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## Background

Founded in 2016, as a pilot project by Rape Crisis Scotland, and established as an independent charity in 2018, Shetland Rape Crisis is a specialist charity working towards a Shetland where everyone is equally safe and respected; where women and girls thrive as equal citizens; and where no-one in our community lives with the threat of sexual violence or its impacts. Based in The Compass Centre in Lerwick and delivering outreach work across the Isles, we are an all-women staff and leadership team, united by a shared love of our island community and the belief that sexual violence is not inevitable, it is preventable.

## Our Work

We provide free and confidential specialist support to non-abusive people of all genders (age 13+) in Shetland who've been affected by sexual violence (that is: unwanted sexual behaviour), no matter what happened or when.

This includes emotional and practical support, counselling, and advocacy, delivered in a non-judgemental, survivor-centred, empowerment-oriented, and trauma-informed way. We believe survivors voices are important, and when you tell us about your experiences, we believe you and support you.

This can be face-to-face at the centre or other agreed places such as the third-sector hub or health centres. If you prefer, we can also provide support over the phone, via video-call, by text, by email, and through secure messaging services. Most service-users engage with a mix of these approaches.

We understand that in Shetland it can feel difficult to maintain privacy. We work together to understand your needs and build a support agreement that honours our shared commitments to safety, confidentiality, and choice. For women and girls, we offer the choice of women-only appointment times.

We also deliver specialist sexual violence prevention education in secondary schools and college settings, lead on campaigns and community events, deliver specialist training, and take part in strategic partnerships with the local authority, health, and third sectors advocating for the inclusion of concerns relating to sexual and gender-based violence in Shetland.

We believe in centring the voices of survivors at all levels of our work, and we facilitate a young activists' volunteer group, BEE (Bold, Equal & Empowered), who meet fortnightly to lead on awareness-raising campaigns and events, and an ex-service users' reference group for adult women, OWL (Onward, Wellness, Learning), who help to contribute to our service priorities and development.



### Our specialist services include:

- Sexual Violence Information & Resources
- Sexual Violence Support Service
- Sexual Violence Counselling Service
- Sexual Crime Advocacy Service
- Information & Support for Other Professionals
- Sexual Violence Prevention Programme
- Equally Safe at Schools Programme

*“Being part of a feminist organisation committed to promoting equality and diversity, and working alongside women that share the same values, is an incredibly rewarding experience.”*

**Laura Hughes, Chair and Trustee since 2020**

## Development of this Plan

In 2023/24, we reviewed our Strategy in full. As part of this work, we consulted with key stakeholders, including:

- Service-users
- Staff, trustees, and volunteers
- Partner organisations and professionals in health, justice, local authority, and third sectors
- Survivors in the Shetland community via social media
- The Shetland community generally via social media
- Wider communities via social media

We ran an anonymous survey which asked these key stakeholders about their awareness and/or engagement with the organisation; how this had impacted them (if at all); what they value about the service; what they think are the most important issues for survivors in Shetland; what they wish was offered to survivors in Shetland, and the chance to share anything else they thought important for us to know.

The questions were also explored in focus group sessions with volunteers in BEE (Bold, Equal & Empowered), our facilitated young activists' group for ages 13-25, and OWL (Onward, Wellness, Learning), our facilitated ex-service users' reference group for adult women aged 25+.

The answers generated from the survey and facilitated sessions were anonymised and shared with third party facilitators, Arc of Inclusion, who used these to create and deliver a development session with staff and trustees in late 2023, and to thereafter produce a report capturing key points of agreement.

In addition, as part of a research project funded by the National Lottery Improving Lives Fund, we consulted with 78 young Shetlanders (ages 13-25) via survey, focus groups, and interviews, to better understand their needs; barriers to accessing help; to co-develop specialist approaches and resources for young people who want to access our services, and we referred to this as part of the development of this plan.

As a result of this work, we have also developed a specific action plan related to this project, intended to increase access to help for young Shetlanders affected by sexual harm over the next two years.

In developing this plan, we referred to several key frameworks and guidance such as:

- [The Scottish Government's Equally Safe Strategy for Preventing & Eradicating Violence Against Women and Girls](#)
- [NHS Education for Scotland Transforming Psychological Trauma Framework](#)
- [Rape Crisis Scotland National Service Standards \(NSS\) \(refreshed 2024\)](#)
- Shetland Violence Against Women, Children, & Young People Partnership Strategic Plan 2023-2024
- Shetland Rape Crisis' Strategic Plan 2019-2024
- Shetland Rape Crisis' Access & Inclusion Strategy 2021-2024
- [Social Research: Using Intersectionality to Understand Structural Inequality in Scotland: Evidence Synthesis](#)
- [Women's Justice Leadership Panel: The Case for Gendered and Intersectional Approaches to Justice](#)
- [Creating Hope Together: Scotland's Suicide Prevention Strategy](#)
- [Shetland Inter-Agency Child Protection Procedures](#)
- [Shetland Inter-Agency Adult Protection Procedures](#)
- [Shetland's Partnership Plan 2018-2028](#)

After this, we worked together with a feminist governance consultant to undertake a governance self-audit with as well as a self-audit against the Strong Leadership section of the Rape Crisis Scotland National Service Standards with trustees. We plan to continue this work throughout the course of 2025/26.

This was used to create the first draft of this plan for feedback from staff and trustees, before adoption in March 2024, with option to make minor adaptations throughout the year to reflect changing circumstances. We extend our thanks to Shirley and Arc of Inclusion for their support and input throughout this process, and for their patience with us when weather damage in December 2023 led to an unexpected interruption!

## Charitable Purposes

Founded in 2016, Shetland Rape Crisis is an independent specialist charity working towards a Shetland where everyone is equally safe and respected; where women and girls thrive as equal citizens; and where no-one lives with the threat of sexual violence or its impacts.

Based in The Compass Centre in Lerwick, and delivering outreach work across the Isles, the organisation employs a small all-women team of staff and volunteers united by a shared love of our island community and the belief that sexual violence is not inevitable, it is preventable.

### Our charitable purposes as outlined in our constitution are:

1. To relieve the distress and promote the welfare of anyone affected by any form of sexual violence or exploitation experienced at any time in their lives by providing a practical support service including free confidential trauma informed information, advocacy, emotional support and therapeutic support.
2. To provide free, confidential, trauma informed information, advocacy, emotional support and therapeutic support to anyone affected by any form of sexual violence.
3. To promote education and prevention of rape/sexual violence and its effects, whether psychological, physical, legal and/or medical.
4. To advance human rights by working towards the prevention and, ultimately, the elimination of sexual violence by all means, including awareness raising and education.
5. To promote equality and diversity by working to a feminist ethos and be an active part of the wider movement campaigning nationally in the best interests of anyone affected by rape, sexual violence and exploitation

## Vision

**We believe in a Shetland free from sexual violence and equally safe for all.**

We're a close team united by a love of our island community and a shared vision of a future where every Shetlander is equally safe and respected; where women and girls thrive as equal citizens; and where no-one lives with the threat of sexual violence or its impacts.

We believe that a Shetland free from sexual violence is a Shetland free from **inequity**, the root **cause** and **consequence** of violence and harm.

This is why, as an organisation, we are explicitly committed to **intersectional feminism** and **anti-racism**. This means that we aspire to foster equity, diversity, accessibility, and inclusion in all that we do, and that we actively advocate for the protection and promotion of the rights of women and girls, children and young people, the LGBTQIA+ community, people of colour, and survivors more generally, as well as reproductive rights, disability rights, and human rights overall.

We are a member of [Rape Crisis Scotland](#) and work to the [Rape Crisis National Service Standards](#). This is a quality assurance framework that ensures the safety, quality, and effectiveness of our specialist services, as well as the values, ethos, and approach that underpins our work.

## Mission

*Until our vision is realised, we work in solidarity with survivors and allies to ensure that...*

### **1. Shetlanders affected by sexual violence can access the help they need when they need it.**

We believe that everyone affected sexual violence should have access to safe, timely, and effective care. We work to ensure that Shetlanders affected by sexual violence have equitable access to high-quality specialist support and information, and improved health, justice, and community responses.

### **2. No-one in Shetland lives with the threat of sexual violence.**

Sexual violence is not inevitable, it is preventable. We work to prevent sexual violence in Shetland through evidence-based approaches such as education, training, collaboration, consultation, capacity-building, constructive challenge, and maintaining an approachable public presence across our communities.

### **3. Shetland embraces equity and mutual respect, rejects all forms of sexual and gender-based violence, and women and girls thrive as equal citizens – socially, culturally, economically and politically.**

As feminists, we understand that the cause and consequence of sexual violence is an imbalance of power, and anyone may be affected by it and need support. We are proud to provide services to people of all genders, and no matter how you identify, there is help for you here.

We are an [intersectional feminist](#) organisation and recognise that sexual violence is a form of [gender-based violence](#) (GBV) that is disproportionately perpetrated by men and disproportionately impacts women and girls; creating additional barriers to safety, support, and healing; and limiting access to power, choice, rights, and representation.

We also recognise that this may be compounded by other inequities faced due to ethnicity, race, ability, neurology, age, sexual orientation, gender presentation, and/or immigration status.

We work together to build gender equity through evidence-based approaches such as education, training, collaboration, consultation, capacity-building, constructive challenge, activism, and maintaining an approachable public presence.

For regular review by Trustees at Board Meetings



We believe that by celebrating diverse experiences of womanhood and challenging patriarchal norms and the broader cultural attitudes that normalise and excuse sexual and gender-based violence, we raise women up; promote equity and justice; and seek to make our world a better and more equally safe place for all.

We offer the choice of women-only appointment times at the centre, and we will ask you about your preferences and access needs at referral so that we can agree a support plan together that enables you to feel safe and comfortable here. We are an all-women staff and leadership team, meaning that our posts are reserved for those who meet the legal definition of women under Schedule 9, Part 1 of the [Equality Act 2010](#). We are also a [trans inclusive](#) organisation, meaning that when we talk about women and girls, we include trans women and women who also identify as non binary.

#### **4. People who share our vision are empowered to participate in it, have their voices heard, and influence positive change.**

We create opportunities for survivors and allies to influence meaningful change. The opportunities that we create recognise and account for compounding inequities that some may experience as a result of their ethnicity, race, ability, neurology, age, sexual orientation, gender identity, and/or immigration status.

## Ethos & Approach

We recognise sexual violence as any sexual behaviour, acts, contact, or communication that is not wanted and/or freely agreed to. This includes any forced, pressurised, coerced, or deceptive sexual act or behaviour that violates your right to make informed choices about your own body, life, and experiences, free from duress or coercion.

Although some sexual violence may result in physical injury, most sexual violence does not. We use the umbrella term “violence” because “violence” is the plural of “violation” and makes clear that these behaviours are part of a spectrum of abuse.

As an [intersectional feminist](#) organisation, we understand that the cause and consequence of sexual violence is an imbalance of power. We recognise that anyone may be affected by it, at any time in their life, and need support, and we are proud to provide help to people of all genders, abilities, backgrounds, ages (13+), and walks of life, from across the length and breadth of Shetland.

But to fully understand and address the scale and impact of the problem, we take a gendered analysis and approach to our work, recognising that sexual violence is a form of [gender-based violence](#) (GBV) that disproportionately impacts women and girls; creating additional barriers to safety, support, and healing; and limiting access to power, choice, rights, and representation.

This means that victims, perpetrators, and the way sexual violence is carried out, relates directly to wider gendered power imbalances and inequities in society - namely that men have a disproportionate level of power and privilege, and women, people of other minoritised genders, and children and young people do not experience equal levels of power, choice, rights, or representation.

**“We must prioritise addressing the root causes of gender inequality, challenging outdated stereotypes and societal attitudes that allow violence against women and girls to persist.”**

- Equally Safe: Scotland’s Strategy for Preventing and Eradicating Violence Against Women and Girls (December 2023)

We believe that by celebrating diverse experiences of womanhood and challenging patriarchal norms, we raise women up, promoting equity and justice. By challenging the broader peer, social, and cultural attitudes and influences that normalise, support, and excuse sexual gender-based, we seek to make our world a better and more equally safe place for all.

We are an all-women staff and leadership team, meaning that our posts are reserved for those who meet the legal definition of women under Schedule 9, Part 1 of the Equality Act 2010. We are also a [trans inclusive](#) organisation, meaning that when we talk about women and girls, we include trans women and women who also identify as non-binary.

We recognise that men and boys are a minority group within the survivor support community. We value male survivors and strive to make them feel welcome and included. We appreciate that it can be difficult to break from societal norms and seek support as a man or boy, and we also work to challenge societal stereotypes about male survivors and their experiences.

We are aware that power imbalances can intersect and compound, further disempowering survivors. This means that, to effectively tackle sexual violence, we believe that we must also take an [intersectional approach](#) to our work.

An intersectional approach means that we aim to recognise and address the compounding inequities that survivors may experience because of other existing societal power imbalances such as class, race, ethnicity, ability, neurology, age, sexual orientation, and/or immigration status. This includes a specific commitment to [anti-racism](#) and anti-racist practice.

**“The concept of intersectionality has long been used to articulate and analyse the lived reality of those who experience multiple and compounding inequalities, particularly within Black Feminism. The analysis framework and term “intersectionality” was originally coined by American critical legal race scholar Kimberlé Williams Crenshaw in 1989 who used the term to refer the double discrimination of racism and sexism faced by black women.”**

- Social Research: Using Intersectionality to Understand Structural Inequality in Scotland - Evidence Synthesis

We examine these power dynamics so that we are better able to empower survivors and those affected by sexual and gender-based violence in our community, including those who face additional marginalisation and inequity. We aim to increase empowerment by increasing access to information, resources, support, meaningful choices, and opportunities to influence change. We take care to wield our own power responsibly and empower survivors to access their rights to take informed decisions about their own lives and bodies, free from violation or coercion.

Our work to become anti-racist and intersectional is an ongoing process, and we are committed to learning and reflection, and welcome feedback on how we can improve.

We take a [trauma-informed](#) approach to our work and our Practitioners are required to be trained at Trauma-Skilled level in the NHS Education for Scotland Transforming Psychological Trauma Framework. This means that we consider the impact of trauma in all aspects of our work and actively undertake to embed the key principles of trauma-informed practice throughout all levels of our practice to build trust, develop recovery focussed relationships, and gain and share a greater understanding of the effects of trauma and how to mitigate and manage these.

**“The trauma informed approach argues that those in most need of services may also be the hardest to reach and most unlikely to engage effectively with services. We need to ensure the workforce understands these barriers and has strategies for overcoming them.”**

- Transforming Psychological Trauma: A Knowledge and Skills Framework for the Scottish Workforce

We believe in holding perpetrators to account. We aim to prevent and ultimately eradicate sexual violence and this includes advocating for strategies that hold perpetrators to account and that change the behaviours of those who perpetrate and condone sexual and gender-based violence, including those who perpetrate and condone GBV in intersection with other oppressions such as racism.

## Quality Assurance, Service Standards, & Key Principles

*We are a member of Rape Crisis Scotland and part of the wider Rape Crisis Movement.*

For more than 40 years, Rape Crisis Centres have been providing specialist services primarily to women and girls who have experienced sexual violence. They have continued to develop and grow in response to presented need and demand and many Rape Crisis Centres have expanded their service provision to support children, young people, trans survivors including non-binary people and men. A primary purpose, of providing services and dedicated spaces to women and girls, has been retained. This is in response to a gendered understanding of sexual violence that both recognises and responds to the United Nations definition of sexual violence as being both a cause and a consequence of gender inequality and, as such, a crime that disproportionately affects women and girls.

As a member of Rape Crisis Scotland, we work to the Rape Crisis National Service Standards (RCNSS). This is a quality assurance framework that ensures the safety, quality, and effectiveness of our specialist services, as well as the values, ethos, and approach that underpins our work.

The RCNSS set out what it is that makes specialist services different from generic support services. Much of what distinguishes an RC approach relates not only to the quality of the services provided, but to the values base and ethos which underpins our work. Values and principles are crucially important to our model for working with survivors of sexual violence and sexual abuse.

The RCNSS enable specialist RC services to demonstrate the quality and professionalism of each of the services their Centre provides, whether this be counselling, support, or advocacy, training, prevention, participation, or awareness-raising activities. They provide an assurance of quality alongside a benchmark for excellence in the delivery of specialist services for survivors of sexual violence.

The RCNSS reflect the high quality of services being provided throughout the UK and are the culmination of a long process of research, reflection, consultation and definition. They have been refreshed in consultation with RC Centres which means they are informed by the collective experiences of frontline practitioners and the voices of survivors.

Underpinning the approach of all RC Centres is an evidence-based understanding of how experiences of sexual violence can impact individual survivors. RC Centres provide a trauma-informed approach to practice and delivery that is both appropriate to and effective when supporting survivors of all forms of sexual violence.

## RCNSS Core Standards

*There are five core standards which guide our work and which we are required to evidence as part of our RC membership:*

### 1. Specialist Service Provision

Our service is an independent, community-based service, which works from a trauma-informed, gendered analysis and empowerment perspective to provide confidential specialist services to survivors of sexual violence.

### 2. Strong Leadership

We have strong leadership and governance that ensures services are survivor-centred and delivered to the highest quality, with robust strategic plans and frameworks in place to ensure that services are safe, sustainable, and values driven. Strong leadership should also be evident in the way that intersectional feminist values operate in the centre, driving anti-oppressive practices, to the benefit of survivors, staff and volunteers.

### 3. Responsive to Survivors

We are responsive to the diverse needs of survivors, and we actively work towards ensuring our services are relevant, accessible and survivor-led.

### 4. Safe Practice

Rape Crisis specialist services seek to expand the safety and wellbeing of all survivors (as well as staff and volunteers) and work within safe, trauma-informed models of practice that facilitate this.

### 5. Lasting Impact

Our organisation is dedicated to ending sexual violence and abuse, driving the impact and effectiveness of services, and fostering lasting change.

[The RCNSS can be accessed and read in full here.](#)

## Trauma-Informed Key Principles

There are six principles of trauma-informed practice outlined in the NES Transforming Psychological Trauma Framework. As an organisation, we adopt these principles as our own, in addition to our Ethos & Approach, Core Standards, and Organisational Values. The principles, and how we endeavour to embed them, are outlined below:

### 1. Safety

We prioritise the physical, psychological and emotional safety of our service-users, staff, volunteers, and others who interact with our services by:

- ensuring there is reasonable freedom from threat or harm;
- ensuring people know they are safe and feel enabled and empowered to ask for what they need to feel safe;
- actively working to consider and attempt to prevent re-traumatisation;
- putting robust policies, practices and safeguarding arrangements in place.

### 2. Trustworthiness

We prioritise transparency in our policies and procedures to build trust among staff, volunteers, service-users, and the wider community, by:

- ensuring that we as an organisation, and our staff and volunteers, can and are enabled to explain what they are doing and why;
- ensuring that we as an organisation, and our staff and volunteers, can and are enabled to do what they say they will do;
- ensuring that organisational and service expectations are made clear and we are not overpromising.

### 3. Choice

We ensure service-users are supported in shared decision-making, choice, and goal setting, participating in their own plan of action, by:

- ensuring service-users, staff, volunteers, and key stakeholders have a voice in the decision-making process of our organisation and services;
- prioritising listening to the needs and wishes of service-users, staff, volunteers, and key stakeholders at all levels of decision-making.
- ensuring choices are explained clearly and transparently;
- acknowledging, addressing, and aiming to account for the fact that people who have experienced or are experiencing trauma may feel a lack of safety or control over the course of their life which can cause difficulties in developing trusting relationships.

## 4. Collaboration

We recognise the value of service-user, staff, volunteer, and key stakeholder's experiences in overcoming challenges and improving our services, as well as the system as a whole, by:

- ensuring we consider and make use of formal and informal peer support and mutual self-help within the organisation and our services;
- ensuring that we regularly ask our service-users, staff, volunteers, and key stakeholders what they need and collaboratively consider how these needs can be met;
- embedding an organisation-wide focus on working alongside and actively involving service-users in the delivery of our services.

## 5. Empowerment

We make an active effort to share power, and service-users, staff, volunteers, and key stakeholders a strong voice in decision-making, at both the individual and organisational level, by:

- ensuring that we listen to what a person wants and needs;
- ensuring that we validate the feelings and concerns of service-users, staff, volunteers, and key stakeholders;
- supporting people to make decisions and take action;
- acknowledging, addressing, and aiming to account for the fact that people who have experienced or are experiencing trauma may feel powerless to control what happens to them, isolated by their experiences and have feelings of low self-worth.

## 6. Cultural Consideration

We aim to address societal stereotypes and biases based on gender, sexual orientation, age, religion, disability, geography, race, ethnicity etc by:

- providing a gender responsive service with active referral and signposting to 'by and for' services where appropriate;
- leveraging the healing value of traditional cultural connections
- ensuring that we embed and incorporate policies, protocols and processes that are responsive to the needs of individuals served.



## Organisational Values

*In addition to the values we share with the Rape Crisis Movement, we spoke with survivors, staff, volunteers, & others in our community to help us set five key values specific to our Centre and our work in Shetland. These are:*

### 1. Safe

Sexual harm is a profound violation of safety. This is why safety, both physical and emotional/psychological, is the first thing we consider in all aspects of our work. We work towards the creation of safer places, coping mechanisms, practice, and relationships, so that chances to heal, connect and thrive are made more available to all Shetlanders, and most especially to those who've been denied these opportunities through harm and marginalisation.

### 2. Trustworthy

Sexual violence is a betrayal of trust. We believe that trust is earned, not owed, and that it is our job to prove we are worthy of it through our actions. We work to build trust by communicating clearly about what we do and why; by actively seeking feedback and being open to change; and by doing what we say we will and, when we can't, acknowledging our limitations and learning from our mistakes.

### 3. Equitable

As proud feminists, we believe that a Shetland free from sexual violence is, necessarily, a Shetland free from all forms of inequity. We choose to value equity rather than equality because this means respecting and considering individual differences, rather than taking a 'one size fits all' approach. Our commitment to equity is also a commitment to challenging sexism, racism, antisemitism, ableism, homophobia, transphobia, classism, xenophobia, and other existing forces of oppression, because we recognise that you can't be neutral on a moving train.

### 4. Empowering

The cause and consequence of sexual violence is an imbalance of power. This is why we believe empowerment is key to tackling it. We actively examine power dynamics so that we are better able to empower others by increasing access to information, meaningful choices, and opportunities to influence change. We take care to wield our own power responsibly and we advocate for right of all people to take informed decisions about their own lives and bodies, free from violation or coercion.

## 5. Courageous

Abuse thrives in darkness, and fear of doing or saying ‘the wrong thing’ can keep us frozen in silence and inaction. We’re committed to being courageous, even when we don’t feel it. We draw upon our values and expertise to maintain a visible presence in our community, and we speak up passionately for our cause and the people affected. We strive to be agents of positive change, to speak authentically and truthfully, and we’re willing to risk getting things wrong sometimes, because we choose to see our mistakes as opportunities to learn and grow.

## Strategic Priorities

*We spoke with survivors, staff, volunteers, & others in our community to help us set eight strategic goals to guide our work in 2024-26:*

1. Our work sees Shetlanders affected by sexual violence experience improved access to high-quality specialist services, support, and information, and improved health, justice, and community responses.
2. Our work sees Shetlanders affected by sexual violence are safer; have increased understanding of the impacts of trauma; feel more able to manage the impacts of trauma; and feel more able to take part in their work, education, and/or social life.
3. We work proactively to identify, reduce, and remove barriers to accessing our services and enable active participation in service-improvement; recognising and accounting for the compounding inequities that survivors may experience because of their gender, class, race, ethnicity, ability, neurology, age, sexual orientation, and/or immigration status.
4. We work to stay well-connected, visible, and approachable at all levels in our community, contributing to positive change in attitudes and behaviours around sexual and gender-based violence in Shetland.
5. Our work sees young people in Shetland show decreased acceptance of stereotypes, harassment, abuse, discrimination, & violence; increased knowledge of how and where to access help & information; and increased support for gender equity, healthy sexual relationships, & consent.
6. Strategic approaches to sexual and gender-based violence in Shetland are made stronger and more effective through our ongoing active participation, willingness to share our specialist input, and openness to having courageous conversations with our partners and allies.
7. Shetlanders who share our vision of a future free from sexual and gender-based violence, and most particularly survivors and those marginalised due to existing inequities, are engaged; empowered; supported to have their voices heard; and enabled to influence meaningful change.
8. We invest in our people, culture, and systems to support the safe, sustainable, and effective delivery of our services for survivors, and to increase the positive impact of our work across Shetland as a whole.

## Business Plan

These agreed strategic priorities guide the direction of the organisation; its charitable activities; agreed funded outcomes; desired impacts; and key performance indicators for the financial year.

These are captured in the annual organisational Business Plan, which is compiled by the Managing Director with consideration given to this guiding document; real time service-needs and priorities; ongoing staff feedback and consultation; up-to-date best practice across the RCS network; and with regular oversight and approval from the Board of Trustees.

The annual Business Plan is a live document which is updated and reported upon monthly to the Board of Trustees; informs regular reporting to funders and other key stakeholders; and allows the organisation to measure impact and effectiveness against our priorities, in line with our mission and vision.

If you would like to find out more about our annual activities, these are also reported upon in our annual report, which is published on our website [www.compasscentre.org](http://www.compasscentre.org). If you would like a copy of our annual report or to find out more, please email: [contact@compasscentre.org](mailto:contact@compasscentre.org)

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### Our thanks to our funders for their continued support:



For regular review by Trustees at Board Meetings