

Trustee Application Information Pack

Help shape the future of one of Scotland's most distinctive cultural events and the charitable trust behind it

THE ENCHANTED FOREST

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Welcome from Karen More, Chair of Trustees

Dear Applicant,

Thank you for your interest in becoming a Trustee of the Enchanted Forest Community Trust.

The Trust is responsible for The Enchanted Forest, one of Scotland's most distinctive and successful cultural events, and for ensuring that its success creates a positive and lasting benefit for communities across Highland Perthshire.

This is an important and exciting time to join us. The Trust employed a new CEO earlier this year and has introduced a new governance structure, including three dedicated Board subcommittees, to strengthen strategic oversight, make the best use of trustee expertise and support the organisation's future development.

We are now seeking to appoint two additional Trustees who will bring senior-level expertise in:

- **Marketing** – including strategic marketing, brand development, digital audience development, campaigns, communications and audience insight.
- **Finance, Funding and Enterprise** – including charity finance, commercial strategy, enterprise development, fundraising, licensing, franchising or income diversification.

Our Board is dedicated to protecting what makes The Enchanted Forest so special while ensuring that the Trust remains ambitious, responsible and sustainable. We are looking for people who share that commitment and who can bring informed challenge, fresh thinking and strategic insight to our work.

In this pack, you will find information about the Trust, the role and responsibilities of a Trustee, the experience we are seeking and details of how to apply.

We look forward to hearing from you.

Karen More

Chair



About us

The Enchanted Forest is an award-winning sound and light experience staged annually in Faskally Wood near Pitlochry.

Since its creation in 2002, it has developed into one of Scotland's most distinctive cultural events and a much-loved part of the Scottish autumn calendar. Combining imaginative visual design, original music, lighting, storytelling and the natural landscape, the event creates an experience that is genuinely unlike anything else in Scotland or indeed the wider UK.

The event's success is particularly important because The Enchanted Forest is delivered by the Enchanted Forest Community Trust. This means that its impact reaches far beyond the event itself, supporting the Trust's charitable work and providing benefits to communities across Highland Perthshire

About the Trust

The Enchanted Forest Community Trust is a registered charity which is solely responsible for the distribution of funds to the Highland Perthshire area, derived from the successful operation of The Enchanted Forest event. They have done this every year since 2015 through the generation of economic wealth and the redistribution of event surpluses to smaller local community groups and charities.

The Charitable Purposes of the Trust are primarily, but not exclusively, to benefit the communities of Highland Perthshire defined by postcode districts PH8, PH9, PH15, PH16, PH17 and PH18.

The Enchanted Forest, Scotland's game-changing sound and light show, is the primary source of income for The Enchanted Forest Community Trust.

The stated aim of the Trust is to carry out activities that directly benefit the community. Specific objectives to meet this aim are stated as:

- Support and provide quality events which enhance and celebrate the natural cultural resources in the Pitlochry area
- To encourage participation of all ages in a programme of quality events and activities
- To promote long term sustainable growth for the benefit of the community
- To promote the cultural, social and environmental aspects of the Pitlochry area to local, national and international audiences
- To provide opportunities for training, lifelong learning and employment thereby increasing the skills base in the Pitlochry area
- To share best practice and collaboration with key agencies and other groups in similar fields
- To reduce our impact on the environment and climate change

Why was the Trust formed?

The Enchanted Forest Community Trust was formed in 2015 to take over the running of The Enchanted Forest event. It developed out of a community interest company (The Highland Perthshire Community Interest Company) that was originally formed in 2010 to take over the running of the event from its public sector founders.

The Enchanted Forest was initially run in 2002 at The Hermitage in Dunkeld. It was the brainchild of Forestry Commission Scotland's James McDougall, who saw a similar event being run in England at Westonbirt Arboretum and, in a bid to encourage more people to walk in the Scottish woodlands in the Autumn, the event concept was launched in conjunction with a cross section of six public sector agency partners, namely:

- Forestry Commission Scotland
- National Trust for Scotland (owners of The Hermitage)
- Perth & Kinross Council
- Visit Scotland
- Perth & Kinross Countryside Trust
- Scottish Enterprise

Due to infrastructure restrictions, the event transferred to Faskally Wood in 2005 and, with the exception of one year where it took place at The Explorers Garden in Pitlochry, it has been there every year since.

In 2008, the event was operated by Forestry Commission Scotland who expressed an intent to formally prepare to hand the event over to the local community for them to run it, provided they could show willing commitment.

A volunteer community group was established under the banner "The Highland Perthshire Festival" which ran a series of peripheral events while The Enchanted Forest was taking place, namely storytelling in the town, walking ghost tours and buskers.

Over the course of two years, the community group worked with Forestry Commission Scotland and Perth & Kinross Countryside Trust to successfully set up a CIC (community interest company) to take over the running of the event which they did for the first time in 2010. The event attracted 20,000 visitors that year and ran for 17 nights.

In 2015, the organization evolved into a charitable organization which was identified as the best legal and tax structure for the event.

As the organisation has grown, the Trust has continued to strengthen the way it is governed. In 2026, the Board approved a revised governance structure designed to improve strategic oversight, make more effective use of trustee expertise and provide clear accountability between the Board, its committees and the executive team.

The revised structure includes three standing committees:

- Finance & Risk Committee
- Enterprise & Opportunity Committee
- Enchanted Forest Community Fund Awards Committee

The committees provide scrutiny, challenge, advice and assurance to the Board. They operate at a strategic rather than operational level, with ultimate accountability remaining with the full Board.

Our mission, vision and values

Our mission

The Enchanted Forest exists to consistently captivate and seamlessly immerse guests in a unique and magical experience, simultaneously boosting the local economy and giving back to local charities and projects.

Our vision

We're the trailblazers, gamechangers and pioneers in sound and light shows. We'll continue to do it first, better and bigger – surpassing expectations with each event, and always delivering a memorable experience that inspires our audience.

Our values

Our values underpin everything we do. They're our motivators. And they determine the way we make emotional connections with our audience.

Community

From the team that pulls the event together and our dedicated partners, to our volunteers and visitors – we're all one big community. Everyone is important, and everyone is appreciated.

Respect

We care about our customers, our environment, our teams and the local community – treating each group with the respect they deserve.

Quality

When customers buy The Enchanted Forest tickets, they're guaranteed excellence. We know their experience is going to be the best. And with each event, we're striving to enhance that further.

Creativity

Innovation, art, spectacle, wonder – The Enchanted Forest is breathtaking. We don't just want to get it right, we want our customers to be in awe and leave inspired.

Our ambition

To protect and develop The Enchanted Forest as an exceptional cultural event while using its success to create meaningful and lasting benefit for the communities we serve.



What does being a charity trustee mean?

Charity trustees are the people who control and manage a charity. They are responsible for complying with the law.

The Charities and Trustee Investment (Scotland) Act 2005 defines charity trustees as those responsible under the charity's governing document for controlling the administration and management of the charity. This is the case regardless of the terminology used to describe the role. The Enchanted Forest Community Trust comprises of:

- The Chair **7**
- The Treasurer
- Up to 9 elected trustees

The trustee board appoints a vice chair from among the trustees.

All of the group of charity trustees have charity trustee duties. A duty is something that you must do. The group shares the responsibility equally. No individual charity trustee, for example the Chair or Treasurer, has more responsibility than the other charity trustees do. This is called collective responsibility which means that Charity trustees are not only responsible for their own actions, they are also responsible for the actions and decisions taken by the charity trustees when acting together.

The responsibilities of a Trustee under Charity and Company law include:

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations;
- To ensure that the organisation pursues its objects as defined in its governing document;
- To ensure the organisation uses its resources exclusively in pursuance of its objects;
- To contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets;
- To safeguard the good name and values of the organisation;
- To ensure the effective and efficient administration of the organisation;
- To ensure the financial stability of the organisation;
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds;
- To effectively monitor and support the CEO and the Senior Management Team.

Further information relating to the role of Trustee duties can be found at:

https://www.oscr.org.uk/guidance-and-forms/guidance-and-good-practice-for-charity-trustees/

Trustee role overview

The Board of Trustees' key role is to ensure that EFCT has a relevant strategy in place which is aimed at delivering its charitable purpose.

The Board of Trustees oversees the performance of the charity and its governance to ensure the strategy is being delivered and all charity and company duties are being met in line with best practice governance and stewardship.

The Board of Trustees are also responsible for assuring that risks to the charity, contractors and staff are managed and mitigated effectively in relation to the charity's activities.

Led by the Chair, the Board has a collective responsibility for the strategy, stewardship and performance of the charity.

Trustees are collectively responsible for the governance and strategic direction of the Trust. They provide oversight, scrutiny, constructive challenge and assurance, but do not become involved in the day-to-day management of the organisation. The specialist skills sought through this recruitment will strengthen the Board's collective decision-making. Successful candidates will not be expected to undertake the operational work of the Trust's staff or contractors. This distinction is central to the new committee structure, under which committees scrutinise, advise and make recommendations while operational responsibility remains with the executive team.

Who cannot be a trustee?

Some people are not allowed by law to be a charity trustee. Every charity trustee must make sure that he or she is not breaking the law by being a charity trustee. Certain people are disqualified from acting as charity trustees:

- Someone with an unspent conviction for an offence involving dishonesty or an offence under the 2005 Act.
- Someone who is an undischarged bankrupt or has a Protected Trust Deed or Debt Arrangement Scheme (DAS) to pay off debts with creditors. Further information relating to these can be obtained from www.aib.gov.uk/guidance-and-publications
- Someone who has been removed under either Scottish or English Law or the courts from being a charity trustee.
- Someone who is disqualified from being a company director.

It is the responsibility of individuals to make sure they are not disqualified from being a charity trustee. Anyone who acts as a charity trustee whilst disqualified is guilty of an offence punishable by a fine or imprisonment, or both.

Minimum age

While there is no minimum age for charity trustees we will only consider applications from those aged 18 years or over.

What we are looking for

We are seeking to appoint two additional Trustees, each bringing substantial experience in one of the following areas:

Marketing

We are looking for someone with significant strategic marketing experience. Relevant expertise may include:

- Strategic marketing
- Digital audience development
- Brand development and management
- Campaign planning and evaluation
- Public relations and communications
- Customer and audience insight
- Marketing effectiveness and return on investment

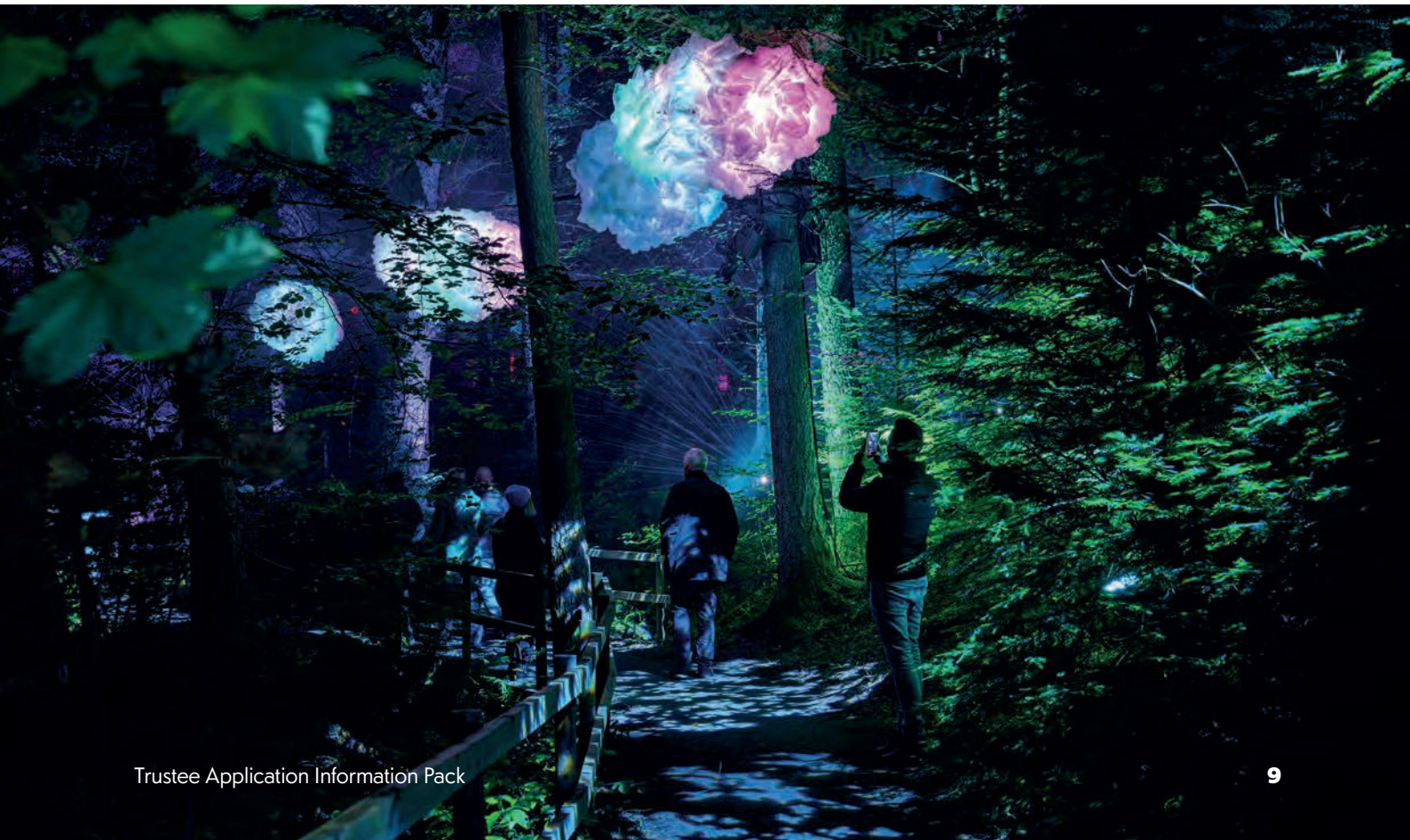
This Trustee will help the Board provide strategic oversight of the Trust's marketing activity and support the continued development of its approach to audiences, brand and communications.

Finance, funding and enterprise

We are looking for someone with significant experience across finance, funding, commercial development or enterprise. Relevant expertise may include:

- Charity finance and audit
- Commercial strategy
- Enterprise development
- Fundraising and philanthropic income
- Licensing and franchising
- Business growth and income diversification
- Long-term financial sustainability

We do not necessarily expect one candidate to have experience in every area listed. We are interested in candidates who can demonstrate substantial expertise across a relevant combination of these areas and explain how that experience would strengthen the Board.



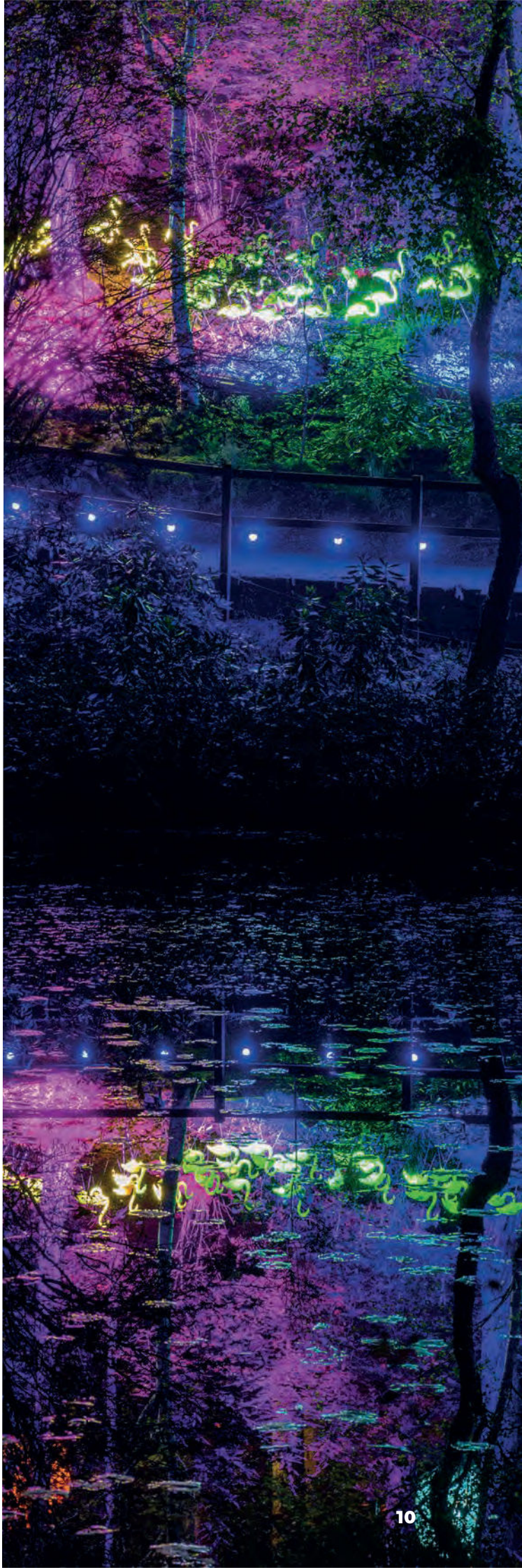
About you

You do not need previous knowledge of EFCT or prior experience as a charity trustee. However, you must share our commitment to The Enchanted Forest, our charitable purpose and the communities we serve.

You will bring an objective perspective to the Board's decision-making and be able to use your professional knowledge and experience at a strategic level.

All Trustees are expected to demonstrate:

- Commitment to the aims and charitable objectives of EFCT
- Strategic vision and sound independent judgement
- An ability to think creatively and challenge constructively
- Integrity, fairness and respect for confidentiality
- An understanding of collective decision-making
- Strong communication and interpersonal skills
- A willingness to devote the necessary time to the role
- An ability to work effectively as part of a dedicated Board



Key responsibilities

You will be responsible for:

Strategy

Contribute towards the Charity's vision, values and strategic goals, to participate in the identification of strategic organisational risks and to approve and monitor action plans to achieve these objectives while addressing the associated risks.

Planning

Approve the annual Business Plan, which sets out the annual objectives for the Charity and how these will be achieved.

Performance monitoring

Receive and review performance data and information to compare achievements against targets and, where necessary, support the implementation of remedial action. Check that effective financial control arrangements are in place to secure the financial viability of the Charity.

Governance

Participate actively in the Trust's governance structure, including membership of an appropriate Board sub-committee, and contribute scrutiny, constructive challenge, advice and assurance within the committee's agreed remit.

Guidance

Apply your particular expertise at a strategic level to support Board and committee discussions, while respecting the distinction between governance oversight and operational management.

Risk and assurance

Contribute to the identification and oversight of strategic risks, ensuring that significant issues are appropriately scrutinised, escalated and considered by the Board.

Communication and wider support

Representing the Charity at external events and communicate with stakeholders as required and to uphold the Charity's reputation at all times. Be visible within the Charity and the local community.

Self

Take responsibility for your own personal development and contribution to the leadership and development of the Charity.

Your commitment

Trustees are expected to:

- Attend quarterly meetings of the full Board and prepare by reading papers in advance.
- Serve on the Board for a minimum period of time, subject to the Trust's Articles of Association.
- Participate actively in one of the Trust's Board sub-committees, normally reflecting their skills and experience.
- Attend an annual Board development or strategy session.
- Represent EFCT at selected events and stakeholder occasions where appropriate.
- Attend the Trust's Annual General Meeting and any exceptional Board meetings.
- Maintain an appropriate understanding of the Trust's work, operating environment and legal responsibilities.

Our commitment

In return we offer a highly rewarding role inclusive of:

- The opportunity to enhance your existing skills and knowledge relating to the development of an innovative and dynamic charitable organisation.
- The chance to play a key role in the running and development of EFCT; enabling the organisation to continue its positive and valuable charitable aims and responsibilities.



Term of office

Trustees are asked to commit to a term of office of four years. Trustees can serve for a maximum of two terms before a break of at least 12 months.

Expenses

The position of trustee is unpaid. Trustees will be entitled to claim for expenses connected with their duties on behalf of the Charity.

Expenses will be paid on the basis of proof of expenditure being provided.

Remuneration

Trustees are volunteers and this position is offered unpaid. Reasonable expenses incurred will be paid upon authorisation by the Chairperson.

Application process

How to apply

Please send:

- A current CV
- A short supporting statement explaining which of the two Trustee opportunities interests you and how your skills and experience would contribute to the Board
- Details of any potential conflicts of interest of which you are currently aware

Applications should be sent to hrstaffing@enchantedforest.org.uk by Sunday 3 January 2027.

Shortlisted candidates will be invited to an informal discussion and interview with representatives of the Trust. Preferred candidates will be subject to the Trust's normal due-diligence and appointment processes.

For an informal and confidential conversation about the roles, please contact Karen More via chair@enchantedforest.org.uk who will arrange to call you back.

Trustee role description

Salary:	Unpaid. Expenses incurred while travelling to meetings.
Hours:	There are quarterly board meetings and we would look for trustees to also serve on at least one sub-committee, which also meet 4 times a year in line with board meeting schedules. Additionally, trustees are invited to the AGM.
Location:	Pitlochry, Perthshire. Trustee Meetings may be held by Zoom so travel to Pitlochry not always essential.

Key duties

- Ensure that the Trust complies with its governing document (its Articles of Association), Charity law, company law and any other relevant legislation or regulations
- Ensure that the Trust pursues its objectives as defined in its governing document
- Ensure that the Trust applies its resources exclusively in pursuance of its objectives. For example, it must not spend money on activities which are not included in the objectives, however worthwhile they may be
- Contribute actively to the board of trustees by giving firm strategic direction to the Trust, setting overall policy, defining goals, setting targets, and evaluating performance against agreed targets
- Safeguard the good name and values of the Enchanted Forest Community Trust.
- Ensure the financial stability of the Enchanted Forest Community Trust.

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve leading discussions, identifying key issues, providing advice and guidance on new initiatives, and evaluating or offering advice on other areas in which the trustee has particular expertise.

Desirable experience

Marketing

- Senior-level strategic marketing experience
- Experience of brand, campaigns, digital engagement, communications or audience development.
- An ability to assess marketing performance, insight and return on investment
- An understanding of destination, cultural, event, tourism or consumer marketing would be advantageous, but is not essential

Finance, funding and enterprise

- Senior-level experience in finance, funding, enterprise or commercial development
- Experience of charity finance, audit or financial assurance would be advantageous
- Experience of fundraising, philanthropy, income diversification, licensing, franchising or business growth
- An ability to assess commercial opportunities, financial implications and organisational risk at a strategic level