



# Head of Commercial and Major Giving

Appointment Brief  
August 2024

# Welcome Letter

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## Welcome to the Golf Foundation!

Thank you for considering this new and exciting role for our innovative children's golf charity.

Created in 1952 by Sir Henry Cotton and a group of leading amateurs including Gerlad Micklem and Jack Burroughs, with the aim of making the sport of golf more accessible to young people across Great Britain and Ireland, we make the introduction of golf to young people fun, inclusive and inspiring.

The Golf Foundation and its values have a unique place within both the wider golf industry and overall sporting landscape. Through our adapted and child-friendly versions of golf, we are recognised for making the sport more inclusive and welcoming to all young people.

Last year we introduced a quarter of a million young people from all backgrounds to golf in their school or community group and helped 12,000 young people become regular golfers. We place a particular focus on teaching life skills through all of our programmes and our innovative mental toughness programme, Unleash Your Drive, fronted by our President Nick Dougherty, was recently celebrated at Westminster for its demonstratable impact on overall mental wellbeing of young people.

We want more young people to benefit from the wider benefits of golf.

We are looking for an expert in commercial fundraising who can help us attract significant investment from new corporate partners and major donors.

This is an exciting time to join the Golf Foundaton. We have a new Chair from outside of golf who has extensive experience of developing youth sport with other National Governing Bodies and has helped us to refine our strategy. In addition, we have a ground-breaking mental wellbeing programme in schools that is potentially scalable to every school in GB&I plus a world class club competition for beginner golfers that is now being delivered across the four Home Nations of GB&I and an additional 16 countries internationally.

If you share our ambition & values and are excited to work closely with a collaborative and innovative team while enjoying autonomy in building on our great work to date, come and join us. With support from inside and outside the organisation this is an opportunity to spread your professional wings and help drive our growth, reach and impact.

We look forward to hearing from you.

**Brendon Pyle**  
Chief Executive





# Our Mission and Vision

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**Our vision** is that every young person can play & enjoy golf, strengthening their mental wellbeing.

**Our mission** is to provide young people with a fun & inclusive introduction to golf, the opportunity to play regularly and develop lifelong skills.

## About Us

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The Golf Foundation is a registered charity that provides young people with a fun & inclusive introduction to golf, the opportunity to play regularly and develop lifelong skills.

We believe that the sport of golf has certain inherent core values and that involvement in the sport can provide young people with enhanced life skills as well as improved sporting abilities.

We reflect this in the concept of "Skills for Life" which is built into the design of all our resources and activities.

A core ambition is to help open up the sport to a wide range of underserved communities, encouraging a diverse range of young people to experience and take up the sport, building their skills and resilience in the process.

# Our Refreshed Strategy

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We have recently refreshed our strategy for 2024-28\* and have four strategic goals that are underpinned by six strategic enablers.

## Our goals are:

1. Introduce more young people to golf in schools and their communities
2. Enable more young people to experience golf at a course or facility
3. Working with key partners, help more young people to become regular golfers
4. Strengthen the mental wellbeing and life skills of young people through playing golf

## Our strategic enablers are as follows and will be of particular interest to the Head of Commercial and Major Giving role:

1. Increase our impact through enhancing **existing relationships** & creating **new partnerships**
2. Continue developing our **Impact Framework** to improve how we demonstrate our impact to our beneficiaries and supporters alike
3. Improve our use of **digital, data & insight** to increase our engagement with current & future beneficiaries

4. Improve the reach and awareness of our work through enhanced **marketing and communications**
5. **Diversify our income** to improve financial sustainability, resilience & increase our impact
6. Support, empower and develop our **people** to ensure we continue to positively engage with young people

Our goal is to reach every school across GB&I, to significantly expand the number of golf facilities connected to local schools, while greatly increasing our reach to new young golfers each year participating in GolfSixes.

Our outcomes will include improved mental wellbeing & life skills for young people; participation that reflects our priority audiences within local communities and increased fun & enjoyment of golf with improved perception and interest in playing the sport.

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*\*Our full strategy will be shared with applicants as part of the shortlisting process.*

# Our Programmes

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Our programmes work across all four home nations within Great Britain and Ireland and, with the help of the major golf bodies such as The R&A and DP World Tour, now extends to 16 countries internationally.



## We work:

- **In primary and secondary schools:** to introduce children to the sport, ensuring it is fun, enriching and inclusive to all. We have developed programmes to support school golf competitions and in September 2023 we introduced our new high-impact [Unleash Your Drive](#) (UYD) programme with the ambition to help change the face of mental wellbeing in schools. The programme teaches nine mental toughness tools including concentration, emotional control, and positive self-reflection. With strong impact results already in evidence for the UYD programme, there is real momentum and opportunity to extend the programme significantly with growing interest from funders.
- **With golf clubs:** to design a range of programmes to encourage a diverse range of young people to enjoy learning the game at junior-friendly golf facilities whilst improving their mental wellbeing. We support clubs to undertake outreach work and then welcome new participants to their venue.
- **In the community:** working in partnership with community organisations to help inspire young people from underserved communities, improve wellbeing and build new skills and insights - like focus, resilience, self-reflection and respect for others.
- **On girl specific programmes:** to encourage, improve access and break down perceived barriers for girls in the sport. We have worked in partnership with England Golf and County Associations and to help develop a flagship initiative called '[Girls Golf Rocks](#)', which has reached over 1800 girls to date.
- **To deliver our unique GolfSixes League:** a team format that is an exciting and innovative playing experience for juniors, now played in over 600 clubs with 8,000 young people across GB&I and 16 countries internationally. This programme generates earned income for the charity and it is hoped it will scale significantly in the coming years.

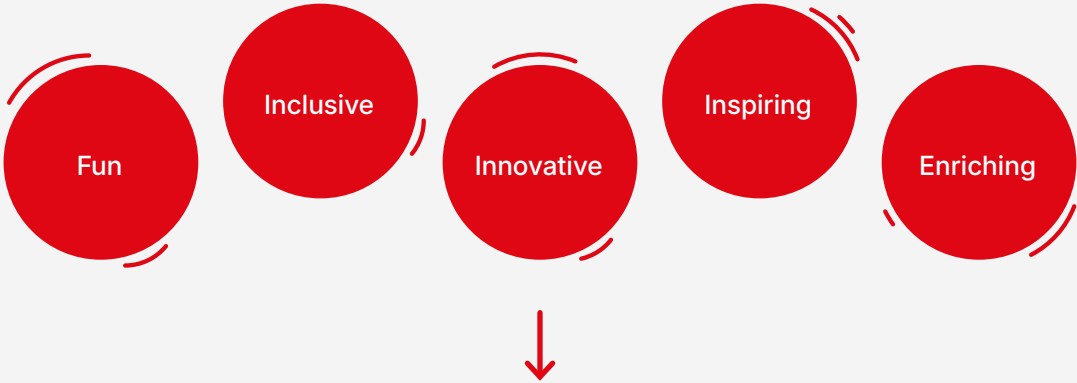
# Our Values and Behaviours



Our values are important and influence everything we do.



We believe in making the introduction of young people to golf:



We demonstrate these values through a set of related behaviours which are being:





# Equality, Diversity and Inclusion

The Golf Foundation believes in introducing young people to golf from all backgrounds and does this via the following activities:



1. Diverse Board of Trustees openly recruited with the help of Sporting Equals and Sport England
2. Internal EDI working group to oversee action plan and activities plus member of pan-UK EDI group
3. Lead officers for girls, disability and ethnically diverse communities
4. Action plan and inclusion statement
5. Application of 3 C's to all elements of diversity – Capture, Commit, Celebrate
6. Partnerships with Sporting Equals, StreetGames, Youth Sport Trust, Sport England, London Youth, National Autism Association
7. Diverse ambassadors
8. Project delivery in areas with large ethnically diverse populations
9. Girls Leadership programme, working with the LPGA Foundation
10. Training with designated disability partners



# Our Impact

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Thanks to the work of the Golf Foundation over the past 12 months, the number of young people with a golf club in their hand for the first time grew to just under a quarter of a million – a 12% increase from 218,000 in March 2022.



It is pleasing to see that our mission of making golf more inclusive and welcoming to young people from all backgrounds and abilities is reflected by the fact that 20% of participants were from an ethnically diverse background and 13% had a disability.

We are recognised as an organisation that not only helps to create lifelong golfers in golf clubs but is also at the forefront of the sport reaching new audiences from diverse communities and helping young people develop their resilience and mental wellbeing.

As part of our strategic objective to help create golfers, at golf clubs and facilities we helped to generate 12,033 new regular golfers playing at least 12 times a year (27% girls). Thanks to the continued backing of The R&A, our flagship initiative GolfSixes League grew to 107 leagues and 618 clubs across the four Home Nations and is now being delivered in 16 countries across Europe and Africa.

Our outstanding new President, Nick Dougherty, has made an immediate impact helping the charity to launch its Unleash Your Drive programme in September 2023 at the BMW PGA Championship with the ambition of reaching every school in the UK.

The early measures of impact on the pupils understanding of mental toughness and overall mental wellbeing are promising, with schools reporting a 6 -10% increase in overall mental wellbeing. Nick's influence has allowed the Golf Foundation to celebrate the programme at a special event at Westminster, with recognition in the House of Commons and House of Lords, a first for the charity.

**You can read more on our latest Impact Report, [here](#).**



# Our Supporters, Partners and Finances

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Our charity is supported by The R&A, PGA and Sport England, alongside a range of corporate partners and sponsors such as BMW, Toro and GolfNow and a range of individual donors.



We work closely with national partners such as the Professional Golfers' Association, England Golf, Scottish Golf, Wales Golf and Golf Ireland to help young people have a safe and fun introduction to golf.

The Golf Foundation typically draws its funding from six sources:

- Golf Clubs
- Trusts & Foundations
- Golf Bodies
- Corporates
- Public sector bodies
- Individual giving

We currently have an income of £1,340,161 with strong reserves in line with our reserves policy

of 12 months and actively managed investment portfolio that supports our long-term financial sustainability.

Our 12 year partnership with HSBC recently came to a conclusion, which we are now working to replace. This partnership concluding led to the charity utilising some of our reserves in the last financial year, which is not sustainable in the longer term and we wish to address.

We have ambitions to grow our reach and income significantly. We have an important opportunity to further promote our impact, leveraging our work with supporters and corporate sponsors who are interested in supporting young people, skills and mental resilience through sport. We are very well connected and respected in our sector and there are excellent opportunities to leverage this further through high profile brand sponsorship and partnerships. We also have a committed and ambitious Board of Trustees who are actively involved in supporting our fundraising activities.

**To read our latest annual Report, [click here.](#)**

**For more information on our history, programmes, impact and team, please [click here.](#)**

# Background to the Role

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This is a pivotal new role for the organisation and comes at an exciting time. We have a new Board Chair, a high profile and engaged President, a refreshed strategy, and have a range of world class programmes that evidence meaningful positive impact measurements for young people. Our offer is also unique, as the major youth sport development charity working in golf - we have exciting and unique assets and connections to help open doors.

With ambitions to grow our reach and impact for young people, we are investing in our fundraising resource and capability to achieve this aim. Earlier this year, our Board introduced a new Fundraising Committee, that will work closely with this new role. Investment has also been agreed to enhance our Marketing and Communications capability, including recently appointing a Head of Marketing and Digital to the team.

We have a good track record in fundraising, particularly through events, club engagement and low level giving, however we now want to grow our pipeline of major gifts through corporate partnerships and major giving fundraising. The role will work closely with Development peers and our existing Head of Golf Fundraising - who will focus on Trusts & Foundations, events, legacies and club partnerships -

and will benefit from shared support from a Fundraising Officer.

## Corporate Partnerships and Sponsorship

We have very strong links within the golf and wider sports industry with continued opportunities to leverage and grow existing and new funding with aligned organisations and brands. However, with the demonstration of impact through our new programmes like Unleash Your Drive, we are keen to enhance our support from corporate organisations outside of golf or indeed sport. This could be large businesses who have a particular interest in high impact programmes supporting young people, skills, inclusion and mental health. Whilst we have a track record of working with corporate organisations such as HSBC and BMW, the Head of Commercial and Major Giving role will help shape our income strategy in this space, working closely with fundraising, marketing and development peers, the CEO, President and an active Fundraising Committee on the Board of Trustees to help drive our activity and success in this space.

Candidates who are ambitious, bring strong commercial acumen and drive plus have experience and a love of developing new business while working autonomously, will thrive in this role.



## High Net Worth Individuals

We understand that building a major gifts pipeline from high-net-worth individuals will require time and patience, but we are determined to fully unlock this opportunity. We aim to engage with the many HNWI who are both passionate and well-connected within our sport. Our efforts in this area are still in an early stage and will likely grow in tandem with the development of our corporate initiatives.

Taking a relationship driven approach, the Head of Commercial and Major Giving will be responsible for shaping our fundraising strategy in this space, developing our prospect research, cultivation and long term engagement whilst working in close partnership with our CEO, Board of Trustees, President and our Head of Golf Fundraising.

## The Opportunity

The successful individual does not need to come from a sport development background or charity sector background but must be aligned with our values and be passionate about using sport to improve the skills, mental resilience and life chance of young people. Further details on the skills and experience we seek are listed in the person specification, however experience of securing six-figure sums from corporate partners will be essential. We feel we have a strong fundraising proposition so will discuss with the new Head of Commercial and Major Giving what this could look like as we agree a strategy and income targets moving forward.

The Head of Commercial and Major Giving role is an exciting opportunity that will allow the successful candidate fantastic high level access to leading people, organisations and brands in the sport of Golf and beyond, helping to build your experience, networks and career. You will be well supported by a highly collaborative team and Board of Trustees and will have pivotal strategic and operational input into the success of our fundraising, the growth of the team and the reach and impact of our charity more broadly.



# Job Description

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## Role Purpose

The Head of Commercial and Major Giving will be responsible for attracting new corporate partnerships of five and six figures and developing a major donor strategy. Using robust research, analytics and fundraising strategies you will steward and convert existing donors, cultivate new prospects and build effective stakeholder relationships.

## Key Tasks:

### Fundraising:

- Seek & secure new corporate partners from within and outside of the golf industry
- Cultivate relationships with companies to nurture an increasing number of large, multi-year partnerships and retain a critical overview of progression
- Develop appropriately tailored and targeted proposals for six-figure partnerships including clear articulation of outputs, outcomes, beneficiaries, and budgets. Work with colleagues across the organisation to develop applications that are closely aligned to planned projects and viable work programmes, whilst adhering to funding criteria and guidelines

- Deliver high-quality and compelling project reporting in line with donor requirements and stewardship plans
- Work with the Head of Marketing and Digital and wider team to research, develop and promote corporate funding packages. Manage the effective sales of our corporate packages through the website, brochures and other publicity materials
- Work collaboratively with the CEO and Board of Trustees to access existing networks
- Work collaboratively with the Head of Golf Fundraising and the Fundraising Officer, particularly around events
- Develop a programme of events for HNWIs working with Golf Foundation ambassadors and President, Nick Dougherty
- Ensure that all gifts, grants and sponsorship are publicly thanked, recorded and publicly acknowledged as appropriate

### Leadership:

- Work as a strong and committed member of the Senior Management Team: we are a committed and high-performing team that works collaboratively and supportively to drive the charity forward



### Strategy and Finance:

- Review and develop all levels of the current corporate fundraising strategy, including our existing corporate giving ladder
- Develop a major giving strategy, increasing the number of HNWI's on our database and a pipeline of cultivation
- Develop annual operational plans for corporate and HNWI fundraising to ensure a robust pipeline of funders and appropriate resourcing and implementation across these income streams
- Set and monitor corporate and HNWI fundraising KPIs and analyse the results on impact and effectiveness, particularly in relation to progress against income targets, cultivating new partners and progression and retention of current partners
- Maintain keen awareness of third sector giving trends and develop strong networks with relevant funders and other stakeholders

### Other:

- Represent the charity at conferences and other events as necessary. This will include attendance at The Open, BMW PGA Championship, AIG Women's Open and other professional events as and when required.



# Person Specification

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## Essential:

- Extensive corporate fundraising or relationship based sales experience in a comparable role, with track record of securing and managing six-figure partnerships, gifts or sponsorships
- Experience developing, monitoring, adapting, and achieving corporate fundraising, sales or sponsorship strategy and annual plans
- Experience of liaising with senior leadership of businesses and negotiating funding partnerships, sales or sponsorship
- Highly developed interpersonal skills and a confident communicator, both verbally and written; a strong networker, able to build relationships with corporates and HNWI alike
- Experience of proposal development, including co-creation of programmes, and reports for a corporate audience
- Experience developing and managing budgets and resources, for both funders and internal business performance
- Ability to plan and manage a complex and varied workload; able to prioritise and time manage effectively, working to targets and deadlines
- Warm and charismatic with high levels of professionalism, resilience and creative thinking
- An ambitious, positive and proactive approach, able to cope flexibly with change and solving challenges
- Comfortable operating at high levels whilst also happily staying hands-on in day-to-day work
- Highly self-motivated and confidence to work autonomously, without close direction at all times
- A strong team working/collaborative approach
- An interest in our work, desire to help us fulfil our mission and alignment with our values
- Eligible to work in the UK

## Desirable:

- Experience of working within the not for profit sector





# Terms

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- **Salary:** Circa £60-£70k, depending on experience, plus car allowance
- **Hours:** Full time (4 days could be considered for an exceptional candidate)
- **Flexible and remote working:** Head Office once a week in Hertfordshire. SMT meetings face to face monthly (& weekly virtually). Board meetings attendance in-person, usually in London.
- **Annual leave:** 20 days plus 8 bank holidays
- FootJoy uniform
- Private health care and insurances
- **Pension:** employee contribution minimum 3%, employer contribution 5%
- Attendance at The Open, BMW PGA Championship, other professional events as and when required



# How to apply

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To arrange an informal and confidential discussion to explore the role in more detail, please contact Ami Jenick at People Beyond Profit via email [ami@peoplebeyondprofit.co.uk](mailto:ami@peoplebeyondprofit.co.uk) or phone +44(0)7957316541.

To formally apply, please upload your CV along with a 500 word supporting statement, outlining why you are interested and how you meet the points in the person specification via the following link: [www.peoplebeyondprofit.co.uk/jobs/golffoundation](http://www.peoplebeyondprofit.co.uk/jobs/golffoundation)

**Closing Date:**

18 September 2024

**People Beyond Profit**

**Conversations:**

until 26th September 2024

**Golf Foundation Interviews:**

First Interview: 4 October 2024

Second Interview: 14 October 2024