



Ardgowan
Hospice

Trustee Recruitment Pack 2026



Letter from the CEO

Welcome

Firstly, thank you for taking an interest in the opportunity to be one of our new Trustees.

Ardgowan Hospice is a fantastic place. My first day, Valentine's Day 2022, was the day I fell in love with this extraordinary organisation. I was told once that the etymology of the word Palliative is 'to cloak'. And that is what we seek to do with people needing our services, their families and friends. We want to 'cloak' them with

love, care, and compassion, hopefully leaving them feeling supported at what can often be the very worst of times.



We are changing. We are undertaking a vast range of changes to our culture and the services we deliver. Our mission is to become the best wee Hospice in Scotland. On a good day, we'll tell you that we really mean the UK! Our goal is to be a centre of excellence in all we do. At the heart of that is ensuring that every person in Inverclyde requiring palliative or end-of-life care receives the best possible care, with the hospice at the centre, providing specialist treatment, education, and advice.

We want Ardgowan to reflect the people we serve and reach all parts of our community. We want dynamic, innovative, and proactive person-centred services that go well beyond the tick-box definition. Our goal is to have a staff team that is highly trained, well-supported and engaged.

The feedback we receive from our service users is overwhelmingly positive. But we want to do more - to be more. We are not short of ambition. When I started, I asked the Board for five years to radically transform our services to ensure we meet our goals. We are just over four years in, and we've come a long way. But there remains more to do.

We are doing that in challenging financial times. We receive less than 40% of our

funding from the NHS. The community of Inverclyde is incredibly generous, giving an extraordinary average of over £32 per household to Ardgowan Hospice. Yet it remains a struggle to achieve a balanced budget.

And then, just to make the game more fun, we need a building that fits our purpose. Over the next few years, the Trustees will likely need to commence a capital building project, looking for around £12 million to create a building environment that our services and the people of Inverclyde deserve. We need a chair who can help navigate these financial challenges with creativity and resourcefulness.

I hope you find enough information in this pack to pique your interest. If you would like to have an informal conversation with me or visit the hospice, please contact me to arrange it.

Thank you for your interest, and I look forward to meeting you in due course.

Warm regards,

A handwritten signature in black ink, consisting of a large, stylized initial 'G' followed by a long, horizontal stroke that ends in a small hook.

Graham Gardiner
graham@ardgowanhospice.org

Why become a Trustee of Ardgowan Hospice?

Words from some of our trustees...

"I was absolutely thrilled and honoured to be appointed as a Trustee of Ardgowan Hospice at the end of 2024.

Our hospice carries out remarkable work across the Inverclyde community at the most challenging times in people's lives. I am constantly touched by how the hospice and its staff are valued and loved by all those we support.

As chair, I get to work with a fantastic and diverse board of trustees alongside the CEO and his team to help shape the direction and impact of the hospice. It's great to see the difference we are making and I have thoroughly enjoyed my time as a trustee. Despite the challenges faced by hospices across the UK, I am very excited about the future for Ardgowan and our role in Inverclyde". [Steve Graham, Chair of the Board](#)

"The opportunity to support such a well-loved and impactful organisation as Ardgowan Hospice was my main reason for joining the board of Trustees. Having watched for many years the superb work and support that the Hospice has provided to family and friends, I was genuinely delighted when asked to consider joining. The experience to date has been a hugely enjoyable one, as well as challenging me in new areas I haven't traditionally dealt with. I've learned a lot since becoming a Trustee, including about elements such as palliative care, while witnessing firsthand the superb work our wider team provides to those in their time of need. It is an honour to call myself a Trustee of Ardgowan Hospice." - [Marco Rebecchi, Trustee and member of the Finance & Resource sub-committee](#)

"I wanted to contribute my learning from working in the public sector for nearly 30 years to a geographical area for which I had a strong affection and to an organisation I remembered from its early existence. I was aware of the support provided through hospice to relatives of friends and appreciated how much they had valued it. I wanted to be connected to that." - [Isla Hyslop, Trustee and chair of the People, Patient and Public Engagement sub-committee](#)

"After retiring from full-time employment, I offered to help the Hospice consider its property strategy and, after presenting some thoughts and recommendations to the Board of Trustees over a period of a few months, I was wholly impressed by the warmth and enthusiasm of everyone involved. Not only was the Board highly capable,

but I was hugely impressed by the commitment and compassion of all the senior management and staff I met in preparing my strategy. When the CEO advised me that the Board would like me to join as a Trustee, then I had no doubt whatsoever that this was an organisation with the culture and objectives that I completely respected and with which I could align myself." - Fraser McAlister, Trustee and member of the Finance and Resource

What your impact will be

“The Hospice is a forward-thinking, established local charity which is well supported by the local population. As a new trustee of the Hospice, you will have the support of a dedicated, hard-working Board of Trustees who have drive and enthusiasm. We hope that you can be a support to us in the day-to-day challenges faced by operating within the current financial constraints. In time, we hope you can encourage the necessary yet ambitious plans to develop the Hospice's facilities to meet today's needs and support long-term growth. By inspiring the local population and existing supporters to come on a journey with us, which may take some time, your impact will be clearly evident.”

“Ardgowan Hospice holds a special place in so many households across Inverclyde and beyond, and it would be a huge opportunity for the right candidate to help grow and deliver the aims of the Hospice. There are several pressing items, including supporting the long-term aims of the charity, and trustees will play a vital role in steering the organisation through our next 5-year cycle.”

About Us

Ardgowan Hospice is the local hospice for people living in Inverclyde, supporting a Community of around 77,000 people. We are a local independent charity and company limited by guarantee. Each year, we say hello and welcome over 1,000 local patients and their families, offering them a wide range of support, from end-of-life care to support for carers, from helping children cope with grief to helping patients return to work after an illness.

Our Mission

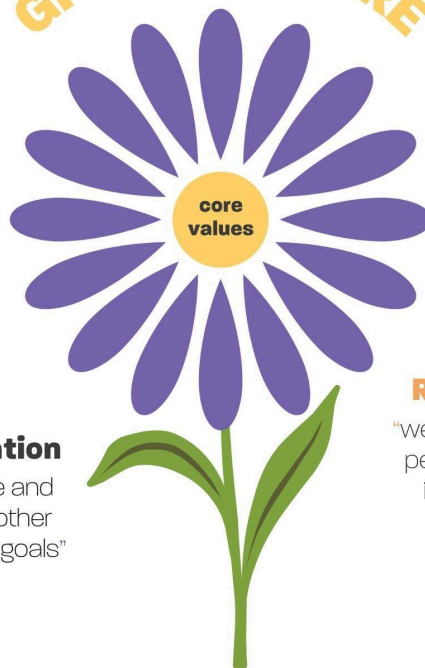
Ardgowan Hospice is a compassionate place of care for people living in Inverclyde who have been diagnosed with a life-limiting illness, such as cancer, heart failure, lung disease, kidney failure or neurological conditions. We care passionately about making every moment matter and improving the quality of life.

Our Values

In this role, you are expected to uphold our values and demonstrate your commitment to delivering high-quality patient care at all times.



Grow with CARE



Compassion

"at the heart of compassion is kindness"



Appreciation

"encourage and help each other achieve our goals"



Respect

"we value each person as an individual"



Equality

"make sure nobody is excluded or left behind"



The Board of Trustees

The Hospice is governed by a Board of Trustees, led by the Board Chair. All of our Trustees are volunteers who gift their time and talent to the Hospice. Our Trustees have a broad skill mix, with the necessary experience, knowledge, commitment and business acumen to ensure that Ardgowan Hospice is compliant and professionally and expertly governed to meet legislative and regulatory requirements for 'best practice' to include Duty of Candour ▪ General Data Protection Regulation (GDPR) ▪ Equality and Diversity ▪ Employment Law ▪ Health and Safety and Safeguarding. The Hospice is also registered with and regulated by Health Improvement Scotland.

The Board meets quarterly, during the daytime, for no longer than three hours. Two of the four meetings are hybrid, enabling trustees to attend virtually. Trustees are expected to participate in one of the three Board sub-committees:

- Care Governance and Performance
- Finance, Risk and Resources
- People, Culture and Engagement

Each Subcommittee meets quarterly, with the chair reporting to the Board meetings.

The Role of the Trustee

The voting members of the Board are responsible for the governance of the Hospice. They must ensure that it operates in a manner that:

- Enables it to fulfil the objectives set out in the governing document;
- Its assets and resources are used for charitable purposes in line with the governing document
- Due attention is paid to charitable and company law
- It keeps to the Hospice's philosophy and values; and
- It upholds the Hospice's reputation.

Trustees must at all times act in the best interests of the Hospice. Trustees must work together and must not pursue personal or other interests at the expense of Hospice interests.

Main Duties of a Trustee

1. Understanding the Hospice's aims and objectives as set out in its governing document (Articles of Association) and ensuring that it operates in accordance with them.
2. Taking reasonable steps to ensure the Hospice operates within the law, particularly concerning the Charities and Companies Acts.
3. Attending and contributing to meetings of the Board and Sub-Committees, and attending other Hospice events when possible.
4. Maintaining a governance perspective by ensuring that the Board:
 - a. Works with the Chief Executive to establish the Hospice's strategic direction and goals;
 - b. Contributes to the development of the Hospice's strategy and business plans;
 - c. Understands and acts upon financial and other monitoring information presented, questioning such information when appropriate;
 - d. Defines the boundaries of management authority;
 - e. Delegates the implementation of its decisions to the senior staff;
 - f. Ensures the Hospice delivers on its accountabilities, both those demanded by law and those of Hospice good practice
 - g. Monitors key performance indicators on a regular basis and holds the Chief Executive or senior staff team accountable for outcomes; and
 - h. Reviews the Chief Executive's performance and development annually.
5. Representing the Board's agreed position when speaking publicly on behalf of the Hospice.
6. Reviewing the Board's performance annually.
7. Helping to identify, recruit and induct new Board members, the Chair and the Chief Executive.
8. Supporting the Chief Executive and other staff in carrying out their work when requested to do so.

Time Requirements

There are four Board meetings per year, held at three-month intervals, lasting two to three hours. On occasions, an additional Board meeting may be required to allow time for review, strategic planning or other matters.

There is a range of Sub-Committees, and Board members are usually required to serve on one of them and to take part in short-life working groups from time to time.

There are two Board Awaydays per year, enabling Trustees to consider broader strategic issues with space and time not usually afforded in the regular business of Board Meetings.

Board members are expected to maintain a reasonable level of contact with the Hospice so that they understand what is current and have confidence in the quality of service delivery.

Advocacy

Trustees are invited to assist the Board and senior staff in promoting the Hospice and, where appropriate, for example, in fundraising, by meeting and communicating with potential supporters. This may include attending local functions and activities to represent the Hospice and its related works.

Contact with Staff

Trustees will mainly have contact with the Hospice's senior staff. Trustees will be encouraged to become familiar with the main areas of staff's work and will be guided by the Chief Executive regarding contact and support for staff.

The role of Trustees is to support and motivate staff and provide advice and guidance when requested, rather than to give instruction.

Induction & Training

There is a process for the induction of Trustees that includes a range of information and activities to support them.

Training is provided, and Trustees are strongly encouraged to participate.

Advice

Trustees have access to specialist professional advice in some areas as deemed necessary by the Board. The Chief Executive also provides guidance and support when required.

Conflicts of Interest

There may be times when Trustees face a 'conflict of interest'. Any such conflicts should be declared; for example, having interests in organisations that might wish to provide services to the Hospice. To minimise the risks of conflicts of interest, 'declaration of interests' features on the agenda of each Board and Sub-Committee meeting as a prompt and reminder.

Trustees,

- Have a duty to declare any interests relevant to their Trustee role and to take steps to resolve any conflicts that may arise. Where private interests conflict with Trustee duties, the Trustee must resolve this conflict in favour of the Trustee role;
- Must declare any financial interest in a matter under discussion and withdraw from the room unless he/she has a dispensation to speak;
- Must withdraw from discussion of any matter which creates a real danger of bias;
- Must declare an interest in any matter which reasonably causes others to think it could influence their decision. They should state the nature of the interest, but may remain in the room and participate in the discussion; and
- Should consult with the Chair if in any doubt about the application of these rules.

Leadership

Trustees:

- Should promote and support the principles of leadership by example; and
- Must respect the role of the Chief Executive both as a leader of the managerial staff team and as the primary link with the Board of Trustees.

About You

It's essential for you to have a:

- Willingness to lead according to Ardgowan Hospices' values
- Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Willingness and ability to understand and accept their responsibilities and liabilities as Trustees and to act in the best interests of the organisation.
- Enthusiasm for our vision and mission
- Ability to think creatively and strategically, exercise sound, independent judgment, and work effectively as a Board member.
- Effective communication skills and willingness to participate actively in discussions.
- Advocate; be able and willing to champion Ardgowan Hospice's work through personal networks, social media and other channels.
- Be strongly committed to reducing health inequalities.
- Be responsive; as a small charity, things sometimes "come up" that require the Trustees to advise, support or give consent to. It is, therefore, helpful to have a Trustee who is available and responsive.

It's desirable for you to:

- Be passionate about Hospice and palliative care.
- Be familiar with local health and social care networks, and have knowledge of the HSCP/health care environment.
- Have Trustee experience, but this is not essential.

Trustees' responsibilities - split over three sub-committees:

- Support and advice on Ardgowan Hospice's purpose, strategy, goals and activities
- Approve organisational strategy and policies, and monitor and evaluate their implementation
- Oversee Ardgowan Hospice's financial plans and budgets, and monitor and evaluate progress
- Ensure the effective and efficient governance of the organisation
- Ensure that key risks are being identified, monitored and controlled effectively. Review and approve Ardgowan Hospice's financial statements
- Provide support and challenge to the Chief Executive in exercising their delegated authority and affairs
- Keep abreast of changes in Ardgowan Hospice's operating environment
- Contribute to regular reviews of Ardgowan Hospice's own governance

- Attend Board meetings, adequately prepared to contribute to discussions
- Use independent judgement, acting legally and in good faith to promote and protect Ardgowan Hospice's interests, to the exclusion of their own personal or any third-party interests
- Contribute to the broader promotion of Ardgowan Hospice's charitable objects, aims and reputation by applying your skills, expertise, knowledge and contacts

Terms of Appointment

Terms of office

Trustees are appointed for a three-year term, renewable for three further terms, for a maximum of nine years. The chair is expected to serve for at least one term.

This is a voluntary position, but reasonable expenses will be reimbursed

Time Commitment (estimated at half a day per month)

- Attend the quarterly Board meetings; most meetings are in person, with remote access available on occasion.
- All Trustees are encouraged to join one of our sub-committees: the Finance and Resources sub-committee, the Care Governance and Performance sub-committee, or the People, Culture & Engagement sub-committee. These meet quarterly.
- Attend Trustee Awaydays. There is one or two per year, depending on need. There is a standing invitation to attend the two Staff conferences each year. Trustees are not expected to attend but are invited to do so.

Recruitment Process

We are aiming to find the right person to be one of our new trustees at this point in your life and the organisation's life. To do that, we have to use a flawed recruitment process (as no one has yet designed the perfect one!). Hopefully, you will have received this information pack because it is a role you are interested in or maybe even a bit intrigued by.

We have made this process as straightforward as possible, as we are aware that you are likely to be busy enough. We have also tried to make it less bureaucratic and as human as possible.

We are asking you simply to send us a letter introducing yourself, along with your CV. Within that letter, we'd like you to answer the following questions:

1. What is it about this role that excites you?
2. What is it about you that makes you a great candidate for this role?
3. Why Ardgowan Hospice?

Please email your application to execoffice@ardgowanhospice.org

We'll set up a meeting with the CEO and the Chair before inviting you to come to a board meeting as an observer.

If you would like to have an informal conversation with Graham, the CEO, or if you would like to come for a visit, please contact us to arrange it.

www.ardgowanhospice.org.uk

www.instagram.com/ardgowan_hospice

www.facebook.com/ardgowanhospice

<https://x.com/ArdgowanHospice>

<https://uk.linkedin.com/company/ardgowan-hospice-ltd>