

# THINK Recruitment



## Candidate Pack: Head of Income Generation

Location: Blended working between remote base and office (Stirling HQ)

Salary: £45,476 - £50,262 per annum

Closing date: Midnight Sunday 29th September





## Welcome from Kevin Lafferty, CEO at Paths For All

Thanks for your interest in this role and working for Paths for All.

Paths for All is a Scottish charity. We are the champion of everyday walking for a happier, healthier, greener Scotland. Our aim is to support people in Scotland to be active every day. Walking is the easiest and most accessible way to do this.

This is an exciting opportunity to join a passionate and energetic team working to support people to be more active more often and increase levels of physical activity in Scotland.

We have recently undertaken a feasibility study and a key outcome was the need to bring a fundraising expert into the team. This post holder will help us drive our voluntary income, and support the on-going sustainable impact of Paths for All and its work.

The organisation is fully behind this investment, and we are incredibly excited about the prospect of our new Head of Income Generation. We have a lot of ambition and just need the right person to join us who can help us realise that ambition. Our organisation does a lot of good, and makes a positive impact to people's health and wellbeing right across Scotland every day. We want to continue to do so, and extend and widen our impact.

The role offers great variety and flexibility – with the chance for the new post holder to truly shape not only fundraising at Paths for All, but their own role. This position would be a fantastic role for an experienced senior fundraiser perhaps from a larger charity looking to have broad reaching impact across an organisation beyond their current scope, or someone who has worked comprehensively at a smaller organisation who is looking to join a values driven charity that is making a real difference to peoples lives.

Both myself, the Senior Leadership Team and our board of trustees are excited to see who joins our team as our new Head of Income Generation. You will make a tangible difference to fundraising, and to Paths for All, right from the start.

Thank you for your interest, I hope you apply!

Yours sincerely,

A handwritten signature in black ink, appearing to read "Kevin Lafferty", written in a cursive style.



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## Background to the role: Head of Income Generation

Paths for All's vision is for a happier, healthier Scotland where physical activity improves quality of life and wellbeing for all. Our vision is for Scotland to be a walking nation. We want everyone to have the opportunity to be active every day, creating a happier, healthier, and greener Scotland.

The charity has up until now been predominately statutory funded, however, with that landscape changing and to enable us to fulfil our mission we need and want to grow our own voluntary income. We have several successful products and potential audiences to build upon.

The Board and Senior Leadership Team have, after completion of a detailed feasibility study, approved investment into proactive voluntary fundraising. We are now looking for a passionate and energetic Head of Income Generation to provide leadership to the function. This is the first full time dedicated in house fundraising resource within Paths for All. The Senior Leadership Team and board are all committed to this investment, and ensuring the role is both engaging for the post holder, and well supported.

This is an exciting opportunity for a senior leader with fundraising experience to build a new function for an ambitious organisation. We have a roadmap outlined from the feasibility study so there is clear direction to follow. The post holder will bring their insight and expertise to the role and put their own stamp on how it develops in line with identified priorities.

Initially you'll be our sole fundraiser so you'll have to be both strategically minded and willing to deliver operationally; but as we progress, we will look to increase investment in resource and capacity.

We envisage the potential to bring existing in house resource underneath this role following the first 6+ months in post, to allow the post holder some focussed headspace first, to get to know the role, key priorities and the strategy.





## The role: Head of Income Generation

### Areas of challenge

#### Keeping hearts and minds onboard

As this is a new position and this investment in fundraising is new, there is understandably an air of excitement, apprehension and curiosity about how the role will perform for Paths for All. The post holder will need to come in and assess any potential quick wins, then balance time spent exploring those areas with the medium to long term activities defined within the feasibility study such as strategy development.

Whilst there isn't an expectation to deliver significant income within year one, the post holder should be mindful of what little wins could help to bring key stakeholders along the journey of embedding this role within Paths for All.

#### Change in focus

Paths for All has moved from an organisation of £16.5m pa to £3-5m. This is due to the decision by Transport Scotland to no longer fund Paths for All's Smarter Choices Smarter Places grants programme. Therefore, the organisation is moving away from higher levels of grant management for sustainable active travel projects and focusing on the charity's core purpose to make Scotland a walking nation.

This has meant the organisation is going through, and continues to go through, a transitional period. The post holder needs to be confident in managing and adapting to change. Paths for All are excited about these changes and the refocus back onto core mission delivery, but nonetheless change can be exciting, whilst also feeling daunting and challenging.

#### Activating volunteers

Paths for All has some amazing products and existing activities within the portfolio, but increasing visibility and our public profile is still very much needed. We see this role as being crucial in tapping into our substantial volunteer base, including health walk participants and volunteer walk leaders right across Scotland.

The successful post holder will find great potential here, but considering how to activate that audience to support fundraising may not be straight forward. The volunteers may not have engaged with fundraising before, they may not have felt as close to Paths for All as we would like, and the post holder will need to consider how to activate this audience in a way that is viewed as enhancing our volunteer experience, not over stretching the ask.



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# The role: Head of Income Generation

## Areas of opportunity

### Defining the role

This role has been created at a point in Paths for All's journey that is really exciting. We have a clear road map from the feasibility study, so the post holder is not starting from a blank page. Outside of the defined key priorities, there is a real opportunity to put your own stamp on the role and be innovative in our approach to fundraising.

### Shaping the fundraising strategy

The successful post holder will spend their first couple of months in role reviewing the roadmap and recommendations outlined by our recent feasibility study, and creating a business plan for fundraising. The role will have a clear influence in shaping the organisations destiny and how we go about delivering income.

### Corporates who value wellbeing

There are many companies and businesses out there who would value working in partnership with Paths for All. There is a world of opportunity that to date has been very much untapped. The post holder has the chance to develop a corporate pipeline and portfolio of fresh partnerships where our values align, and where we can truly work in collaboration around sustainability, wellbeing initiatives to deliver both income and societal benefit.

### Brand repositioning of Paths for All

Paths for All is currently undertaking a brand review. Part of the outcome of the review will be the implementation of a new website. Both these areas of considered investment have the potential to positively impact the fundraising potential for Paths for All and assist in the delivery of the fundraising strategy. Our new Head of Income Generation will develop our fundraising messages and resources as part of the process.

### Developing existing engaging products

There is a nice opportunity to immediately add value through your fundraising expertise by optimising our Step Count Challenge delivery. We aim to generate net income by piloting new charging and registration fees in the Spring Step Count Challenge in May 2025.



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## The role: Head of Income Generation

### The ideal candidate

#### **Will be confident and capable in playing an instrumental role in developing financial and business plans**

We are currently drafting a 3-year business plan. We aim to have the draft by December and final plan ready by the end of March 2025. The Head of Income Generation will contribute to the business plan in the coming six months.

#### **Will be able to spot opportunities to increase income and innovate**

Paths for All already have some engaging products, events and activities within the portfolio. The Head of Income Generation will be able to spot gaps, define new products and take them to market. For example defining a corporate pipeline where there are clear values and ethical synergies, defining a corporate case for support and fundraising ask.

There is scope to explore opportunities such as creating sustainable income with profit from training Paths for All offers, the ground work just needs to be done on modelling what this looks like, and how to get there.

The post holder will be able to consider where there are opportunities for investment, and where there are areas of potential donor appeal within the existing portfolio that could be packaged up to be a compelling ask for donors. Looking across the organisation, working with key stakeholders and spotting hooks and opportunities.

#### **Will be a credible voice for fundraising across the organisation**

Paths for All has a strong team, with over 40 FTE. Our staffing levels vary year to year depending on our funding situation, but currently there is a lack of fundraising expertise across the existing staff base.

The Head of Income Generation will be a fundraising expert, with experience at a senior level. They will feel able to confidently contribute to important, strategic conversations, as well as hold the duality of being the sole fundraiser for the organisation for a period of time.



## Job Description: Head of Income Generation

### Main responsibilities:

#### Leadership and strategic planning

- Work closely with other members of the SLT and contribute towards the strategic development of the organisation.
- Lead the development and implementation of a fundraising strategy which aims to, within three-years, be generating sustainable net income for the charity.
- Work collaboratively to create a culture across the charity that understands and is supportive of fundraising.

#### Income generation

- Implementing infrastructure to support fundraising (e.g., donation pages, enquiry routes, supporter journeys, etc) and to continually evolve.
- To work with colleagues to identify funding opportunities and create cases for support for each.
- Build a pipeline of charitable trusts and foundations, making applications (sometimes in partnerships with other charities), and securing income for agreed projects and initiatives.
- Working with colleagues to review how additional income could be generated from training and merchandise.

#### Marketing

- To work with colleagues across the charity to develop journeys that begin to introduce Paths for All as a charity and as a charity in need of funding to key audiences (e.g., Step Count Challenge and Health Walk participants).
- To work with marketing and communications colleagues on brand marketing, to brief in fundraising priorities and ensure delivery of end-to-end marketing plans.
- To create legacy resources with a supporting marketing plan.

#### Innovation

- To routinely gather support insight, and potentially work with external partners, to develop and test compelling products and propositions.



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## Job Description: Head of Income Generation

### Main responsibilities continued:

#### Innovation continued

- To scope the introduction of a membership/friends scheme, to test and refine the offer.
- To review events calendar and test a Paths for All offer.
- To develop creative and compelling propositions to secure strategic and transformational partnerships with corporates with shared values/interests.
- In medium/long term scope individual/regular donor acquisition.

### Defined key income generating priorities for Year One:

- Step Count Challenge optimisation
- Functionality to enable individual donations set-up
- Fundraising from trusts and foundations introduced
- Develop a pipeline for compelling corporate partnerships based around our existing walking delivery projects







## Job Description: Head of Income Generation

### Person specification:

Criteria	Essential (E)	Desirable (D)
Demonstrable experience of meeting income targets and increasing income across more than once income stream.	X	
Successful track record of developing and delivering budgets, project plans and strategies.	X	
Working with direct delivery teams to shape projects, case for support and budgets.	X	
Reporting and supporting colleagues to develop monitoring and evaluation processes, including producing complex reports with financial and project data, impact reporting and case studies.	X	
Working with more than one type of supporter, including managing relationships with key donors, partners, volunteers and supporters.	X	
Ability to develop effective working relationships with, and to influence and persuade, colleagues and stakeholders at all levels.	X	
Have knowledge of, or willingness to learn at pace about, active and sustainable transport.		X
Demonstrable verbal and written communications skills across a range of online, offline and in person channels that enables the candidate to engage effectively across a diverse range of stakeholders.	X	
Good working knowledge of the code of fundraising practice and can demonstrate a commitment to continued professional development.		X



## Our mission, purpose and values

### Our vision

Scotland is a walking nation. Everyone has the opportunity to be active every day, creating a happier, healthier and greener Scotland.

Our aim is to support people in Scotland to be active every day. Walking is the easiest and most accessible way to do this.

To change the way people move, travel and enjoy life in Scotland, our work focuses on three themes:

### Walking is for everyone.

Everyone in Scotland, no matter who they are or where they live, should benefit from walking. We create inclusive opportunities for everyone to walk and wheel. We connect communities and help people live healthier, happier lives. We focus our efforts on those who can benefit the most, helping to reduce some of Scotland's biggest health inequalities and reduce pressure on the NHS.

### Walking is for everywhere.

Our places and spaces should be safe and attractive for everyone to walk in. We work in collaboration with local authorities and communities to develop inclusive environments for everyone to be active. When our towns, cities and rural areas are designed and managed for walking, we can reduce car use, improve connectedness and allow everyone to benefit from accessing natural environments.

### Walking is for every day.

Everyone in Scotland should feel motivated to walk every day. Our behaviour change programmes help to make walking the default choice for short journeys, leisure, socialising or a part of longer public transport journeys in Scotland. Our programmes improve physical, mental and social health, and support Scotland's journey to Net Zero.

## Our Values

### Integrity

Our work is driven by evidence, impact and improvement. We trust and listen to our partners and the communities we work with. We are open, flexible and fair. We walk our talk.

### Collaboration

Working in partnership means we all achieve more. We turn national policy and practice into local actions that make a real difference to people in their communities.

### Innovation

We are confident, positive and future-focused. We embrace new technology and creative, diverse ways of working to achieve our goals.

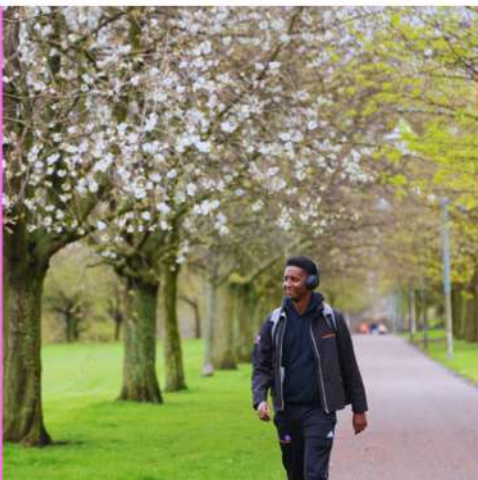
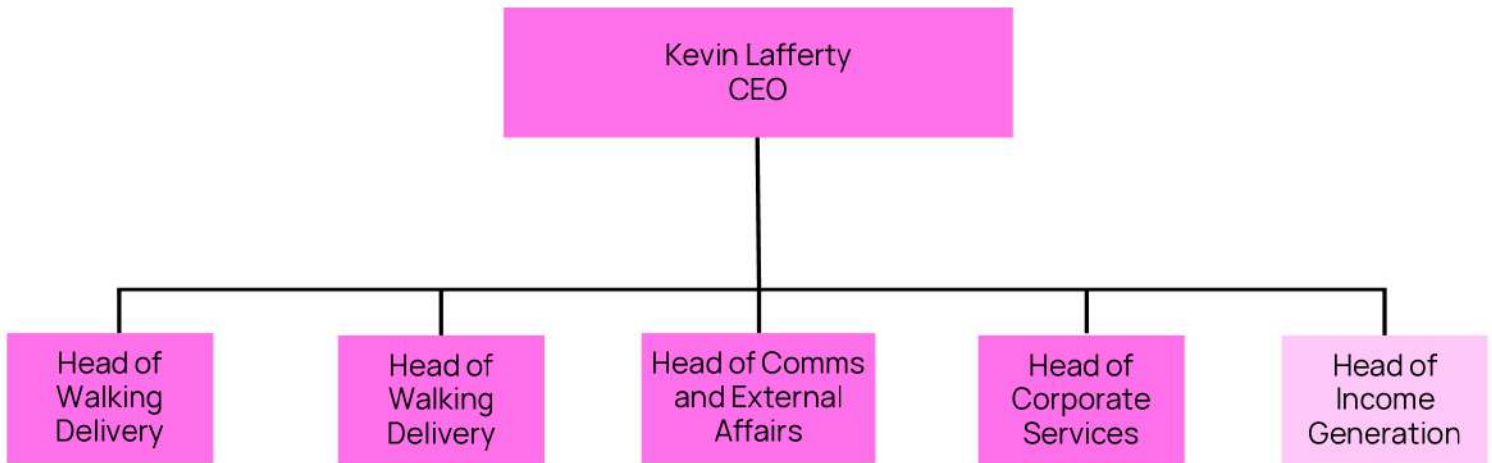
### Ambition

We want long lasting social change. Creating a Scotland where everyone walks every day means we will always choose the bold path.

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## The Paths for All Senior Leadership Team



A detailed organisational chart for the full organisation can be provided upon request.



## Benefits and life at Paths For All

We truly value our people. It's important for us to create a working environment that looks after our workforce to achieve their full potential. You will become part of a diverse and dedicated team who are supported to use and develop their skills. We recognise and value the key role you will play in taking Paths for All forward.

### Annual leave

36 day's paid holiday per year (inclusive of bank holidays).

### Pension

Contributory pension scheme – 10% employer contribution dependant on 6% employee contribution.

### Flexible working

Paths for All considers any flexible working requests in line with personal and business need.

### Enhanced maternity / adoption leave

3 months full pay and 3 months half pay following one year of service.

### Enhanced sick pay

Full pay for 13 weeks and half pay for a further 13 weeks.

### Other

- Free confidential employee assistance programme
- Flexitime Policy
- Half hour paid activity break per week (e.g. to go for a walk, to the gym etc)
- Two paid volunteering days per year, plus additional time to support staff in trustee positions
- Salary sacrifice schemes for cycle and equipment purchases

If you have questions about the benefits package, or if there are policies you would value seeing before continuing in the selection process, please do reach out via [recruitment@thinkcs.org](mailto:recruitment@thinkcs.org) and we will be happy to find out the information you need.



## Equity, diversity and inclusion

Equality, Diversity and Inclusion requires a strong commitment and concerted action to build an inclusive environment where opportunities are open to all, diversity is valued and where everybody can reach their full potential without fear of harassment, prejudice or discrimination. Everybody connected with Paths for All has a responsibility for making it an inclusive environment.

It is the general expectation that all members of staff, including others who may be working on behalf of Paths for All, will behave in an acceptable manner, treating others with courtesy, respect and consideration.

Paths for All commits to:

- Encourage equality, diversity and inclusion in the workplace as they are good practice.
- Create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued.
- Support the EDI strategic sub-group to lead on the development of annual action plans to support the implementation of our EDI policy.
- Take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, those we work with, suppliers, visitors, the public and any others an employee may come into contact with in the course of their work activities. Make opportunities for training, development and progress available to all staff, who will be helped and encouraged to develop their full potential.
- Review employment practices and procedures when necessary to ensure fairness, and also update them and the policy to take account of changes in the law.
- Monitor the make-up of the workforce regarding information such as age, sex, ethnic background, sexual orientation, religion or belief, and disability. This data will be used to develop an evidence base to drive change and improvement in equality, diversity and inclusion at Paths for All.

Our full EDI policy is available upon request.



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## To apply

To express interest in this role, and to arrange an initial conversation with THINK Recruiting please email [recruitment@thinkcs.org](mailto:recruitment@thinkcs.org) with a copy of your CV and contact information.

Our Recruitment Manager will have a screening conversation with all applicants prior to shortlisting. Rather than requesting candidates submit a supporting statement or cover letter, we will provide interested candidates with screening questions to answer which alongside your CV will be your application.

We can organise an informal conversation with Kevin Lafferty, the recruiting manager. If you would like to speak with Kevin, please flag this during your initial call with THINK Recruitment.

Screening calls with THINK Recruitment	Informal conversations with recruiting manager	Closing date	Interviews	Decision by
10th - 27th September	Time held on 23rd, 26th and 27th September	Midnight Sunday 29th September	Tuesday 8th October	Friday 11th October

Invites to interview will be sent by the 2nd October to ensure candidates have time to prepare. Interviews will be held in person. Panel questions and information about a task to prepare in advance of the interview will be provided to candidates at point of invite.

Every effort will be made to keep the process to one stage, however if a second round is required this will take the form of an informal conversation with the recruiting manager and another member of the team. Time has been held on Thursday 10th in case a second stage is required.



If there are any reasonable adjustments THINK Recruiting can make to ensure ease of participation in the selection process, please do get in touch. All discussions are confidential.

Thank you for your interest, we hope to hear from you soon.

**Jo McGuinness**

Recruitment Manager - THINK Recruitment  
[jomcg@thinkcs.org](mailto:jomcg@thinkcs.org)