



Chair Scottish Golf Board

Candidate Pack 2024

About Scottish Golf

Scottish Golf is the internationally-recognised governing body for amateur golf in Scotland. With more than 220,000 active golf club members and over 575 golf courses across Scotland, the organisation's work reaches the four corners of the nation to ensure golf is accessible, no matter your location. Our mission is to make golf 'Scotland's game for everyone', where we inspire a nation to embrace the sport in all its forms and contribute to a healthier Scotland.

To support this, Scottish Golf's strategic goals are:

- **Sustainable clubs prepared for the future:**
A healthy, robust network of golf clubs and facilities supporting golf in Scotland
- **Growing the game, nurturing talent:**
More golfers, from beginner to winner
- **Showcasing the game as a welcoming, accessible sport**
Cultivating a culture of confidence and openness that is inclusive
- **Enterprising, responsible resources**
Collective responsibility for the performance of our people and finance

Scottish Golf works to achieve these goals via the following functions:

- **Golf Operations**
- **Marketing and Communications**
- **Participation & Development**
- **Club Services & Governance**
- **Venue Management System / Digital Support**
- **Performance & Pathway**
- **National Events**

Join us in our mission

Our Vision

Making golf 'Scotland's Game for Everyone'.

Our Mission

To inspire a nation to love golf in all its forms and contribute to a healthier, inclusive and aspirational Scotland.

Our Purpose

To promote, develop and govern golf for all generations and without barriers.

Organisational priorities

- As a membership organisation, Scottish Golf is committed to the growth and sustainability of Scotland's golf clubs, in the firm belief that they underpin the delivery of the game and provide a robust foundation on which it can be developed.
- In recognition of the positive health and social impact of the sport, Scottish Golf is focused on increasing and diversifying revenue in order to support key initiatives such as junior participation, women and girls participation, and an environmental drive to contribute to the government's net zero ambitions.
- With an ambition to elevate golf on to key agendas within government and ensure a healthy pipeline of investment in to the sport, the Chair will ideally be well-networked to bring innovation and momentum to Scottish Golf's partnership strategy.
- Scottish Golf receives funding from sportscotland to deliver ambitious growth, particularly in the women and girls' game, and to hit key performance targets in national and international competitions. The Chair will play a key role in leading the Board and supporting Scottish Golf's Executive team to satisfy both these ambitions and secure ongoing grant funding from the national agency and the R&A.

About the Role

This is an interesting, challenging and exciting opportunity for a forward-thinking, motivated and driven individual to lead the Scottish Golf Ltd (SGL) Board in the delivery of its clear vision and strategy to strengthen and grow the sport of golf in Scotland. The Chair's role is to lead the Board, to ensure that it effectively delivers against the strategy and objectives agreed by the organisation. The Chair will also work in conjunction with, and support, the Chief Executive Officer (CEO) to ensure that the Board works closely with SGL leadership team to achieve agreed objectives.

The Chair is focused on leading the Board and ensuring its effectiveness. The Chair will also support and, where appropriate, challenge the Chief Executive Officer (CEO) ensuring that the Board is effective and works closely with SGL executives to achieve agreed objectives. The Chair, in partnership with the CEO will represent the public face of Scottish Golf.



Role Purpose

1. To lead and contribute with the Board to support delivery of the Scottish Golf strategy and policy of the organisation.
2. To support the CEO in the achievement of the Scottish Golf strategy.
3. To support the CEO to ensure SGL is a successful, modern, positive, open and transparent organisation.
4. To chair the SGL Board, ensuring that there is clear governance and accountability in order to assure its effectiveness.

Key Duties & Responsibilities



Key Relationships

- To develop an effective relationship and partnership with the CEO.
- To develop and maintain key external relationships in support of the CEO and the strategy.
- To support the continuing development of golf in Scotland and SGL.

Leadership

- To provide leadership and direction to SGL, through the Board of Directors, and in line with agreed strategy.
- To approve with all members of the Board of Directors the performance targets and reporting mechanisms to ensure accountability across all areas of the sport.

The Board

- To be an effective Chair of the Board.
- To lead and support the work of the SGL Board.
- To define the agenda and topics for SGL Board meetings on a regular basis (currently 4-6 each year, plus the AGM).
- To ensure Board effectiveness through regular appraisal and dialogue with Board members both formally and informally.

Governance

- To comply with Director's responsibilities as laid down in Company Law.
- To ensure that SGL complies with standards of good corporate governance generally accepted in business and sport.
- Ensure SGL operates in an open, equitable and transparent way, always in the interests of its members and the sport as a whole.

Executive Team

- To enable and empower the CEO and the Executive Team to ensure the delivery of the Scottish Golf strategy and annual operational plan.
- To provide advice, support and guidance to the CEO.

Communication

- To have a 'finger on the pulse' of golf in Scotland, with an understanding of the opportunities and challenges which the sport faces now and into the future.
- To be visible and accessible to the clubs, Areas and Counties which are Scottish Golf's members, as well as other industry partners, funders and stakeholders.



General Duties and Responsibilities

To comply with all legislative requirements and company policies including but not limited to Health and Safety, Equality, Safeguarding and confidentiality.

The list of general responsibilities is not exhaustive and may be subject to review and change.

Board Meetings 2025

Board meetings are held at Scottish Golf's headquarters in Rosyth. The Board schedule is as follows:

- Monday 27 January 13:00 - 15:00
- Monday 17 March 13:00 - 16:00
- Monday 2 June 13:00 - 16:00
- Monday 18 August 13:00 - 16:00
- Monday 13 October 13:00 - 16:00
- Monday 15 December 13:00 - 16:00

Annual General Meeting

- Friday March 14 2025, 12:00 - 14:00
voco Grand Central, Glasgow

Time Commitment

It is anticipated that the time commitment will be circa 2-3 days per month. The position is non-executive and is not remunerated, although out of pocket expenses will be reimbursed.

The appointment is based on three years (renewable for a further three years).



The Individual

Essential Criteria

The successful candidate will need to demonstrate how they meet the following essential criteria:

- Proven leadership experience in business, sport and/or the public sector.
- Previous experience of leading and chairing a board.
- Strong strategic and commercial background.
- Strong stakeholder management skills, with the ability to develop relationships and work in collaboration with key partners and stakeholders.
- Experience of formation, implementation and achievement of a vision and strategy for an organisation.
- Demonstrable passion, enthusiasm and knowledge of golf in Scotland.

Key Competencies

- Outstanding people skills
- Excellent communication skills
- Achievement and results focus
- Customer focus
- Commitment to collaborative working
- Effective decision making
- Leadership
- Integrity
- Passion
- IT literacy

Non-Executive Directors

Fraser Thornton - Interim Chair

Fraser Thornton is a global leader with a extensive experience in executive and non-executive roles. His highly successful executive track record spans sales and marketing, strategy and finance, mergers and acquisitions and building successful companies in the alcohol sector. He has held non-executive and advisory roles across public and private sectors including commercial enterprises and sports governing bodies.

Sara Bishop

Sara Bishop is a qualified chartered accountant who has held a number of senior management and director roles in both UK and at internationally-based companies within the distilling sector. Sara is currently the Group Financial Controller for William Grant & Sons Ltd. She has extensive experience across financial governance, business process improvement and strategic planning. Sara has previously played golf for Scotland at full international level.

Vivien Currie MBE

Vivien Currie is a Non-Executive Director of a number of organisations both in the UK and overseas, including the Scottish Event Campus in Glasgow and OVO Hydro, the SEC Centre and the Armadillo. She also sits on the SEC's Audit and Risk Committee. Vivien is also on the Board and the Membership Committee of The Merchants House of Glasgow, which provides benefits and grants to relieve poverty. Vivien is a Director of The Royal Stables in Abu Dhabi, United Arab Emirates, a historic equestrian centre in the heart of the city.

Alan Grant

Alan is Director, Partnerships & Engagement at GEO Foundation for Sustainable Golf. Prior to this, he held the role of Senior Golf Manager with VisitScotland, where he managed public investment into a portfolio of golf events and marketing, including The Open and Scotland's national Men's and Women's Open's. He was also responsible for VisitScotland's involvement in the successful delivery of the 2019 Solheim Cup, directing all aspects of the project.

Alistair Gray

Alistair Gray is a leading European strategic management consultant with extensive experience in a wide range of private and public sectors. He brings a wealth of experience within performance sport to the Scottish Golf Board, with over 30 years' experience leading, planning and managing high performance sport environments in the UK and worldwide.

Vishal Marwaha

Vishal has a strong performance sport background, earning 256 caps for Scotland and Great Britain at hockey at World and European level, and from his 15-year coaching career. In 2023 he was appointed as the Scotland U21 Men's Head Coach and Assistant to the Senior Men's Team. Vishal has also previously worked with the Scottish Institute of Sport delivering individual coaching sessions to national players.

Vic Skelton

Vic Skelton has played a major role in the development of the Glasgow Golf Union, and is currently their President. He has had a successful career in the Scotch Whisky industry and in the field of international business process outsourcing, systems integration and information technology. Vic has a strong background in managing teams and working collaboratively with senior stakeholders.

Ian Smith

Ian Smith is Director of Corporate Relations for Diageo in Scotland, and a leader in the Scotch Whisky industry as Chair of Keepers of the Quaich and as a Non-Executive Director of the Scotch Whisky Experience. Before going into corporate affairs, Ian worked as a national news and political journalist with The Herald, The Scotsman, the Daily Record and the Daily Mail.

Susan Young

Susan is an experienced Non-Executive Director and Executive Coach. Her career spans over 25 years in consulting and financial services. She is a Chartered Accountant, who trained with KPMG before moving into banking, where she has held various senior roles. More recently she has supported key elements of NatWest bank's retail strategy, including digitalisation and customer experience.

How to apply

Key Dates

Closing date for applications is 11 December 2024.

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interview with Odgers Berndtson in December 2024.

The final interview process with Scottish Golf will take place in January 2025. The successful candidate's appointment will require to be approved at the AGM in March.

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and addresses of three referees. Referees will NOT be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at:

www.odgers.com/92581

If you are unable to apply online please email:

karen.younie@odgersberndtson.com

All applications will receive an automated response.

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist Scottish Golf in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.



Contact details

For a conversation in confidence, please contact:

Andrew Lees
andrew.lees@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact:

emma.burnett@odgersberndtson.com

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us at

response.manager@odgersberndtson.com



Scottish Golf Ltd

Arrol House

Viking Way

Rosyth

KY11 2UU

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