 29 October 2026 (00:00).

If you have any question or queries connect with Gaynor.Clarke@birthlink.org.uk in the first instance.



About the Recruitment Process

We aim to run a recruitment process that is transparent, fair, and reflective of Birthlink's values. Our approach is designed to give candidates a clear understanding of the role, the organisation, and the expectations of the Executive Director position, while enabling us to assess leadership capability, strategic insight, and alignment with our mission and culture.

The recruitment process will include:

- Application and Shortlisting
- Applications will be assessed against the minimum role requirements, the "Is This You?" profile, and the written response questions. We will shortlist candidates whose experience, leadership qualities, and strategic capability best align with Birthlink's needs at this stage of organisational development.
- Meet the Team
- Interview Process

Interview Process

Shortlisted candidates will be invited to a multi-stage interview process. This will typically include:

- A panel interview with Board members, exploring strategic leadership, cultural change capability, governance experience, and understanding of Birthlink's portfolio.
- A practical leadership exercise or presentation, designed to assess your ability to think strategically, communicate clearly, and respond to complex organisational challenges.
- Values-based questions to understand your approach to trauma-informed practice, accountability, and leading teams through change.

We will provide full details of the interview format and any preparation required in advance.

References and Pre-Appointment Checks

- References will be requested for preferred candidates. PVG membership (or willingness to obtain it) is required for appointment. Additional checks may be undertaken where appropriate to ensure compliance with statutory and governance requirements.

Timeline and Communication

- We will communicate clearly throughout the process and ensure candidates are kept informed of timelines, progress, and next steps. If you have any dates when you may be unavailable, please include these in your application so we can plan accordingly.

JOB PROFILE

EXECUTIVE DIRECTOR

About the Role

As Director, you will provide decisive, values-led leadership across Birthlink, working closely with the Chair and Board to steer the organisation through a period of significant cultural and organisational transformation. You will hold strategic responsibility for all aspects of Birthlink's operations, governance, external influence, and long-term development, ensuring the charity delivers safe, effective, trauma-informed services within a highly scrutinised national landscape.

You will translate strategy into clear, measurable action, strengthening accountability, modernising systems, and embedding consistent standards across all service areas. You will lead and support a committed team of staff, sessional workers and volunteers, ensuring they are aligned, empowered and working within a culture where professional standards, transparency and responsibility are non-negotiable. You will

Job Title

Executive Director

Salary

£60,000 per annum, with annual performance-related pay progression.

Location and Hours

35-hour work week, initially office based to grow and develop the organisation with opportunity for hybrid working to meet the needs of the business.

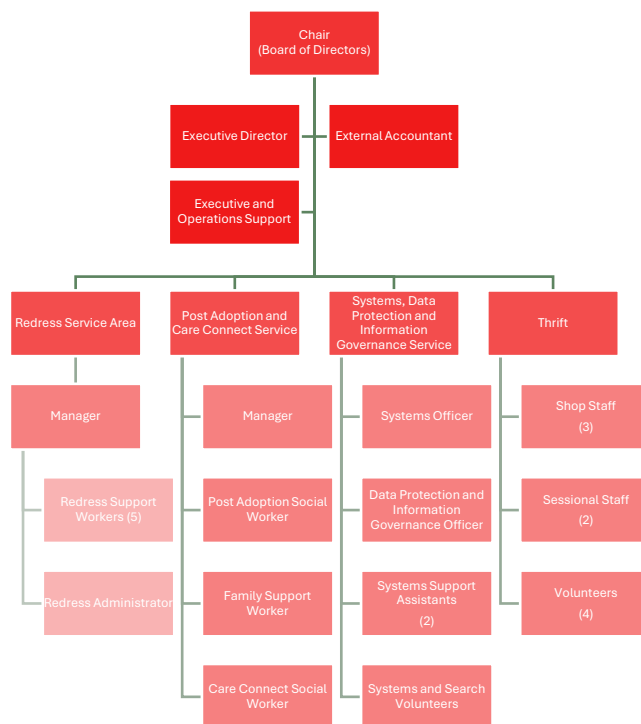


manage high-level relationships with Scottish Government, regulatory bodies, local authorities, funders and sector partners, positioning Birthlink as a credible national voice on adoption, care experience, records access and survivor support.

You will oversee the development of robust internal systems, policies and governance frameworks, ensuring Birthlink meets all statutory obligations and is equipped to operate confidently within the evolving regulatory and socio-political environment. As Birthlink's primary spokesperson, you will be a visible and authoritative advocate for the organisation across Scotland, strengthening our external profile, campaigning impact and strategic influence.

This is a pivotal leadership role at a critical moment in Birthlink's development. You will shape the organisation's future direction, stabilise and strengthen its foundations, and ensure our work remains grounded in the needs, rights and experiences of the people and communities we serve.

Organisational Chart



Key Outcomes

External and Internal Leadership.

You will provide decisive, values-led leadership across Birthlink, driving our campaigning, influencing and external engagement work while strengthening our national profile. You will lead with a commitment to inclusivity, equity and collaboration, ensuring Birthlink's culture is trauma-informed and grounded in professional standards. You will ensure that organisational culture and practice align with national professional expectations, including the SSSC Codes of Practice, the National Care Standards, and Scotland's trauma-informed workforce framework. You will work closely with the Board, Teams, funders, staff, volunteers and the communities we serve, ensuring our work remains aligned with organisational values and responsive to beneficiary needs.



Financial Planning and Organisational Sustainability	You will provide strategic oversight of Birthlink's financial planning, ensuring budgets are managed effectively, future financial risks are anticipated, and savings targets are delivered where required. You will strengthen financial systems and controls, ensuring they provide accurate, timely information that supports decision-making, organisational resilience and long-term sustainability.
Information Governance and Digital Modernisation	You will lead Birthlink's information governance strategy, ensuring compliance with all relevant legislation and regulatory frameworks. You will oversee the development of robust processes, training and assurance mechanisms that embed strong information governance practice across the organisation. You will drive the modernisation of digital systems and data quality, ensuring Birthlink operates confidently within a complex statutory and records-access environment.
Strategic Planning, Service Development and Change Leadership	You will lead the development and implementation of business strategies across all functional service areas, ensuring services are designed, delivered and monitored in line with organisational priorities, regulatory expectations and beneficiary needs. You will manage planned service transitions, including the strategic redesign, decommissioning or orderly closure of time-limited or non-viable services, ensuring change is well-governed, risk-assessed and aligned with Birthlink's long-term direction. You will embed continuous improvement, accountability for performance and a culture where professional standards are consistently upheld.

Minimum Role Requirements

This section includes the minimum requirements for the post holder to carry out the role and for recruitment purposes, enables applicants to consider whether they meet these requirements.

Qualifications and Professional Standing	→ Educated to degree level or able to demonstrate equivalent senior-level experience within a complex, publicly accountable organisation. → Completion of a recognised leadership or management programme, or substantial experience evidencing advanced leadership capability. → PVG membership or willingness to obtain within agreed timescales.
Leadership, Governance and Strategic Capability	→ Proven experience leading organisations or services through regulatory scrutiny, improvement programmes, cultural change, and service transformation. → Demonstrable ability to lead high-performing teams, build organisational capability, and create psychologically safe, trauma-informed working environments. → Strong interpersonal, negotiation and influencing skills, with the ability to command confidence and work assertively in high-profile, multi-agency contexts. → Experience advising and collaborating with Boards, senior stakeholders, funders and statutory bodies.
Analytical, Financial and Operational Competence	→ High-level analytical skills with the ability to assess and manage competing risks, make sound decisions, and solve complex problems under pressure. → Experience preparing clear, accurate and relevant reports for Boards and committees, including financial analysis, performance reporting and strategic recommendations. → Demonstrable ability to manage budgets, plan for future financial sustainability, deliver savings where required, and ensure robust financial controls. → Strong understanding of organisational development, change management and the creation of effective systems, frameworks and processes. → Competence in IT, digital systems, information management and finance systems.
Commitment to Values, Compliance and Safeguarding	→ Commitment to Birthlink's mission, values and strategic priorities. → Understanding of and adherence to all statutory legislation relevant to the role, including safeguarding and adult/child protection. → Commitment to equality, diversity and inclusion, with the ability to challenge discrimination, racism, sexism, abuse and other unjust behaviours. → Ability to identify, source and procure goods and services that represent best value. → Awareness of technological advancements and the ability to recommend improvements that enhance Birthlink's digital offer.



Specialist Knowledge Relevant to Birthlink's Portfolio	– Understanding of the Data (Use and Access) Act 2025 (DUAA), Data Protection legislation and information governance principles. – Understanding of the SSSC regulatory framework, National Care Standards, and the professional expectations placed on social work and social care organisations in Scotland, including the developing remit of the National Social Work Agency. – Strong understanding of the complexity and diversity of Birthlink's work, including adoption, historic forced adoption, care experience, records access and survivor support. – Awareness of the social policy context surrounding the Scottish Child Abuse Inquiry and the societal norms of the periods under investigation. – Understanding of the roles, responsibilities and statutory duties of key agencies within Scotland's care, adoption and redress landscape. – Knowledge of environmental, risk and protective factors relevant to adult service users. – Understanding of intersectionality, intergenerational trauma, human rights and equalities issues. – Sound knowledge of research approaches and methodologies.
Behaviours	
The post holder is to demonstrate the following behaviours:	
Communication	Communicates proactively, clearly and with purpose. Shares information openly, listens actively, and responds constructively. Tailors communication to diverse audiences, including beneficiaries, staff, volunteers, Board members, funders and national stakeholders. Demonstrates transparency, honesty and clarity in all interactions.
Customer and Beneficiary Focus	Recognises that excellent service is everyone's responsibility. Understands the needs, expectations and lived experiences of beneficiaries, particularly those affected by trauma, adoption, care experience and historic abuse. Strives to meet expectations where possible and manages them responsibly where constraints exist. Continuously seeks opportunities to improve service quality and accessibility.
Professionalism	Acts with integrity, consistency and accountability. Demonstrates the standards expected of Birthlink at all times and recognises that they represent the organisation in every interaction. Maintains confidentiality, exercises sound judgement and models ethical behaviour.
Respect	Treats all individuals with dignity, fairness and compassion. Demonstrates respect for people, property, policy and organisational values. Creates psychologically safe environments where staff, volunteers and beneficiaries feel heard, valued and supported.
Leadership Behaviours	
Creative and Strategic Thinking	Seeks innovative, evidence-based ways to improve services, systems and organisational culture. Thinks beyond immediate challenges to identify long-term opportunities, risks and solutions. Encourages creativity and responsible risk-taking within teams.
Engagement and Culture Building	Understands the importance of employee commitment and organisational culture. Creates a positive, inclusive and trauma-informed environment that motivates people to contribute, collaborate and perform. Builds trust, alignment and shared purpose across diverse teams and service areas.
Future Focus and Commercial Awareness	Maintains a clear view of Birthlink's future direction and its role within Scotland's wider social, political and regulatory landscape. Demonstrates commercial awareness, understanding that resources are finite and must be used wisely. Makes decisions that support sustainability, efficiency and long-term organisational resilience. Navigates political sensitivity with confidence and discretion.
Leadership and Values-Driven Conduct	Provides visible, active leadership to the organisation, modelling Birthlink's values and setting clear expectations for behaviour, performance and accountability. Leads ethically and transparently, encourages trust and respect, and demonstrates self-awareness and emotional regulation. Builds strong relationships, influences effectively and leads teams through change with clarity and compassion.