



**Shetland
Charitable Trust**

Trustee Recruitment Pack

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Introduction

Shetland Charitable Trust (the Trust) is a community-based funder and we exist to improve the quality of life in Shetland. We want Shetland to be a place to live a happy and confident life, surrounded by a community that encourages and supports everyone. We have agreed our new Strategy 2025-2030 which sets out our planned approach for the coming years.

The Trust is looking for enterprising and upbeat individuals who would like to join us to help ensure that future generations benefit from the financial legacy, as past and present generations have. It is vital that we manage a sustainable fund.

The Trust is particularly keen that a diverse board should shape its activities in the years ahead. Joining the Trust now, will give you the opportunity to progress the Trust's Strategic Plan for 2025-2030, and provide funding to maintain extensive community facilities which enrich lives through culture, music, arts and sport and bring Shetlanders together.

The Trust has disbursed over £360 million to a wide range of local charities, organisations and individuals. We are very proud of our work and our community, but at the Trust, we are most proud of the organisations we support and the positive impact they have on people's lives.

Funding from the Trust has enabled the construction of many of Shetland's recreational, cultural and welfare assets, including rural care homes, swimming pools and leisure centres and the Shetland Museum and Archives. The Trust continues to support these community assets today through revenue funding to the organisations that operate them.

No other part of the United Kingdom has a Trust with this level of resources and the ability to make such a positive difference.

If you are interested, or if you know someone who you think would be able and willing to contribute, please get in touch. Contact details are provided at the end of this pack.

So what's involved?

The Board of Trustees provide strategic leadership to our small staff team, creating a strong and resilient organisation. The board meets formally four times a year to oversee and make decisions on Trust governance, investments, finance and accountability.

In addition, there are three advisory committees of Trustees – audit and governance, investment and general purposes – and you would be asked to sit on one of these, although you would be free to attend the meetings of the others.

These committees oversee the detailed work of evidence-based policy proposals and make recommendations to the full Trust. They meet as and when there is a business requirement.

Beyond that, the Trust holds a number of Trustee working lunches each year for informal discussion and there are occasional ad hoc meetings to deal with any issues that arise.

The Trust provides grant funding to local and national organisations through unique support programmes that enable charitable and voluntary organisations to meet the needs of individuals and communities in Shetland. This is currently administered through the Trusts Large Grant Scheme, Small Grant Scheme, Innovation Grant Scheme and through the Capital Works Bridging Loan Scheme.

What else do I need to know?

Trustees are volunteers, and the day-to-day activities of the Trust are administered by a small dedicated team of staff.

The main concern of Trustees is the governance of the Trust and the charitable funds it holds. Trustees are guided by the Trust's own Deed, by charity law and the requirements of the charities regulator OSCR and by financial standards imposed by HMRC and the Trust's own auditors. New Trustees will receive training in specific areas such as charity law.

The Trust also has a set of administrative regulations which describes the roles and responsibilities of Trustees and staff, how the Trust carries out its business and how meetings are run.

The Trust's decision-making and activity are guided by our four main guiding principles:

- **Equality, Inclusion and accessibility:** our goals are better achieved when different voices and needs are heard and responded to, and impact is experienced across the islands
- **Sustainability:** we are focused on meaningful change for residents and helping to ensure Shetland is looked after for future generations
- **Outcome-led:** a strong focus on outcomes helps us and our supported organisations make good decisions, adapt to changing conditions, and maximise impact
- **Collaboration:** we believe working effectively together will lead to better solutions and create more impact

An emphasis on good governance and a commitment to manage our investments so that we can continue to use earnings to provide support now and long into the future, are important attributes of Trustees, who also act as ambassadors for the charity.

Individuals with the personal characteristics we are looking for, but who think they lack skills in particular areas, will be supported in their development.

The Trust has total assets worth almost £500m.

It owns Shetland Heat Energy and Power (SHEAP), which operates the Lerwick district heating scheme, and SCT Renewables Ltd, which has a 90 per cent interest in Viking Energy Shetland LLP, the Shetland partner in the Viking Energy wind farm project (the other partner is SSE plc).

Most Trust spending is by grant funding. The largest organisations supported by the Trust are Shetland Recreational Trust, Shetland Amenity Trust, Shetland Arts Development Agency, and Shetland Islands Council (for rural care).

More information can be found on our website www.shetlandcharitabletrust.co.uk

I'm interested, so what's the next step?

If you would like to find out more or have an informal chat, please contact Dr Ann Black, Chief Executive:

Email: ann.black@shetlandcharitabletrust.co.uk

Phone: 01595 744994

Address: 22-24 North Road, Lerwick, Shetland ZE1 0NQ

or contact the Trust for an application pack:

mail@shetlandcharitabletrust.co.uk or
01595 744994 for a paper or electronic copy.

Closing Date for applications: Monday 31 March 2025 at 12 noon.



Shetland Charitable Trust
2025-30 Strategy

Welcome

Welcome to our strategy for 2025-30

As a community-based funder, we exist to improve quality of life in Shetland and our strategy sets out our approach for the coming years.

About us

For 50 years we have been providing exceptional community organisations with funds to improve quality of life in Shetland. Our fund is used to maintain extensive community facilities which enrich lives through culture, music, arts, and sport, and bring Shetlanders together. But not everyone enjoys the same quality of life, so our fund supports local charities who help people experiencing difficult times or disadvantage.

Without our funding, many services and facilities in Shetland would be diminished or may not exist. We want to ensure the quality of life we support today is also available to future generations, so it is vital we manage a sustainable fund. Providing repeat funding to several organisations creates stability and opportunities for organisations and communities but does limit our flexibility. In our strategy you will hear how our long-term perspective informs our approach.

Thank you

We're proud of our work and our community, but at SCT we're most proud of the organisations we support and the positive impact they have on people's lives. We thank them for their input to our strategy and look forward to working with them over the next five years to do our collective best for Shetland.

Our strategy

A vision for Shetland

We want Shetland to be a place to live a happy and confident life, surrounded by a community that encourages and supports everyone.

Our purpose

Our purpose is to improve quality of life in Shetland. We support community-based voluntary and charitable organisations to provide services and associated facilities that help individuals and our community to thrive.

Our approach to success

Our goals

Success is described in our quality of life goals. We aim to improve individual and community wellbeing, reduce disadvantage, and improve generational fairness.

We know strong and resilient charitable and voluntary organisations are vital if we are to achieve these goals.

Our principles

Our guiding principles describe how we want to achieve success, because the route we choose also creates impact.

Our activity

We manage our fund to enable local charitable and voluntary organisations to enhance quality of life in Shetland, while also encouraging innovation that can lead to improvements.

Improving quality of life

Community wellbeing

Our goal is to foster a community enriched by social, cultural, and leisure experiences and a healthy environment.

Why? Because social opportunities, participation, and a positive environment shape vibrant and resilient communities and a sense of belonging.

Individual wellbeing

Our goal is to open doors to physical activity and mental wellbeing so that individuals can actively pursue wellness in all its forms.

Why? Because physical and mental wellbeing underpin individual resilience and vitality, and when individuals thrive, our community thrives.

Everyone matters

Our goal is for individuals facing crisis or enduring long-term disadvantage to be able to access compassionate support, practical help, and empowering solutions.

Why? Because wellness, dignity, and participation are vital for individual wellbeing, and community wellbeing is built on how we treat our most vulnerable.

Generational fairness

Our goal is for Shetland to be a place where the young and elderly are respected, can thrive, and prepare for the future on their own terms.

Why? Young people and our more senior residents face challenges which affect wellbeing and participation. Improving life for our young and elderly benefits us all.

Enabling strong and resilient organisations

Our goal is to enable strong and resilient charitable and voluntary organisations which enhance quality of life, respond to need, and adapt to changing conditions.

Why? Because efficient, adaptable, and impactful charitable and voluntary organisations are vital if we are to achieve our quality of life goals.

Our principles

Our guiding principles

Our decision-making and activity are guided by the following principles:

Equality, Inclusion, and Accessibility: Our goals are better achieved when different voices and needs are heard and responded to, and impact is experienced across our islands.

Sustainability: We are focused on meaningful change for residents and helping to ensure Shetland is looked after for future generations.

Outcome-led: A strong focus on outcomes helps us and our supported organisations make good decisions, adapt to changing conditions, and maximise impact.

Collaboration: We believe working effectively together will lead to better solutions and create more impact.

Our activity

Activity one: Sustainable SCT

We are managing our investments so that we can continue to use earnings from our fund to support individuals and communities now and long into the future.

Activity two: Impactful community organisations

We are providing three unique support programmes that enable charitable and voluntary organisations to meet the needs of individuals and communities in Shetland.

Programme one: Community services and infrastructure. Grant funding which supports the provision of services and associated facilities.

Programme two: Community-led innovation. Modest sums of grant funding to allow groups and communities to try innovative ideas and experiment in response to need and opportunities.

Programme three: Bridging loan scheme. A scheme which provides short-term 0% loan finance to organisations awaiting third party funding for capital works on community assets.

Activity three: Learning and development

We are convening conversations with our supported organisations to seek improved or innovative ways to meet community needs and pursue our goals.



Background to our strategy

Context

Our strategy is informed and guided by our role in Shetland and our custodian model for the Shetland Charitable Trust fund.

Our role in Shetland

Shetland faces the economic, social, and environmental challenges that all communities face, but Shetland is also permanently disadvantaged by its peripherality and size.

As a community-based funder, we exist to improve quality of life in Shetland. We often commit long-term to ensure activities and community facilities that could not otherwise exist in the islands operate with some stability and become embedded in the community. This helps ensure sustainable value to Shetland's residents. Our long-term perspective improves stability but also places some restrictions on our flexibility.

Our custodian model

In the period of our 2025-30 strategy our fund will turn 50. We believe we are the custodians of a resource that must be available to future generations. Those living in Shetland 50 years from now should also have access to a fund that can help them combat challenges and support a good quality of life.

Our custodian model means we spend earnings from the fund and avoid use of the principal fund. We also aim to maintain the value of the principal fund relative to inflation. This does set limitations on what we spend year-on-year, but our approach is designed to optimise the value of the fund to Shetland now and in the future.

We're excited to present our new strategy, which is designed to help us improve further and increase the benefit to Shetland from our fund.

Developing the 2025-30 strategy

After our significant transformation in recent years to become a fully independent charitable trust, we know it is vitally important to use our newfound strength to continue our improvement journey.

To help us develop the right strategy for 2025-30, a third-party organisation was commissioned to support us. This provided staff, trustees, and grantees with an opportunity to provide feedback and ideas about the future of the Trust openly and honestly. Whilst it is always nice to hear praise, inevitably we also heard suggestions for change, which we have listened to as we've built our new strategy.

During the strategy development process, we also met with other funders in Shetland to better map our role within the wider landscape. This helps optimise the benefit of our fund to Shetland and avoid duplication and confusion.

What's changing?

We are taking the next steps in our development as an independent charitable trust. Of greatest note is our strategic shift to becoming a more relational funder, which involves us:

- actively acknowledging that our success is intertwined with the achievements and outcomes of the organisations and groups we support;
- engaging more directly with grantees to build trust and strengthen two-way communication;
- ensuring flexibility in our funding approach and procedures;
- using our profile to amplify the great work of grantees; and
- convening learning and development opportunities to foster innovation and improvement that helps achieve our goals.

We will continue to provide long-term funding to organisations. In addition, a review of the funding landscape has led us to create a fund targeting potentially higher-risk, harder to fund, one-off initiatives that align with our desired outcomes.

Trustee Role Description

Our Strategy:

A Vision for Shetland: We want Shetland to be a place to live a happy and confident life, surrounded by a community that encourages and supports everyone.

Our Purpose:

Our purpose is to improve quality of life in Shetland. We support community-based voluntary and charitable organisations to provide services and associated facilities that help individuals and our community to thrive.

The roles of a Trustee:

Trustees are important to direct the overall strategic direction of the Trust.

The role of a Trustee is to act in the best interests of the Trust and operate in a manner consistent with the charitable purposes of the Trust.

Trustees must act with the appropriate standard of care and diligence and ensure that the Trust complies with the provisions of the Charities and Trustee Investment (Scotland) Act 2005 and other relevant legislation and regulatory requirements.

The fundamental principle underpinning the operation of the Trust is that Trustees have responsibility for the strategic framework of the Trust, as set out through various strategies, plans and policies approved by them, and that they ensure the staff implement these strategies, policies and plans effectively.

Trustees' responsibilities include:

Trustees must set and oversee the implementation of the strategic aims, objectives and direction of the Trust. Trustees must exercise overall control over the financial affairs and ensure the completion of the relevant statutory reports, returns and accounts.

Trustees must act in the interest of the Trust at all times. They must promote the success of the Trust in the way that they think, in good faith, would be most likely to help the Trust achieve its purpose as set out in the Deed of Trust.

They must act with the care and diligence that it is reasonable to expect of a person who is managing the affairs of another person.

Individuals must manage conflicts of interest if they have (or can have) a direct or indirect interest which conflicts or might conflict with the interest of the Trust. They must put the interests of the Trust before those of anyone responsible for their appointment. They must also declare the nature and extent of any interest, direct and indirect, which they have in a proposed transaction or arrangement.

Trustees must ensure that the Trust complies with any direct, requirement, notice or duty imposed on it as a result of the Charities and Trustee Investment (Scotland) Act 2005 ("the Charities Act") and other relevant legislation and regulatory requirements.

Trustees must take any steps that are reasonably practicable to ensure that any breach of duty by a fellow Trustee is corrected and not repeated and also that any Trustee who seriously or persistently breaches their duties is removed as a Trustee. They must act within

their powers and only exercise those powers for the purposes for which the powers were granted.

Trustees must exercise independent judgement. They must not accept benefits from third parties which might give rise to a conflict of interests and which are given because of the Trustee's position or because of an action they can take.

Trustees must attend meetings regularly and, unless a task is delegated, must act together to take decisions affecting the Trust. Trustees nonetheless also retain ultimate responsibility for even delegated decisions.

Trustees must act in accordance with not only charity law but the law in general. They must take professional advice where appropriate or necessary.

Alongside these roles and responsibilities, each Trustee shall:

Act honestly and in good faith and in the best interests of the Trust and the beneficiaries thereof.

Attend regularly the meetings of the Trust and any committee of which the Trustee is a member.

Act in accordance with the Trust Deed.

Protect the Trust's assets and be accountable for the solvency and continuing effectiveness of the charity and the preservation of its endowments.

Exercise overall control over the Trust's financial affairs and ensure the completion of the relevant statutory reports, returns and accounts.

Not receive any financial or non-financial benefit that is not expressly authorised by the Trust Deed.

Perform their duties with the relevant standard of care required by the Charities and Trustee Investment (Scotland) Act 2005, namely that of a person who is managing the affairs of another person, which includes taking professional advice as and when required.

Conflicts of interest

Trustees have a duty to declare any actual or *perceived* conflicts of interest. This rule will normally preclude applicants for Trusteeships who are themselves beneficiaries of the Trust, or are senior employees or office-bearers of a beneficiary.

Diversity & Equality

Shetland Charitable Trust are committed to developing our people solely on the basis of their ability to contribute to the Trust's objectives, without regard to their sex, race, disability, religion, national origin, ethnicity, sexual orientation, age, or marital status.

Induction and Training

Trustees will be provided with a formal induction programme and training as required.

We will ensure that individuals with disabilities are provided reasonable facilities to participate in the application or interview process, and to carry out the role of a Trustee. Please contact us to discuss your requirements.

Trustee Person Specification

| Personal Attributes: | |
|--|--|
| 1 | Sound, independent judgement |
| 2 | Ability to think strategically, creatively and for the long-term |
| 3 | Ability to act with integrity and avoid any personal conflicts of interest and a commitment to collective decision making |
| 4 | A passion for Shetland and its future |
| Skills: | |
| 5 | Ability to communicate effectively with Trustees, Stakeholders, Partners and members of the public in a manner consistent with their role as an ambassador for the Trust |
| 6 | Ability to challenge constructively and ask questions appropriately |
| 7 | Ability to express your own opinion in a reasoned way while also listening to the views of others |
| 8 | Ability to analyse and evaluate strategic documents and Trust reports |
| 9 | Ability to demonstrate effective evidence based decision making |
| 10 | Proven track record to work as part of a team |
| Experience and Knowledge: | |
| <p>The following would be desirable but applicants will not be expected to fulfil all these. Individuals can be supported to build their knowledge and skills.</p> | |
| 11 | Experience or understanding of management and governance in line with the Seven Principles of the Standards in Public Life called the “Nolan Principles” |
| 12 | Experience of working in partnership with different stakeholders |
| 13 | An understanding of the role of a charity Trustee (including the legal duties and responsibilities of Trusteeship) |
| 14 | Ability to understand and manage strategic risks, in the context of charity law and the environment that the Trust operates |
| 15 | An understanding and knowledge of finance and investment |



Shetland Charitable Trust

APPLICATION FOR APPOINTMENT AS A TRUSTEE

| PERSONAL DETAILS | |
|---|---|
| Full Name: _____ | |
| Home Address: _____ _____ _____ | Telephone Numbers: Home: _____ Work: _____ Mobile: _____ E-mail: _____ |
| Post Code _____ | |

| REFEREES | |
|---|---|
| Name: _____ | Name: _____ |
| Address: _____ _____ _____ | Address: _____ _____ _____ |
| Post Code _____ | Post Code _____ |
| Designation: _____ | Designation: _____ |
| E-mail: _____ | E-mail: _____ |

BACKGROUND INFORMATION

Please use this section to provide background information to demonstrate the skills, experience and attributes you would bring to the role of Trustee

FURTHER DETAILS

Please use this section to give details of your reasons for applying for this role.

ELIGIBILITY FOR APPOINTMENT AS A TRUSTEE

Under Section 69 of the Charities and Trustee Investment (Scotland) Act 2005 the following are disqualified from acting as charity trustees:

- Someone with an unspent conviction for dishonesty or an offence under the Act
- An undischarged bankruptcy
- Someone who has been removed under either Scottish or English Law or the courts from being a charity trustee
- A person disqualified from being a company director

It is the responsibility of the applicant to ensure they personally are not disqualified from being a charity trustee. Further guidance is available from www.oscr.org.uk

Declaration:

I certify that all statements given by me on this form are true and correct to the best of my knowledge. I also confirm that I am not disqualified from acting as a Charity Trustee.

Signature _____ Date: _____

Your completed application should be marked “Private” and returned to:

Independent Chair of Recruitment Panel
c/o Shetland Charitable Trust
22-24 North Road
Lerwick
Shetland
ZE1 0NQ

Applications must be returned by: 12 noon on Monday 31 March 2025

Formal Interviews are planned for early May 2025

Shetland Charitable Trust is committed to Diversity & Equality