

Trustee Recruitment Pack



Town Break
Dementia Support Services



Join Us in Leading with Compassion

At Town Break Dementia Support Services, we are proud to stand alongside individuals living with dementia and their unpaid carers across Stirling, Falkirk and Clackmannanshire.

Our mission is simple and powerful: To inspire and enable people across Forth Valley to live well with dementia.

We do this through personalised, person-centred support - from one-to-one companionship to therapeutic groups and inclusive social activities. Every service we offer is grounded in dignity, empathy and the belief that everyone deserves to be understood, respected and supported.

By joining our Board of Trustees, you'll play a vital role in shaping the future of a charity that's rooted in compassion, integrity and community.

This is a rewarding opportunity to bring your expertise, insight, or lived experience into a leadership role that drives meaningful, lasting change for people and families affected by dementia across the Forth Valley.

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Our Charitable Mission, Purpose, Vision, and Values

Town Break's mission, purpose, vision and values underpin everything that we do. They define us and set the tone for the way we work.

Our Mission:

To inspire and enable people across Forth Valley to live well with dementia.

Our Purpose:

To provide a highly personal and holistic approach that places the physical, emotional and spiritual well-being of people living with dementia and their unpaid carers at our heart. This means that we can achieve something special.

Our Vision:

- To draw on the knowledge, energy and experiences of people living with dementia and their unpaid carers ensuring our service commitment and compassion continues to reflect and meet their individual needs.
- To be creative, vibrant and resourceful in our thinking.
- To seamlessly collaborate with healthcare professionals and other partners to ensure an efficient and timely referral process.
- To be proactive and responsive to an ever-changing dementia landscape.

Our Values:

Our values are our heart**BEAT**. They are at the centre of who we are and run throughout everything we do. They inspire our thinking, guide our actions, and ensure we deliver the best for people living with dementia and their unpaid carers. We are:

- **B**old - we listen, challenge stigma, learn and find better ways to make a difference.
- **E**xpert – we continuously develop our knowledge and skills.
- **A**mbitious - we strive to be the very best in our field and positively influence those around us.
- **T**ogether – we embrace diversity, work collaboratively and provide people with the care, consideration and respect they deserve.

These foundational principles steer our course and reinforce our commitment to inspire and enable people across Forth Valley to live well with dementia.

Your Trustee Role Briefly

Who We Are

Town Break Dementia Support is a SCIO providing life-enhancing support to people living with dementia and their unpaid carers across the Forth Valley. We deliver befriending, carer support, and inclusive community activities with compassion and professionalism.

What We Need

We are seeking committed individuals to join our Board of Trustees. This is a strategic, governance-focused role where your expertise and values can help shape dementia care in Scotland.

Your Role

- Attend 6 evening Board meetings per year
- Guide strategy and ensure financial/legal compliance
- Act as an ambassador and critical friend to the CEO
- Join subcommittees, training sessions, or represent us externally

What You Gain

- Influence positive change in your community
- Develop governance and leadership skills
- Gain insights into dementia services and third-sector strategy
- Join a warm, collaborative, and ambitious team.

Who You Are

We welcome people of all backgrounds, especially those with:

- Experience in finance, law, HR, care, or community services
- Lived experience of dementia
- Passion for inclusion and public service

How to Apply

Email a short note or CV to: admin@townbreak.org

Tell us why you're interested, what you'd bring, and any relevant experience.

"Being a Trustee with Town Break has been deeply rewarding. I've grown as a leader and felt part of something truly meaningful." - Current Board Member

Welcome from the CEO

Dear Prospective Trustee,

Thank you for your interest in becoming a Trustee at Town Break Dementia Support Services. This is a pivotal and exciting time in our charity's journey and we are delighted to invite new individuals to join our Board of Trustees.

As Chief Executive Officer, I'm proud to lead an organisation with deep roots and a strong commitment to people affected by dementia. Since our founding in 1992, Town Break Dementia Support Services has grown from a grassroots community initiative into a respected and trusted provider of support across Stirling, Falkirk and Clackmannanshire - always with a focus on compassion, dignity and community.

Our work has never been more vital. As Scotland's population ages and dementia becomes increasingly prevalent, the need for strong, ethical and forward-thinking leadership in the third sector grows with it. Trustees play an essential role in ensuring organisations like ours are well-governed, transparent, and strategically guided for long-term sustainability.

Beyond fulfilling the legal duties outlined by OSCR and the Charities and Trustee Investment (Scotland) Act 2005, Trustees at Town Break help drive innovation, strengthen community partnerships and support the resilience of our organisation.

We are committed to building a Board that reflects the diversity, experiences, and strengths of the communities we serve. We warmly welcome applications from people with lived experience of dementia, as well as individuals from underrepresented sectors and backgrounds.

Joining our Board is a meaningful opportunity to contribute your insight, values, and skills - while gaining experience in governance, strategy, and the evolving landscape of dementia support in Scotland.

If you share our belief in a community where every person affected by dementia is included, supported and empowered, we would be pleased to hear from you.

Warm regards,

Helen Duncan

Chief Executive Officer

Welcome to the Trustee Recruitment Pack

Trustees are the foundation of a well-governed, ethical, and effective charity.

At Town Break, our Trustees are not only stewards of legal and strategic integrity - they are champions of our mission: to inspire and enable people across Forth Valley to live well with dementia.

This role goes far beyond compliance. It's an opportunity to:

- Contribute your skills and lived experience
- Shape the future of local dementia support
- Help ensure Town Break remains resilient, inclusive and impactful

"Joining Town Break as a Trustee is one of the most meaningful roles I've undertaken. I feel deeply connected to our mission and have gained as much as I have contributed." - Current Town Break Trustee

A Collaborative, Inclusive Environment

Town Break Trustees work closely with our staff, volunteers and fellow Board members to ensure:

- Decisions are values-led and transparent
- Resources are well-managed and sustainable
- Our services evolve with the changing needs of the people we support

We actively welcome expressions of interest from people of all backgrounds, professions and life experiences. We are especially committed to building a Board that reflects the diversity of our community - across age, race, gender identity, disability, socio-economic background and lived experience of dementia.

Becoming a Trustee is more than a governance role - it's a chance to contribute meaningfully to a cause that matters and help shape the future of dementia support in your community.



Patron: Events Host and Radio Presenter, Gina McKie [@ginaontheradio](https://www.instagram.com/ginaontheradio)
Volunteer Project of the Year Award: Health 2017
Volunteer Friendly Award 2017 – 2020

Registered Scottish Charity No. SC020526
(A Scottish Charitable Incorporated Organisation)
Registered Office, 1 Springkerse Road, Stirling, FK7 7SN



About Town Break Dementia Support

Town Break Dementia Support is a registered Scottish Charitable Incorporated Organisation (SCIO) with a long-standing commitment to providing high-quality, person-centred support for individuals living with dementia and their unpaid carers.

Founded in Stirling in 1992, Town Break has since expanded its reach to communities across the Forth Valley, including Falkirk and Clackmannanshire.

Our work remains rooted in local connection while growing in scale, relevance and impact.

We offer a diverse range of therapeutic, social and respite services - including one-to-one at home, carer support, group-based activities and community engagement projects. Each service is designed to reduce isolation, promote wellbeing and create inclusive spaces where people feel valued and supported.

Our values – bold, ambitious, expert and ambitious - are at the heart of everything we do. Our dedicated staff and volunteers bring empathy, professionalism and commitment to every interaction.

Charity Details:

- Charity Number: SC028745
- Legal Form: Scottish Charitable Incorporated Organisation (SCIO)
- Founded: 1992
- Head Office: Stirling
- Areas Served: Stirling, Falkirk and Clackmannanshire

We work in close partnership with local authorities, NHS Forth Valley, community organisations and national networks in dementia and carer support. These collaborations help us deliver coordinated, effective services that respond to real community needs.

"I love seeing the tangible difference Town Break makes. It's inspiring to be part of an organisation with deep community roots and bold future plans." - Trustee Board Member



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The Role of a Charity Trustee

Trustees play a vital role in guiding the strategy, governance and integrity of Town Break. This is a non-operational, oversight role - trustees support the leadership team by helping to ensure the charity is legally compliant, financially sustainable and aligned with its mission.

As a Trustee, you will:

- Shape strategic direction and key decisions
- Oversee finances, risk and compliance
- Ensure we meet our charitable purpose and OSCR obligations
- Act as an ambassador for Town Break in your networks

Time Commitment:

- 6 evening Board meetings per year (1.5–2 hours)
- Occasional strategy sessions, subcommittees or events

Legal Duties include:

- Acting in the charity's best interests
- Following our constitution
- Exercising care and diligence
- Declaring conflicts of interest

This is a shared, collaborative role — ideal for values-led individuals who want to make a meaningful difference to people affected by dementia.



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A Closer Look at a Typical Board Meeting

Being a Trustee at Town Break is a strategic and high-level governance role - but that doesn't mean it's distant or abstract. Trustees help shape real decisions that directly affect the lives of people living with dementia, their carers and the communities we support.

Board meetings are where this governance comes to life. They are welcoming, well-structured, and focused on purposeful dialogue. We value everyone's voice - whether you bring lived experience, professional expertise, or fresh curiosity.

What Happens at a Typical Board Meeting?

Meetings are held approximately six times a year, usually in the early evening (in person or online) and last around 1.5 to 2 hours. Here's a snapshot of what a typical agenda might look like:

6:00 PM – Welcome & Check-In

An informal opening that allows Trustees to reconnect, share updates, and build rapport. These moments of connection help create a supportive and respectful meeting culture.

6:10 PM – CEO & Operations Report

The Chief Executive provides a clear and concise update on recent developments, including:

- Key service milestones and programme delivery
- Fundraising activity and financial headlines
- Operational risks, challenges or opportunities
- Feedback from staff, volunteers or service users

Trustees are encouraged to ask questions, reflect and suggest areas for follow-up. This segment keeps the Board closely connected to the charity's day-to-day realities.

6:30 PM – Governance & Finance

Here, Trustees focus on their legal and finance responsibilities, including:

- Reviewing management accounts and budget forecasts
- Discussing risk registers, compliance, and reporting
- Approving or scrutinising key policy changes or investments
- Ensuring alignment with OSCR guidance and charity law

You do not need to be a financial or legal expert — just willing to engage, ask questions and apply sound judgement.

7:00 PM – Strategic Spotlight

Each meeting dedicates time to explore one or two important strategic issues in depth.

Topics may include:

- Expanding access to underrepresented communities
- Evaluating digital tools for carer engagement
- Reviewing the organisation's reserves or income strategy
- Exploring partnerships, growth opportunities or sector trends

This is where your insights, ideas and critical thinking help shape Town Break's long-term direction and impact.

7:30 PM – Any Other Business & Close

The meeting wraps up with open reflections, confirmation of key decisions and actions, and suggestions for future agenda items. Trustees leave with clarity on next steps and the knowledge that their contributions have made a difference.

The Boardroom Experience

Our Board meetings are designed to be:

- Focused – We use time wisely and stay strategic
- Inclusive – Every Trustee is encouraged and supported to contribute
- Supportive – We learn together; no one is expected to know it all
- Values-led – Every decision is rooted in what's best for our beneficiaries

Whether you bring specialist skills, lived experience, or thoughtful questions, your voice matters. Together, we ensure Town Break continues to grow with purpose, compassion and integrity.

What Being a Trustee Involves

Being a Trustee of Town Break is a rewarding and purposeful way to make a real difference in the lives of people affected by dementia across Stirling and Forth Valley.

Trustees are invited to contribute not just their time, but their insight, values, and experience — supporting the charity's strategic development, ethical governance, and long-term sustainability.

This is a voluntary, unpaid role, but one with real impact and meaningful personal rewards. You will be joining a thoughtful, mission-led team that values learning, inclusion, and community.

Time Commitment

The time commitment is designed to be manageable and flexible around other personal or professional responsibilities.

- Approximately 6 Board meetings per year
Usually held on weekday evenings (1.5 to 2 hours per meeting) and available to attend online or in person.
- Occasional involvement in:
 - Strategy workshops or away days
 - Subcommittees (e.g. Finance or Governance)
 - Fundraising, events, or public engagements
 - Recruitment panels for senior staff or new Trustees

We understand that not everyone can attend everything — what matters most is active, consistent engagement.

Key Responsibilities & Expectations

As a Trustee, you will work collectively with fellow Board members to guide the organisation with care and foresight. Key expectations include:

Attendance & Preparation

- Attend Board meetings regularly
- Review agenda papers, reports, and accounts in advance
- Contribute constructively to discussions and decisions

Strategic Oversight

- Support the creation and review of Town Break's strategic plan
- Monitor progress against goals and ensure alignment with our charitable purpose

Legal & Financial Scrutiny

- Ensure compliance with relevant legislation, including charity law and OSCR guidance

- Oversee financial performance and risk, ensuring responsible stewardship of resources

Fundraising & Representation

- Act as an ambassador for Town Break in your networks
- Help identify funding opportunities and support fundraising campaigns where possible

Commitment to Values

- Uphold and promote the charity's vision, mission, and values in all governance matters
- Champion inclusion, transparency, and dignity in how decisions are made

You don't need to know everything from day one — we'll provide induction, training, and ongoing support to help you grow into the role confidently.

Why Become a Trustee?

This role offers:

- A chance to give back to your community
- The opportunity to shape the future of a well-respected dementia charity
- Personal and professional development in areas such as governance, leadership, and strategy
- Connection with a diverse, committed team of fellow Trustees and staff

"Our Trustees play a crucial role in keeping us grounded, accountable and forward-looking. If you're ready to help shape our future — we'd love to hear from you."



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Legal Duties and Responsibilities (OSCR & the 2005 Act)

These apply to all your actions as a Trustee and are about acting in the best interests of the charity, with care, integrity and diligence.

1. Act in the Interests of the Charity

You must always put Town Break's work and wellbeing above personal interests or loyalty to other organisations. This includes avoiding personal benefit unless specifically authorised (e.g. reimbursement of agreed expenses). Example: If a decision affects a company you work for, you must declare the connection and may need to step back from discussion.

2. Operate in Line with the Charity's Purposes

Your decisions must always support the aims laid out in Town Break's constitution — especially around improving the lives of people living with dementia and their carers. Trustees must never allow the charity to act outside of these stated purposes.

3. Act with Care and Diligence

You should approach your role with the same level of thought and attention you'd give to managing your own finances or responsibilities. That doesn't mean being perfect — just reasonable, responsible and engaged. It's fine not to know everything, what matters is asking questions, preparing for meetings and using your judgement.

4. Avoid or Manage Conflicts of Interest

If your personal, professional or financial interests could influence a Board decision, you must disclose them openly and avoid being involved in the decision-making. This keeps our governance transparent, ethical and trusted.

Specific Legal Duties

OSCR also sets out some specific tasks that Trustees are collectively responsible for:

- **Maintain accurate records on the Scottish Charity Register**
Ensure Town Break's details (e.g. contact info, principal office, charity trustees) are kept up to date.
- **Submit annual accounts and reports on time**
The Board must ensure that annual accounts, trustees' reports, and OSCR returns are completed and submitted within deadlines.
- **Keep proper financial records**
Clear and accurate financial documentation must be maintained, with appropriate oversight.
- **Clearly identify Town Break as a charity**
This means including our charity number (SC024843) on all public-facing materials like emails, letters, social media, and website content.
- **Report 'notifiable events' to OSCR**
OSCR must be informed of serious incidents that might impact the charity — such as significant financial loss, legal action, or governance failures.



Why This Matters

Failure to comply with these duties can be considered misconduct. While rare, OSCR has the power to investigate and take action — including removing Trustees from office in serious cases.

That said, Trustees are not expected to be legal experts. You will receive:

- A thorough induction and guidance on your responsibilities
- Ongoing support from the Chair, CEO and other Trustees
- Access to OSCR resources and best practice materials

In short: As a Trustee, you are a guardian of good governance. You help ensure Town Break is ethical, effective and legally sound — so that we can serve our community with confidence.



Understanding SCIO Legal Status

Town Break is proud to be a Scottish Charitable Incorporated Organisation (SCIO) — a legal structure designed specifically for charities in Scotland. Introduced by OSCR in 2011, SCIOs combine the benefits of incorporated status with the accountability of charity regulation.

This legal form is especially well-suited for charities like Town Break that deliver services, employ staff, manage assets and enter into contracts — while maintaining strong governance and oversight.

What Being a SCIO Means

Being a SCIO gives Town Break legal personality — which simply means the organisation can act in its own name, not just through individual Trustees. Here's why that matters:

Limited Liability for Trustees

As long as Trustees act within the law and in line with their duties, they are not personally liable for the charity's debts or liabilities. This gives reassurance when entering contracts, employing staff, or managing funds.

This protection is one of the key advantages of the SCIO model — it allows confident, responsible decision-making without exposing Trustees to undue personal risk.

Legal Powers: Contracts, Employment, Property

Town Break can:

- Enter into contracts (e.g., leases, funding agreements, service-level agreements)
- Employ staff directly under its own name
- Own or lease property and assets as a legal entity

Trustees oversee these powers through governance — but they do not have to sign contracts in a personal capacity.

Regulated by OSCR (Not Companies House)

SCIOs are regulated exclusively by OSCR — the Office of the Scottish Charity Regulator. This simplifies reporting compared to charitable companies, which must report to both Companies House and OSCR.

SCIOs have one regulator, one set of rules, and one set of reports — making compliance more focused and charity-specific.



Why This Structure Matters for Trustees

The SCIO model provides:

- Legal clarity: A clearly defined relationship between the charity, its Trustees, and its stakeholders
- Practical protection: Trustees are shielded from personal liability when acting appropriately
- Transparent governance: Bound by our SCIO constitution, which sets out the charity's charitable purposes, powers, membership, and Board processes

In Summary:

Town Break's SCIO status strengthens our ability to operate effectively, grow sustainably, and govern responsibly — all while protecting Trustees and reinforcing public trust.



Governance Structure and Board Meetings

Town Break's Board of Trustees is the organisation's main governing body. It provides strategic leadership, legal oversight and accountability for the charity's activities — ensuring we fulfil our mission to support people living with dementia and their carers across Stirling and Forth Valley.

The Board is responsible for setting direction, safeguarding our assets, ensuring compliance and upholding the values and integrity of the charity. While the day-to-day running of the organisation is delegated to our Chief Executive Officer and staff team, the Board retains overall responsibility for Town Break's performance and reputation.

Our Constitution: The Governance Framework

Town Break operates under a SCIO constitution, which sets out the formal rules that guide our Board and governance structures. Key points include:

- **Number of Trustees:** The constitution defines a minimum and maximum number of Trustees, helping us maintain a balanced and effective board.
- **Terms of Office:** Trustees are appointed for defined terms, with clear provisions for reappointment or stepping down to support renewal and continuity.
- **Appointment Process:** Trustees may be elected by members or co-opted by the Board to fill skills gaps or vacancies.
- **Decision-Making Rules:** The constitution outlines how meetings are conducted, quorum requirements, voting procedures, and how remote or online meetings can be held when needed.

The constitution ensures that all Board business is carried out fairly, transparently, and in line with charity law.

Good Governance in Practice

At Town Break, we believe good governance is about more than rules — it's about culture, transparency, and continuous improvement. We support our Trustees to carry out their duties confidently and effectively. Here's how we do it:

- **Induction Pack for New Trustees**

Every new Trustee receives a comprehensive welcome pack, including:

- The SCIO constitution
- Most recent annual accounts
- Town Break's strategic plan
- OSCR's "Guidance and Good Practice for Charity Trustees"
- Trustee role description and contact details for support

- **Board Meetings & Record Keeping**
 - Formal minutes are recorded and circulated after each meeting
 - Actions are clearly tracked and followed up by the relevant staff or office-bearers
 - Trustees are given time to read reports in advance and come prepared for strategic discussion
- **Annual Governance Review**
 - The Board undertakes a regular review of the constitution to ensure it remains fit for purpose
 - A Register of Interests is maintained and updated to manage any potential conflicts
- **Leadership Structure**
 - The Board is chaired by an elected Chairperson, who facilitates effective meetings and supports good decision-making
 - Key roles such as Treasurer and Secretary provide specialist oversight and coordination

Our approach to governance is inclusive, transparent, and aligned with best practice in the Scottish voluntary sector. Whether you're experienced or new to boards, you'll be well supported and part of a thoughtful, committed team.

Who Can Be a Trustee

We welcome expressions of interest from people of all backgrounds, skills, and experiences who share our commitment to improving the lives of people affected by dementia. However, there are a few legal requirements you must meet in order to join our Board.

To be eligible to become a Trustee of Town Break, you must:

- Be aged 16 or over (this is the legal minimum age for Trustees of a SCIO).
- Be eligible under the Charities and Trustee Investment (Scotland) Act 2005.

This means you are legally capable of taking on the duties and responsibilities of the role.

Disqualification Criteria

In line with Scottish charity law, you are disqualified from being a Trustee if any of the following apply:

- You are an undischarged bankrupt.
- You have been removed from office as a trustee by OSCR or by a court.
- You are currently disqualified from being a company director.
- You have certain unspent criminal convictions, particularly those involving fraud, dishonesty, or financial misconduct.

These criteria help protect charities and ensure public trust in the people who govern them. If you're unsure whether a past conviction or disqualification applies, we encourage you to contact us confidentially to discuss your circumstances.

Declarations & Background Checks

All new Trustees are asked to complete and sign a formal Declaration of Eligibility, confirming that none of the disqualification grounds apply. Depending on the nature of your involvement with the charity — particularly if you will engage directly with vulnerable individuals or sensitive information — you may also be asked to complete a Disclosure Scotland check (including the PVG Scheme, where relevant).

This ensures that everyone involved in Town Break's governance upholds the highest standards of safeguarding and integrity.

Support for New Trustees

If any of this feels daunting — don't worry. We're here to guide you through the process step by step.

Board Composition, Recruitment and Terms of Office

Town Break's Board is made up of individuals with diverse backgrounds, skills, and experiences who share a commitment to our charitable mission. We aim to maintain a balanced and representative Board that reflects the communities we serve.

Composition:

- The Board typically comprises between 7 and 12 Trustees.
- We strive to ensure a mix of professional expertise (e.g. finance, HR, legal, care), lived experience and community insight.

Recruitment:

- Trustees are recruited via open calls, personal recommendations, and targeted outreach to ensure broad representation.
- All prospective Trustees are invited to an informal conversation with the Chair and CEO before being nominated.
- Appointments are approved by the full Board and recorded in line with our Constitution.

Terms of Office:

- Trustees are normally appointed for a term of three years, renewable once.
- After two terms, Trustees may be reappointed following a one-year break or through Board approval in exceptional cases.
- Trustees may resign at any time by giving notice in writing to the Chair.

We welcome fresh perspectives and encourage periodic renewal of Board membership to bring new energy and insight.

Financial Oversight: Safeguarding Town Break's Resources

As a Trustee, you are part of the team responsible for ensuring Town Break's financial health and that all charitable funds are used effectively, legally and in line with our purpose. This is a collective duty — one that supports the long-term sustainability of our work with people affected by dementia.

You don't need to be an accountant or a finance professional to contribute meaningfully. What's important is being financially aware, diligent, and willing to ask questions.

What Trustees Are Expected to Do

All Trustees share responsibility for financial stewardship. Specifically, you are expected to:

- Review and approve the annual budget
Ensuring that proposed income and expenditure align with strategic priorities and are realistic and responsible.
- Monitor management accounts
Reviewing quarterly (or bi-monthly) reports showing income, spending, and variances — and asking questions if something doesn't seem clear.
- Understand the charity's funding mix
Town Break is funded through a combination of grants, donations, service contracts, and partnerships. Trustees are expected to understand this model and its implications for sustainability.
- Ensure compliance
Making sure we:
 - Meet the terms of our grant agreements
 - Follow our reserves policy
 - Comply with OSCR reporting requirements and charity law
 - Maintain strong financial governance practices

Ultimately, Trustees ensure that every pound we receive is stewarded wisely and used for the greatest impact.

Good Financial Governance in Practice

Town Break follows recognised good practice in financial oversight to support transparency and trust:

- Dual authorisation is required for all bank transactions, providing strong internal controls.
- A Finance Subcommittee, chaired by our Treasurer, meets regularly to dig into financial detail and support reporting to the full Board.
- Each year, we undergo an independent examination or full audit, depending on our income level.
- We provide clear, timely financial reports to OSCR and to our funders as part of our accountability and grant conditions.

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Your Role: Financial Confidence, Not Complexity

We don't expect all Trustees to be financial experts — but we do expect:

- A basic level of financial literacy (e.g. understanding income vs. expenditure, reading a balance sheet)
- A willingness to ask questions when something is unclear
- An interest in understanding how our finances relate to strategy, risk, and service delivery

As a Trustee, your role is to ensure we are sustainable, strategic, and spending our funds in ways that advance our mission.

We provide guidance, templates, and training to help Trustees gain confidence in financial discussions — especially if you're new to charity finances.

Remuneration, Expenses and Payment Rules

At Town Break, our Trustees volunteer their time and expertise in support of our mission — and we are deeply grateful for the invaluable contribution they make. In line with charity law and our commitment to strong governance, Trustees are not paid for their role on the Board. However, no one should be out of pocket for supporting Town Break. We aim to remove any financial barriers to participation, and we are open and supportive when it comes to covering necessary costs.

Voluntary Role, Reimbursed Costs

Trustees serve on a voluntary basis — but we do reimburse all reasonable out-of-pocket expenses incurred while carrying out official duties. This ensures that everyone can take part in governance, regardless of financial situation.

Eligible expenses may include:

- Travel costs to attend Board or subcommittee meetings (e.g. train, bus, car mileage)
- Accommodation and meals if attending overnight events or conferences
- Costs associated with training, induction, or representing Town Break at public events

We operate a simple and transparent expense claims process, with clear guidance and prompt reimbursement.

Payments for Services: OSCR Rules & Safeguards

Under OSCR regulations and our constitution, there are strict rules governing any payments to Trustees (or people connected to them) for services provided to the charity.

These include:

- Prior Board approval is required before any payment or contract is agreed.
- There must be a clear benefit to the charity, and the arrangement must be demonstrably fair and reasonable.
- The Trustee involved must declare the conflict of interest and must not participate in the discussion or decision-making.
- All such payments must be fully documented and disclosed in the charity's annual accounts.

These safeguards exist to protect both the charity and its Trustees, and to ensure public confidence in our integrity.

Supporting Accessibility & Inclusion

We recognise that not all Trustees are in the same financial position, and we are committed to making Board service accessible to all.



If you are interested in joining the Board but have concerns about costs — whether it's travel, technology, or other commitments — please feel welcome to contact our Chief Executive Officer for a confidential conversation. We want to support you to participate fully and comfortably.

"Financial barriers should never stand in the way of meaningful contribution. If you're committed to Town Break's mission, we will work with you to make it possible."



Conflict of Interest: Acting With Integrity

As a Trustee of Town Break, you are expected to act solely in the best interests of the charity at all times. This is a core principle of charity governance — and it helps ensure public trust in our work.

Sometimes, your personal, professional, or financial interests may overlap with those of the charity. When that happens, we refer to it as a conflict of interest.

Having a conflict isn't necessarily wrong — what matters is how it is managed. At Town Break, we are committed to transparency, fairness, and integrity in how we identify and handle such situations.

What is a Conflict of Interest?

A conflict of interest arises when a Trustee's own interests — or those of someone close to them — could unduly influence their judgement or decision-making on a matter affecting the charity.

Examples might include:

- Being involved in a business the charity might hire
- Having a close personal relationship with a member of staff
- Serving as a Trustee for another organisation bidding for the same funding
- Holding personal beliefs or investments that might influence impartial decisions

Our Approach to Managing Conflicts

We take a proactive and structured approach to managing potential conflicts:

- **Register of Interests:** All Trustees are required to declare relevant interests when they join the Board, and this is recorded in a Register of Interests, which is updated and reviewed annually.
- **Declarations at Meetings:** At the beginning of every Board or subcommittee meeting, Trustees are asked to declare any potential conflicts relating to agenda items.
- **Stepping Back When Required:** If a conflict is identified, the Trustee involved will be asked to withdraw from the discussion or decision, including abstaining from any vote. This ensures decisions are made objectively and in the best interests of Town Break.

We believe this practice strengthens the integrity of our decision-making and protects the reputation of both the charity and its Trustees.

Our Culture of Trust

We understand that Trustees wear many hats — personally and professionally. Our aim is not to discourage involvement, but to create a culture of openness, trust, and responsible governance.

Patron: Events Host and Radio Presenter, Gina McKie [@ginaontheradio](https://twitter.com/ginaontheradio)
Volunteer Project of the Year Award: Health 2017
Volunteer Friendly Award 2017 – 2020

Registered Scottish Charity No. SC020526
 (A Scottish Charitable Incorporated Organisation)
 Registered Office, 1 Springkerse Road, Stirling, FK7 7SN



Public Representation and Legal Identity Requirements

As a registered Scottish charity, Town Break has a legal duty to identify itself clearly in all forms of public communication. This is an important requirement set by the Office of the Scottish Charity Regulator (OSCR), and it plays a vital role in building transparency, trust, and accountability with our supporters, service users, partners, and the wider public.

What We Must Include

In accordance with OSCR guidance, we are required to display our full charity name and registered charity number in all public-facing communications. Our registered details are:

Registered Office:	1 Springkerse Road, Stirling, FK7 7SN.
Registered Scottish Charity:	SC020526
View on OSCR:	OSCR Charity Details
Website:	www.townbreak.org

These details are included on:

- Letters and official correspondence
- Email footers and digital newsletters
- Marketing materials and fundraising campaigns
- Contracts, invoices, and receipts
- Website, social media accounts, and digital platforms

This ensures that anyone engaging with us — whether online or offline — knows that Town Break is a regulated charity working for public benefit.

Trustee Conduct in the Public Eye

As a Trustee, you are also a public ambassador for the charity. While you are not expected to act as a spokesperson unless invited to do so, your professional conduct and communications contribute to Town Break's reputation.

All Trustees are expected to:

- Represent Town Break professionally and responsibly at events, meetings, and in public or community forums
- Use language that reflects our values, purpose, and tone
- Be mindful of any personal views that could be mistaken as official charity positions
- Ensure any official statements or media engagement on behalf of Town Break are first discussed with the CEO or Chair

We believe in open, honest communication — but also in consistency and clarity when speaking on behalf of the organisation.

Guidance & Support

- A Communications & Representation Guide as part of Trustee induction
- Templates and branding guidance for presentations, emails, and materials
- Support from the CEO or Chair on how to handle public requests, interviews, or sensitive messaging

If you're ever unsure about how or when to speak publicly on behalf of Town Break, we encourage you to check in with the senior team — we're here to support consistent, clear, and confident representation.

In summary: Charity identification and public representation are simple but powerful ways Trustees help uphold Town Break's credibility, compliance, and strong community presence.

Induction, Training and Trustee Support

At Town Break, we know that no one becomes a charity governance expert overnight — and we don't expect you to. What matters most is your commitment to our cause, your willingness to contribute, and your openness to learning.

That's why we offer a comprehensive programme of induction, mentoring, and ongoing development to help you grow in confidence, competence, and connection as a Trustee.

What You'll Receive as a New Trustee

From your first day, we'll make sure you feel equipped and supported to thrive in your role. Every new Trustee receives:

- **A comprehensive Induction Pack**
Including key governance documents:
 - Our SCIO Constitution
 - Minutes from recent Board meetings
 - Our current Strategic Plan
 - OSCR's guidance for charity Trustees
 - Key organisational policies and contact information
- **A welcome meeting with the CEO and Chair**
A chance to explore:
 - Town Break's mission, programmes, and current priorities
 - Your interests, background, and hopes for the role
 - How best you can contribute to our shared goals

Ongoing Learning and Development

We believe great Boards are made — not born. Our Trustees are supported through a range of opportunities to develop their skills and stay up to date with best practice:

- **Access to external training**
You'll be encouraged to attend webinars, workshops and events hosted by sector experts including:
 - OSCR
 - SCVO (Scottish Council for Voluntary Organisations)
 - Charity Finance Group
 - Local Third Sector Interfaces (TSIs)
- **Periodic Board development and effectiveness reviews**
We take time to reflect on how the Board is working, where support is needed, and how we can improve together.
- **Support for personal development goals**
Whether you want to grow your understanding of charity finance, governance, fundraising or impact measurement — we'll support you to explore learning opportunities.

- **Mentoring for new Trustees**

If you'd like, we can pair you with a more experienced Board member who can offer informal guidance and answer questions as you settle in.

Beyond the Boardroom: Culture & Connection

We know that strong governance is built on strong relationships. That's why we also create space for connection through:

- **Informal social gatherings**

Opportunities to meet other Trustees, staff and volunteers in a relaxed setting

- **Joint sessions and away days**

Collaborative events where Board members and staff explore strategy, share ideas, and build cohesion as a whole organisation

We are a supportive, mission-led team — and you'll never be on your own in figuring things out.

In Summary

- We invest in our Trustees because we believe your contribution matters.
- You don't need to know it all — you just need to care, show up, and be ready to learn.
- We'll walk with you every step of the way.

Diversity, Equity and Inclusion Commitment

At Town Break, we are deeply committed to equality, diversity, and inclusion — not just in the services we deliver, but also in the way we lead and govern our charity. We know that a Board made up of people with diverse identities, life experiences, and perspectives is more effective, more responsive, and more reflective of the communities we serve.

That's why we actively encourage applications from individuals of all backgrounds, and why we work to ensure that everyone feels welcomed, supported, and valued as part of our Board.

Who We're Hoping to Include

We particularly welcome and encourage applications from people who are currently underrepresented on charity Boards, including:

- People from ethnically and culturally diverse backgrounds
- Individuals with lived experience of dementia — as a carer, family member, or person living with dementia
- People with disabilities or long-term health conditions
- Members of the LGBTQ+ community
- Younger adults (aged 18–35) who are interested in governance and leadership
- People from working-class or low-income backgrounds who bring real-world experience and insight

Your background, story, and perspective are assets — and we want to hear your voice at the table.

Accessibility & Reasonable Adjustments

We understand that applying for and joining a Board can feel daunting, especially if you've never done it before or if you face access barriers. That's why we are committed to:

- Providing information in accessible formats (e.g. large print, digital formats, plain English versions)
- Offering additional support during the application or induction process, including the option to speak with a member of staff informally
- Making reasonable adjustments for disability, health, caring responsibilities, or other needs throughout your time with us

If you would benefit from additional support or a conversation about accessibility, please reach out to us confidentially — we'll be happy to help.

Why This Matters

Diverse Boards lead to better conversations, stronger decisions, and more inclusive services.



Town Break is committed to continuous learning in this space. We are reviewing our governance practices through an equity lens and welcome suggestions on how we can further improve inclusivity across our leadership.



How to Apply and Recruitment Timeline

We are delighted that you are considering joining the Board of Town Break. Becoming a Trustee is a meaningful way to support people affected by dementia and to shape the future of a much-valued local charity.

We welcome expressions of interest from people of all backgrounds, professions, and experiences — particularly those who share our values and are motivated by making a difference in their community.

Submitting Your Expression of Interest

To apply, simply send a short covering email or CV to: admin@townbreak.org

You do not need to write a formal application. Instead, please briefly outline:

- Why you are interested in becoming a Trustee of Town Break
- What skills, experiences or perspectives you would bring to the Board (*this could include professional experience, community involvement, or lived experience as a carer or service user*)
- Any relevant governance, charity, or leadership experience (*Note: prior board experience is not required — we value potential as much as experience.*)

If writing isn't your preferred format, we are happy to accept a short video or voice note. Just get in touch to arrange this.

What Happens Next?

We aim to make the recruitment process **welcoming, informal, and supportive**. Here's what to expect:

Indicative Timeline

- Applications Open: Ongoing – we review expressions of interest on a rolling basis
- Informal Conversations: Typically arranged within 2–4 weeks of your enquiry
- Board Appointment: Following positive discussion and mutual agreement
- Induction Session: Held within one month of joining the Board
-

Shortlisted applicants will be invited to an informal conversation with our Chair and CEO. This is not an interview — it's a two-way discussion where we can:

- Get to know each other
- Share more about Town Break's vision and current priorities
- Explore your interests, availability and support needs
- Answer any questions you may have

Accessibility & Support

If you require information in an alternative format or need adjustments at any stage of the process (e.g. due to disability, caring responsibilities, or communication preferences), please let us know in confidence. We're committed to making the application process inclusive and accessible for all.

Ready to Take the First Step?

If you're unsure whether you're the "right fit" — we encourage you to reach out anyway. Often, people underestimate the value of their perspective or experience. We'd love to hear from you and explore how you could contribute to the future of Town Break.

"There's no one-size-fits-all Trustee. If you care, if you're curious, if you're committed — we'll support you to grow into the role."

Useful Resources and Further Reading

Whether you're new to charity governance or looking to deepen your understanding, the following organisations offer trusted guidance, training and support for current and aspiring Trustees in Scotland.

Office of the Scottish Charity Regulator (OSCR)

www.oscr.org.uk

OSCR is the independent regulator and registrar for Scottish charities. Their website offers:

- Official guidance on charity law and Trustee duties
- Publications and reports on governance best practice
- "Guidance and Good Practice for Charity Trustees" – a must-read for all new Trustees
- Information on SCIOs, annual reporting, and public trust in the charity sector

Scottish Council for Voluntary Organisations (SCVO)

www.scvo.scot

SCVO is the national membership organisation for Scotland's third sector. It offers:

- Training and events on governance, finance, and leadership
- Funding and digital tools
- Policy updates relevant to charities in Scotland
- A helpful knowledge hub for Trustees and staff

Charity Finance Group (CFG)

www.cfg.org.uk

CFG supports financial leadership in charities of all sizes. Their resources include:

- Guidance on budgeting, reserves, and risk management
- Events and webinars on charity finance
- Sector-specific financial tools and insights for non-specialists
- Opportunities for Trustees to build confidence in overseeing finances

Getting on Board

www.gettingonboard.org

A charity dedicated to improving Board diversity and helping more people become Trustees. Their resources include:

- Free downloadable guides like "How to Become a Charity Trustee" and "How to Recruit Trustees for Your Charity"
- Toolkits for inclusive recruitment
- Webinars and mentoring opportunities
- Practical insights for first-time Trustees

We encourage all Trustees to explore these resources.

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A Personal Message from Our Chief Executive

Thank you for taking the time to explore this Trustee opportunity with Town Break.

Our Trustees are at the heart of everything we do — guiding our work with integrity, insight and compassion. As stewards of our mission, they help ensure we serve people affected by dementia not only with kindness, but with strategic purpose and long-term vision.

As Chief Executive, I deeply value the wisdom, support and critical thinking that our Board brings. Whether it's navigating funding decisions, shaping new services, or ensuring accountability to the community and to OSCR, our Trustees help us stay grounded, ethical, and focused on what matters most.

We don't expect perfection. We value passion, openness, and a willingness to grow. If you believe in the importance of community, if you're motivated by making a meaningful difference, and if you're looking for a way to contribute your experience to a cause that matters — we would love to hear from you.

You'll be joining a committed and welcoming team - and we'll support you every step of the way.

Warm regards,

Helen Duncan

Chief Executive Officer



To inspire and enable people across Forth Valley to live well with dementia

Call 01786 641 541 or email admin@townbreak.org

Open Monday – Friday 9 am until 5 pm

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