

HarrisHill

bringing remarkable people together

2017
salary survey

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Methodology

All the data for this guide is first drawn from every role we have worked on during the financial year to 31st March 2017. To prevent any exceptional outliers from affecting the figures disproportionately, our teams of specialist consultants then analyse the raw data, applying their own insight and wider market knowledge to arrive at figures we believe are a realistic guide to the salaries currently being offered.

Our clients range from the very biggest charities like Cancer Research UK (with around 4,000 paid employees and revenue of some £600m or more) to local organisations of as few as ten people. While both may have heads of fundraising, marketing managers or finance directors, the remits and remuneration can vary enormously, resulting in extremely wide salary ranges. To help with benchmarking against similar organisations we divide these into separate ranges for smaller and larger charities.

In reality there's no specific headcount or revenue figure beyond which a 'small charity' becomes a 'large charity', simply a continuous spectrum between the two extremes – so neither do we base these categories on an arbitrary cutoff point; they're simply a more general guide to the salaries typically being offered at different ends of the market.

However an organisation's size or revenue may not always have a significant bearing on salaries – for example a household-name organisation may be able to offer low salaries yet still attract plenty of applications due to the strength of the brand. Conversely, lesser-known charities or those supporting less popular causes may need to offer more to attract the calibre of candidates they need.

Most of the largest organisations we work with are based in London or the South East, which is reflected in the salaries we have quoted for larger charities. Salaries in other UK regions tend to be a little lower, and since this includes many of the smaller organisations we work with, this contributes to the differential between the two categories.

If you're unsure whether to consider your organisation small or large, or have any queries around the appropriate salary range to offer for a particular role, please contact any of our consultants who will be happy to provide you with more tailored advice.

020 7820 7300
info@harrishill.co.uk

Foreword

A very warm welcome to the 2017 Harris Hill Salary Survey, our 12th annual review of remuneration for roles throughout the charity and not for profit sectors in the UK.

Firstly our sincere thanks to the 700+ organisations and thousands of candidates we've had the pleasure of working with over the past 12 months on a huge variety of around 3,000 roles.

These have all contributed to making this our most extensive report to date, and we hope you'll find it genuinely valuable, whether you're looking to benchmark your salary, budget for recruitment plans, or simply get some detailed insight into the shape of the sector in 2017.

You'll find salaries for the vast majority of roles we regularly cover, but if there's a role you'd like to know about that isn't listed, please contact one of our specialist consultants who'll be happy to advise.

Breaking news (and breaking records!)

A few brief updates on recent developments here at Harris Hill

- I'm delighted to report a record-breaking year of activity for us in 2016-17, with expansion in fast-growing fields like digital and data, but almost everywhere else too, and record levels of demand in many areas of fundraising, marketing and communications.
- Hopefully that's a positive reflection of both the sector's strength and our quality of service, but we believe our unique structure has made a real difference too. Our consultants focus exclusively on roles in one specialism across all organisations – so whether it's community fundraising, social media or senior finance, they'll genuinely understand the roles, the market, the required skills and the candidates in their field in greater depth than just about anyone.

- Those in Data Management, Operations, Admin & Support or Projects & Programmes now have their own distinct specialists and sections of our website too, where you might also have noticed some new developments! Much more to come there but if you haven't already, check out the Harris Hill blog for regular insight, updates and advice from our sector specialists.

- Astonishingly it's now our 11th year of the Harris Hill Charity Series, supporting the incredibly popular inter-charity bowling nights, quiz nights, and of course the unstoppable Charity Softball League which just gets bigger every year! We love being able to give something back to the sector through these events, but all credit really has to go to the outstanding organising committee and the boundless enthusiasm, dedication and commitment of everyone taking part – we're genuinely proud to be a part of it.

Finally we've been delighted to welcome lots of great new talent this year who are making fantastic progress already; it really backs up my belief in the strength of our teams and our offering both internally and to those of you working in the sector. Our thanks once again if you've been working with us already, we're looking forward to continuing those relationships and meeting many more of you over the year ahead!



Aled Morris, CEO
Harris Hill Ltd
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Introduction and Overview

Welcome to the Harris Hill 2017 Salary Survey, and just a quick warning before we start: if you're an easily-outraged tabloid journalist you might want to make sure you're sitting down.

You're about to see pages of in-depth information revealing the extraordinary breadth and diversity of roles, skills and talent that go into delivering the vital, challenging and often life-changing services provided by the UK's charity and not-for-profit sector.

What's more, many of the people involved in this hugely important work actually get *paid*.

That's right. These are people who have chosen to spend their working life helping the disadvantaged, endangered or vulnerable, or saving things like cultural heritage, children's lives, or the planet, rather than seeking the most lucrative careers for their own personal gain. Yet they have the temerity to not only accept salaries, but at levels linked to their experience, skills and the considerable weight of responsibility that can lie in their hands, just so they can support themselves and keep working without having to rely on other charities for help. It's a scandal, obviously.

Of course if you're a slightly more sophisticated human being and/or working in the third sector already, you'll probably know that most charities strive hard to minimise overheads, including salaries, being keenly aware of (and sharing) the desire to maximise funding for frontline services.

You'll know that flexible approaches to things like hours and benefits are often needed to compensate for lower pay. And you'll know that 'increased risk and governance have forced the sector to professionalise in a big way'¹, but that raising salaries to attract those professionals can be a little controversial, to say the least.

The arguments, like games of chess, Antiques Roadshow or the DFS sale, may well go on forever, but in the meantime many charities and not-for-profit organisations do need to find skilled and specialist staff for a wide variety of roles, at salary levels which successfully balance the need to attract quality candidates with the need to keep costs under control.

We hope this survey will help to provide some general guidance when it comes to doing exactly that, but every position, remit and organisation is different of course, so please feel free to get in touch at any time if you'd like to discuss salaries in more detail for your specific situation.

Call us on **020 7820 7300**

or email us at **info@harrishill.co.uk**

Sources:

1. <http://www.cityam.com/246322/charities-must-think-more-like-business-stay-ahead-tough>)

Executive Search Temporary & Interim

Our Executive Search team have an outstanding track record of appointments at Director, Chair, Trustee and Chief Executive level, giving us a wide-ranging view of the market.

Charity CEO salaries are often a particular source of controversy within the media of course, with many an article expressing outrage at what are perceived to be unjustifiable levels of remuneration. Six-figure salaries certainly do exist within the sector's largest organisations: research by Charity Finance magazine in 2015 into the UK's top 100 charities¹ reported an average CEO salary of £167,000, though this was a little distorted by a handful of large medical organisations that may not typically be perceived as charities. With such organisations excluded, the average was £152,000, which compares to an average salary of £4.9m for CEOs of the FTSE Top 100 companies in the same year.

Looking at the sector as a whole however, it's clear that even these sums are exceptions rather than the rule. ACEVO's Pay & Equality Survey 2017² reports that the median salary for charity CEOs is now £50,000, which has actually decreased from £55,000 in 2015, possibly (in part) reflecting a desire to counter the public perception created by negative media coverage.

Given executive salaries cover such an exceptionally broad range, very much dependent on the individual remit and size/scale of the organisation, a table of average salaries would be of limited use for benchmarking.

Instead, if you are keen to gauge the appropriate salary range for a forthcoming executive position, please contact any member of the team and we will be happy to provide a bespoke survey of the salaries currently being offered for similar roles within comparable organisations.

Call us on **020 7820 7323**

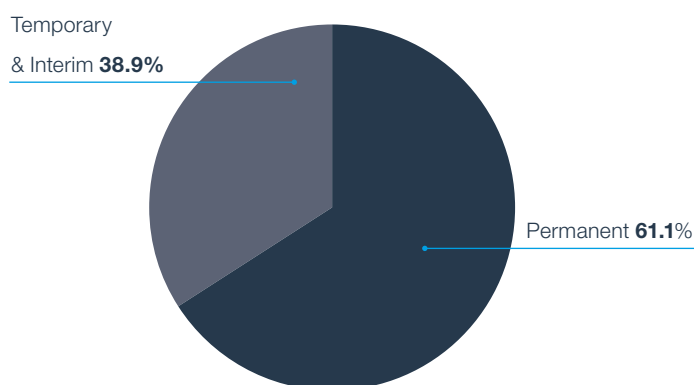
or email us at **executive@harrishill.co.uk**

Temps have long been a vital component of the service we offer at Harris Hill, with an excellent network of skilled and reliable temps available across all the functions we cover.

The hourly rates we've quoted assume a standard 35-hour week, and note that these are the rates that a temporary employee can expect to be paid. As an employer, you would need to allow for agency fees, national insurance, holiday pay and any other relevant requirements on top of these figures.

As we've noted within the Finance and HR tables, temps at more senior levels frequently opt to work as their own limited company, receiving a fixed daily rate rather than being paid on a standard hourly PAYE basis. The day rate will be higher than the hourly equivalent, but this is because the limited company employee will be responsible for their making their own payments such as PAYE and national insurance contributions.

A number of our teams have noticed a slight shift towards temporary, interim and contract roles being offered rather than permanent positions, which is reflected in our overall figures: temps accounted for 38.9% of the roles we worked on this year, an increase from 35.2% during 2015-16.



Sources:

1. <https://www.civilsociety.co.uk/news/top-100-charity-chief-executives-earn-average-of-167-000.html>
2. <https://www.acevo.org.uk/pay-and-equality-survey-2017-foreword>

Fundraising

Given the fundraising landscape of the past few years has been shifting, changing and developing new features at a rate that would put your average teenager to shame, it's perhaps surprising how little has changed in terms of salary trends over the past 12 months.

Following significant scrutiny, criticism and review of fundraising practices during 2015-16, the newly-established Fundraising Regulator is well underway towards launching the Fundraising Preference Service (FPS)¹, aimed at giving the public greater control over the type and frequency of donation requests they receive. As the direct impact will be on direct marketing methods, many organisations have continued aiming to expand and strengthen their other income streams, innovating and diversifying, expecting the revenue generated from direct marketing to fall, at least in the short term. But will it?

Appropriately enough for a group of people unafraid to head into uncharted waters, the RNLI pioneered a project which aimed to take an 'opt in' approach to 100% of their fundraising by the end of 2016. And while it wasn't entirely plain sailing (sorry...) the theory that better results could be achieved from a smaller audience who'd actively chosen to receive communications than a larger audience who hadn't certainly proved to hold water (sorry again...) for them, signing up over 450,000 donors, far in excess of the 255,000 that were predicted to do so.

Which isn't to say that this will automatically be the right approach for every cause and every charity, and since even temporary falls in income, along with the cuts being experienced by many organisations reliant on government funding, could have significant consequences for some charities and their beneficiaries, there could still be stormy seas ahead (last nautical pun, we promise) over the coming year.

So what does all this mean for fundraising salaries?

Well, the good news is that we haven't identified any areas where we've found that salaries for fundraisers are falling or even entirely static. The overall trend we're observing continues to be upwards, albeit within a range of increases that runs from 'modest' down to 'almost imperceptible', depending on the income stream.

It's a continuation of most of the trends that were already underway in 2015-16, with organisations aiming to expand their activities in areas with the greatest potential for growth, or those where innovative methods of generating income can best be developed.

The most noticeable salary increases have been in **major donor fundraising**, and when a single donation or regular commitment from a wealthy donor can sometimes outweigh hundreds of others, it's understandably an important focus for many charities. But it's also an area requiring specific qualities, skills and experience that are in very short supply. As a result, those with a strong record of forging fruitful relationships with major donors have no shortage of options, leading charities to increase their offers in a bid to secure these elusive candidates. However, following recent controversy over research practices and sharing of information on wealthy donors², some organisations may begin to adopt a more cautious approach to this area, which could translate into slightly fewer vacancies.

Demand for talent is also outpacing supply in the world of **events** – perhaps not surprising when leading events portal Eventbrite recently reported that the number of charity events taking place in the UK each year has risen by a phenomenal 700% since 2007.³

Fundraising

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
General Fundraising	Low	Average	High	Low	Average	High	Low	High
Head of/Director*	£35,000	£42,000	£49,000	£46,000	£58,000	£70,000	£20.88	£32.00
Manager	£30,000	£35,000	£40,000	£37,000	£45,000	£53,000	£18.30	£24.72
Officer/Exec	£25,000	£27,000	£29,000	£27,000	£31,000	£35,000	£13.74	£19.23
Assistant	£18,000	£20,000	£22,000	£20,000	£22,500	£25,000	£10.00	£14.05
We recruit directors in all areas but few charities are large enough to have them for individual income streams; heads of these would generally report to an overall Director of Fundraising.								
Corporate Fundraising								
Head of	£38,000	£42,000	£46,000	£45,000	£50,000	£55,000	£20.88	£31.50
Manager	£28,000	£32,500	£37,000	£34,000	£40,000	£46,000	£16.48	£22.12
Officer/Exec	£26,000	£28,000	£30,000	£29,000	£32,500	£36,000	£15.38	£20.32
Assistant	£22,000	£24,000	£26,000	£23,000	£25,500	£28,000	£13.18	£13.74
Trust & Statutory Fundraising								
Head of	£35,000	£40,000	£45,000	£42,000	£46,000	£50,000	£23.08	£27.47
Manager	£30,000	£34,000	£38,000	£33,000	£38,000	£43,000	£18.13	£21.98
Officer/Exec	£24,000	£26,500	£29,000	£27,000	£30,000	£33,000	£13.36	£18.68
Assistant	£18,000	£21,000	£24,000	£21,000	£24,000	£27,000	£10.00	£14.94
Major Donor Fundraising								
Head of	£35,000	£39,500	£44,000	£48,000	£54,000	£60,000	£26.37	£32.97
Manager	£30,000	£34,000	£38,000	£37,000	£41,000	£45,000	£20.32	£24.72
Officer/Exec	£26,000	£28,000	£30,000	£28,000	£31,500	£35,000	£15.38	£19.23
Events								
Head of	£35,000	£38,000	£41,000	£43,000	£49,000	£55,000	£23.62	£30.22
Manager	£30,000	£33,000	£36,000	£34,000	£38,000	£42,000	£15.00	£21.98
Officer/Exec	£24,000	£26,500	£29,000	£28,000	£31,500	£35,000	£13.73	£17.04
Assistant	£18,500	£21,000	£23,500	£21,000	£23,500	£26,000	£10.00	£13.74
Direct Marketing								
Head of	£44,000	£47,500	£49,000	£47,000	£51,000	£55,000	£25.82	£30.22
Manager	£33,000	£36,000	£39,000	£39,000	£42,000	£45,000	£19.33	£22.03
Officer/Exec	£23,000	£26,500	£30,000	£27,000	£32,000	£37,000	£15.50	£19.09
Assistant	£18,000	£21,000	£24,000	£21,000	£24,500	£28,000	£12.64	£15.64
Community Fundraising								
Head of	£35,000	£38,000	£41,000	£40,000	£44,000	£48,000	£21.99	£26.37
Manager	£30,000	£34,000	£38,000	£33,000	£37,500	£42,000	£18.13	£23.07
Officer/Exec	£21,000	£24,500	£28,000	£24,000	£28,000	£32,000	£13.19	£17.58
Assistant	£18,500	£20,000	£21,500	£20,000	£22,500	£25,000	£10.00	£12.36
Legacy Fundraising								
Head of	–	–	–	£50,000	£60,000	£70,000	£27.47	£38.46
Manager	£32,000	£35,500	£39,000	£38,000	£41,000	£44,000	£20.88	£24.17
Officer/Exec	£27,000	£28,500	£30,000	£28,000	£30,500	£33,000	£19.78	£21.43
Assistant	£23,000	£25,000	£27,000	£26,000	£28,000	£26,000	£13.29	£15.28

Fundraising (continued)

Some of that may be linked to the rise of social media over the same period, making it significantly easier to publicise events and recruit/engage with participants (we suspect a certain TV baking show may have boosted the numbers too...), and the Institute of Fundraising's most recent research⁴ showed that a majority of charities were seeing income from events increasing, often quite substantially.

But it also showed that a majority, though keen to do so, lacked the resources to expand their teams, so there hasn't been a corresponding increase in charity events professionals. Which inevitably means increased competition for existing candidates and upward pressure on salaries.

Experienced candidates in **legacies, trusts and statutory fundraising** are also in high demand but short supply, and many organisations are keen to generate more from these income streams, recognising their often untapped potential to compensate for possible losses elsewhere.

To an extent the same could be said of both **corporate** and **community fundraising**, and what's common to all of these areas is that salary increases have been much more noticeable within smaller charities than at the larger end of the scale, where there's relatively little movement. This might be explained by the biggest organisations tending to have long-established teams and programmes in place already, resulting in more settled salary levels, while smaller charities looking to grow these teams will often need to raise their offers in order to attract talent away from this limited candidate pool.

With the Fundraising Preference Service principally affecting **direct marketing** fundraisers, most will need to devote significant time and resource over the coming year to ensure compliance with new guidelines and best practice. Whether using traditional or digital fundraising methods, making sure that donors receive only their preferred type and frequency of communications is likely to pose significant challenges, and uncertainty over the impact on revenue may have contributed to salaries in this area having shown little movement over the past 12 months.

But whether it's a result of new regulation, or driven by technology allowing smarter use of supporter data, as a team we're seeing a sector-wide shift towards more tailored, relationship-based fundraising, nurturing existing donors and responding to their preferences, rather than a mass-targeting, one-size-fits-all approach. Those who can best adapt and thrive in this environment are the fundraisers we believe are most likely to see further increases over the year or two ahead.

Good news for many if you're looking for a new role then, but what if you're looking to hire?

With a shortage of candidates in most areas, limited budget, and pressure (not least from the media) to keep a tight rein on salaries, how can organisations secure the staff they need?

Our advice remains simple: make the application and interview processes as swift and efficient as possible, consider motivated candidates from outside the sector with the right transferable skills (there's definitely no shortage!), be as flexible and innovative as you can on hours, benefits, terms & conditions and above all, ensure that line management and HR collaborate closely and agree a clear brief for the role, so that a decisive offer can be made almost immediately once that ideal candidate is found, before they're snapped up elsewhere.

Sources:

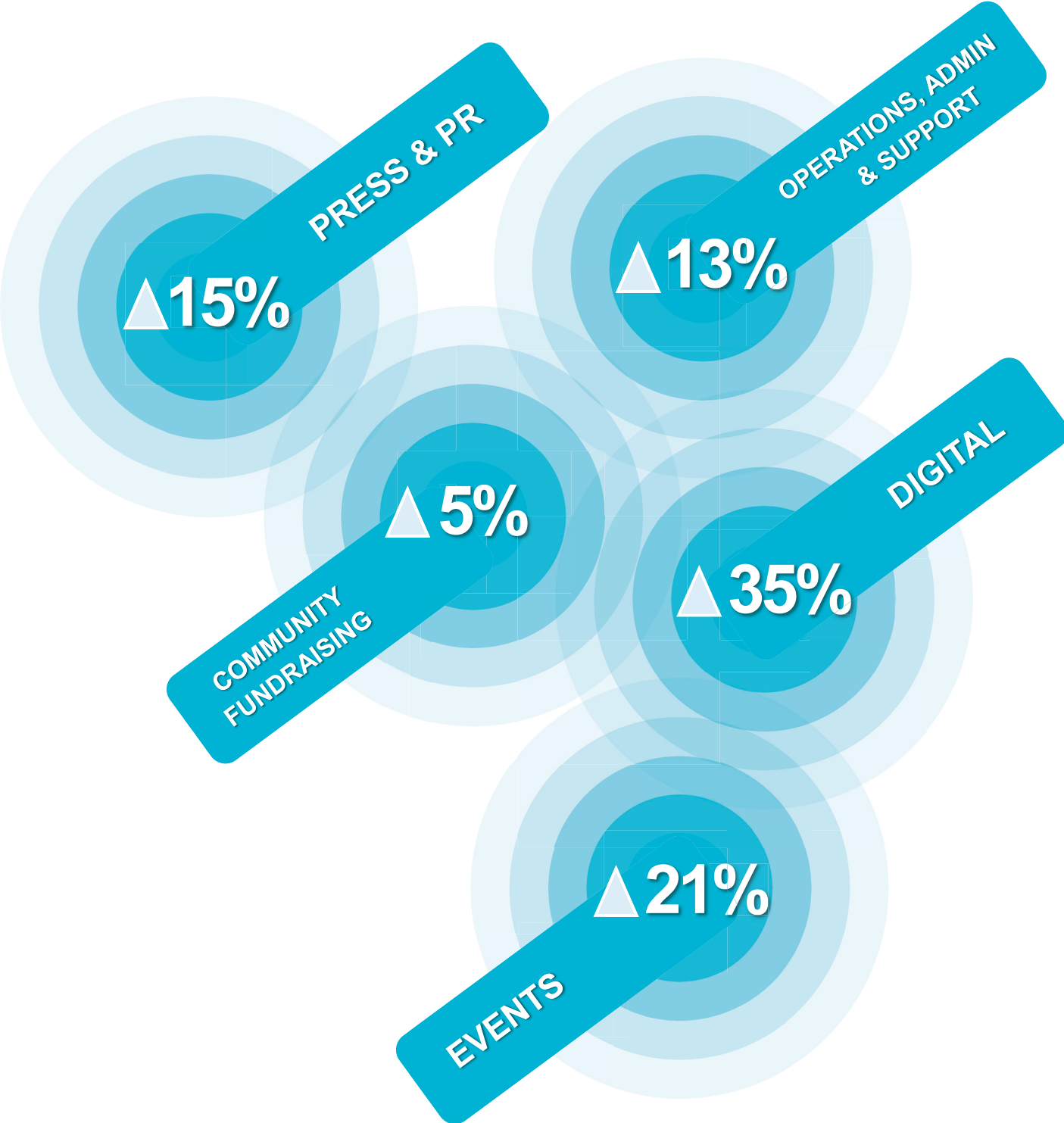
1. <https://www.fundraisingregulator.org.uk/support-advice-for-donors/the-fundraising-preference-service/>
2. <https://www.civilsociety.co.uk/news/iof-survey-finds-90-per-cent-of-fundraisers-think-research-enhances-donor-experience.html>
3. <https://www.eventbrite.co.uk/blog/uk-event-industry-in-numbers-ds00/>
4. <http://www.institute-of-fundraising.org.uk/about-us/news/research-reveals-92-percent-fundraising-event-participants/>

Notable areas of growth

Here are some of the key areas where we've seen a significant increase in the number of vacancies during 2016-17 compared with the previous year.

Note that these are based on the number of roles we've handled at Harris Hill, rather than every vacancy within the sector. Naturally organisations will recruit directly for many roles, and in the words of many an advertisement, other agencies are available.

However as one of the very largest we cover a significant proportion of the market, so these figures should provide a broad indication of the areas where hiring activity has been increasing, and some of the skills which have been particularly in demand over the past year.



Marketing, PR & Digital

It's been another very strong year of opportunities for marketing and communications professionals across the charity sector: our six-strong team of specialists in this area have been hard at work filling more roles than in any previous year, with the demand for talent at all levels remaining consistently high.

That's perhaps not surprising, given the key drivers of that demand have remained consistent too: increased competition for funding, ongoing media scrutiny and a shortage of skills in key areas.

According to the Charities Aid Foundation's latest UK Giving Report¹, as individuals we're giving as much as ever to charitable causes – a total of £9.7bn in 2016, versus £9.6bn the previous year. But with an ever-increasing range of causes to support and ways of doing so, marketers are having to work harder and smarter to maintain their position, profile and share of those donations.

Many aim to do so through innovation, in the form of new fundraising methods, new marketing channels, new ways of engaging with their supporter base and attracting more. And while these can provide exciting new opportunities, the proliferation of platforms can also present new challenges for communications professionals who need to ensure the charity's values and virtues are projected (and protected) in the most effective way for each channel, often requiring not only more staff but more specialist skills too.

That's particularly noticeable when it comes to digital roles where we've seen a 35% increase in hiring, on top of a similar increase in the previous year.

Yet there's still plenty further to go – surveys throughout the year have shown that in a post Ice Bucket Challenge world, few still need convincing of digital's potential, but progress and expansion is held back by the difficulty of attracting staff with the necessary skills.

This frequently means searching out of sector, since charity digital specialists don't yet exist in anything like the numbers needed to meet the demand. But in common with most third sector roles, charity salaries for the required skillsets are often considerably lower than their commercial counterparts, making it particularly challenging to attract digital talent across the divide, and fuelling fierce competition for those already in the sector.

Naturally those factors can't help but lead to pay increases but what's particularly noticeable in the digital arena is the sheer variety of roles and range of salaries on offer. That's because, unlike long-established, well-understood roles in more traditional marketing and communications (where salaries slide more sedately upwards this year), many digital positions are among the first of their kind within the organisation. They'll have new responsibilities, rapidly-evolving remits, no real benchmarks and quite often, if we're all being entirely honest, few who understand their role well enough to assign any kind of definitive value to their work.

We hope this survey can provide some help in that regard but with the sheer diversity and speed of evolution within digital roles it's possible that, rather like the web itself, there'll be plenty of under and over-valuations before the market matures and settles at more consistent salary levels.

But it's not just the new kids on the block who are in demand. We've seen increased activity within policy and research over the past year - perhaps not surprising given the fast-changing political climate.

Recent battles over the Lobbying Act², a flurry of elections, new ministers and policies, increased public willingness to protest, petition and campaign¹ plus of course the myriad consequences of last summer's referendum (not least on EU and government funding) will surely make roles in this area vital to their respective organisations for some time to come, even if this has yet to translate into higher salaries.

Marketing, PR & Digital

SMALLER CHARITIES

LARGER CHARITIES

HOURLY RATE

Marketing

	Low	Average	High	Low	Average	High	Low	High
Director	£50,000	£55,000	£60,000	£60,000	£75,000	£90,000	–	–
Head of	£45,000	£49,000	£53,000	£50,000	£55,000	£60,000	£27.47	£32.98
Manager	£32,000	£35,000	£38,000	£36,000	£40,500	£45,000	£19.80	£24.73
Officer/Exec/Advisor	£24,000	£27,000	£30,000	£27,500	£30,500	£33,500	£14.06	£18.96
Assistant	£20,000	£22,000	£24,000	£22,000	£23,500	£25,000	£12.08	£13.74

Communications

Director	£50,000	£55,000	£60,000	£60,000	£75,000	£90,000	–	–
Head of	£45,000	£47,000	£49,000	£47,000	£51,000	£55,000	£22.34	£27.47
Manager	£32,000	£34,500	£37,000	£35,000	£40,000	£45,000	£18.68	£22.50
Officer/Exec/Advisor	£22,000	£27,000	£30,000	£25,000	£28,000	£31,000	£13.89	£18.96
Assistant	£21,000	£22,000	£23,000	£21,000	£23,000	£25,000	£11.54	£13.31

PR

Head of	£40,000	£42,500	£45,000	£44,000	£47,000	£50,000	£21.98	£27.47
Manager	£33,000	£34,500	£36,000	£35,000	£37,500	£40,000	£19.23	£24.61
Officer/Exec/Advisor	£24,000	£26,500	£29,000	£27,000	£29,500	£32,000	£13.74	£18.23

Digital

Head of	£40,000	£46,000	£52,000	£49,000	£62,000	£75,000	£26.92	£41.21
Manager	£32,000	£36,000	£40,000	£38,000	£44,000	£50,000	£20.88	£27.47
Officer/Exec/Advisor	£23,000	£27,500	£30,000	£28,500	£31,500	£36,000	£14.56	£20.88
Assistant	£22,000	£24,000	£26,000	£23,000	£25,000	£27,000	£10.00	£14.31

Policy & Research

Head of	£40,000	£46,000	£52,000	£49,000	£57,000	£65,000	£26.92	£35.71
Manager	£35,000	£37,500	£40,000	£40,000	£45,000	£50,000	£21.98	£27.47
Officer/Exec/Advisor	£27,000	£29,000	£31,000	£30,000	£33,000	£36,000	£16.48	£19.78
Assistant	£22,000	£23,000	£24,000	£23,000	£24,000	£25,000	£10.00	£16.62

Notes

- Temp rates for marketing and communications directors are not quoted because the minimum commitment at this level would generally be an interim contract, with similar remuneration to a permanent role, on a pro rata basis.

Data Management Operations, Admin & Support

With the new Fundraising Preference Service due to launch this year, swiftly followed by new EU-wide General Data Protection Regulation (GDPR)¹ in May 2018, getting the people and processes in place to meet the required standards of data handling is one of the biggest challenges facing many charities at present.

To achieve it, large numbers of new staff with data management, analysis and compliance skills will be needed across the sector, and we've certainly seen considerable growth in the number of such vacancies both this year and last, which will no doubt continue as the new regulations take effect.

As a relatively new function however, there simply aren't enough candidates with the right skills already working in the third sector, so most organisations have little choice but to hire in talent from the commercial sector, where salaries for equivalent positions tend to be considerably higher. And while charities can frequently offer greater flexibility and a better work/life balance, many will still struggle to attract the skilled staff required without raising salaries towards a more comparable level.

That's reflected in our figures this year, particularly at lower to middle/management level roles, where the volume of vacancies is greatest. We've seen demand for data analysts and particularly SQL specialists continue to increase; Raiser's Edge remains central to many charities' operations so skilled operators are essential, and there's also rising demand for those with skills in Salesforce, with the number of organisations now using this platform increasing.

But new regulations and technologies aren't the only factors driving this demand. Smarter use of data offers fundraisers and marketers plentiful opportunities to reach very specific audiences in ever-more innovative and personalised ways; and with plenty of recent examples showing how this can generate higher returns from a lower outlay, we wouldn't expect the strong demand for talent in this field to start slackening any time soon.

One of the changes we've made here at Harris Hill during the past year has been to create a division specifically for opportunities in this field, and that's due to the continued growth and increasing number of roles we're handling in this area.

While the spotlight more commonly shines on developments in fundraising, marketing, data or digital techniques, the calibre and effectiveness of the operations, administrative and support staff involved in delivering them are fundamental to the success of all these initiatives – not to mention the central role they play in improving organisations' efficiency across the board.

That translates into a steady and consistent demand for high quality staff, though only relatively modest salary increases, more noticeable here at senior levels than the most junior positions, where the sheer volume of available potential candidates diminishes any need to raise salaries to fill the roles.

In part that's because this is one area (again particularly at the junior end) where charity experience may not always be required, allowing opportunities to get into the field – though candidates will always need to demonstrate a real passion for the charity sector to succeed in doing so.

Sources:

1. <http://www.theguardian.com/voluntary-sector-network/2017/may/05/gdpr-charities-prepare-eu-data-protection-changes-consent-fundraising>

Data, Operations, Admin & Support, Projects & Programmes

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
Data Management								
Head of	£45,000	£47,500	£50,000	£49,000	£52,000	£55,000	–	–
Manager	£35,000	£37,000	£39,000	£37,000	£41,500	£46,000	£19.23	£25.00
Analysts/SQL Specialists	£33,000	£36,000	£39,000	£36,000	£41,000	£46,000	£18.52	£24.61
Officer/Exec	£25,000	£27,500	£30,000	£28,000	£31,000	£34,000	£13.00	£17.00
Assistant/Coordinator	£20,000	£22,000	£24,000	£22,000	£24,500	£27,000	£10.00	£15.00
Operations, Admin & Support								
Head of	£30,000	£37,500	£45,000	£45,000	£52,500	£60,000	–	–
Office/Operations Manager	£28,000	£31,000	£34,000	£30,000	£35,000	£40,000	£16.48	£21.00
Executive Assistant/PA	£23,000	£27,000	£31,000	£29,000	£33,000	£37,000	£14.00	£20.88
Administrator	£18,500	£21,500	£24,500	£22,000	£25,500	£29,000	£10.00	£15.00
Supporter Services								
Manager	£29,500	£32,000	£34,500	£33,000	£39,000	£45,000	–	–
Officer/Exec	£21,000	£23,500	£26,000	£25,000	£27,500	£30,000	£11.00	£15.00
Assistant	£18,500	£20,000	£21,500	£20,500	£21,500	£25,000	£10.00	£14.00
Prospect Research								
Manager	£30,000	£32,500	£35,000	£35,000	£39,000	£43,000	–	–
Officer/Exec	£26,000	£29,000	£32,000	£28,000	£30,500	£33,000	£14.00	£18.19
Assistant	£22,000	£23,000	£24,000	£23,000	£24,500	£26,000	£13.00	£15.38
Projects & Programmes								
Head of	£40,000	£45,000	£50,000	£50,000	£55,000	£60,000	–	–
Manager	£28,000	£32,000	£36,000	£34,000	£37,000	£40,000	£18.00	£22.00
Officer/Coordinator	£25,000	£27,000	£29,000	£28,000	£30,000	£32,000	£13.00	£17.00
Assistant	£19,000	£20,000	£21,000	£21,000	£22,000	£23,000	£10.00	£14.00

Notes

- Temp rates for some of the most senior positions are not quoted because the minimum commitment at this level would generally be an interim contract, with similar remuneration to a permanent role, on a pro rata basis.

Projects & Programmes

This is another area where we've developed a specialist focus over the past year, due to the steady demand and particular skills needed for many of these roles, which might involve delivering a specific project from end-to end, establishing a new programme, taking over ongoing responsibility for an existing scheme, or seeing an unfinished project through to completion.

These tend to demand a greater degree of flexibility than many positions, including geographically, since moving from one project to another may involve significant travel or relocation.

Over the past year we've noticed a particular increase in the number of educational programmes taking place, but there's been little movement when it comes to salaries. That's likely to be connected to uncertainty around the future funding for many projects, which (for obvious reasons) is particularly acute for those which are dependent on EU funding to any significant degree. However with many other projects already underway, or planned and funded well in advance, we expect the demand for skilled staff in this area to stay buoyant for some time to come.

Finance

With the importance of well-run charity finances (and the consequences of getting it wrong) having been vividly demonstrated in recent years, it's no surprise that charities both large and small continue to seek top quality finance professionals to maintain high standards of governance. That keeps the demand for talented, efficient and highly capable candidates consistently strong, and the past year's certainly been no exception. Whether qualified or non-qualified, permanent or temporary, from junior assistants to director level, opportunities for skilled candidates are easily found.

But it can be altogether more difficult for organisations to attract and retain the people they need. While finance skills are among the more transferable between sectors, many organisations are still reluctant to consider applicants without significant (and recent) charity sector experience, restricting the options to a limited pool of candidates, the best of whom will often have a number of competing offers.

Conversely, others are actively keen to attract candidates from outside the sector in order to bring a more commercial outlook to the team, but struggle to do so because of the disparity in salaries.

The results of either approach are fairly similar though when it comes to remuneration. Those looking within the charity sector will often need to raise their offer to fend off rival bids, and continue to offer regular increases to avoid their star talent being swiftly poached away.

Those looking to the commercial sector won't necessarily need to match or exceed the candidate's current salary, since the desire to join the charity sector is more often motivated by other factors – but nevertheless offers may need to be raised in order to reduce the pay differential to a level the candidate will accept.

Either way, salaries are driven upwards, and that's reflected throughout our table this year, with moderate to (in some cases) fairly substantial increases across the board.

With greater crossover between the charity and commercial sectors we're gradually seeing the pay gap between the two

begin to narrow – which in the long-term may benefit charities, who can already appeal to the jaded corporate accountant with a significantly better work/life balance and the opportunity to do something they feel passionately about.

The strongest rise in demand we've seen over the past year has been for Finance Business Partners, both in terms of the number of vacancies and the salaries they command, and that's likely to continue as charities seek to improve efficiency and connect the organisation's financial and operational activities more closely.

One other trend of note: while the total number of opportunities remains high, we're seeing a slight but noticeable shift towards fixed-term, temporary and interim contracts in place of permanent positions, perhaps suggesting that some are taking a more cautious approach in light of uncertainties over future government funding, and the potential consequences of leaving the European Union.

Human Resources

The key trend we've observed in HR over the past twelve months has been an increasing move towards specialist roles – fewer generalist HR Managers for example, but more specialists in Employee Relations, Rewards & Benefits or Learning & Development.

Meanwhile the demand for HR Business Partners has continued to grow where, as in finance, there's a drive to align the operational and HR functions more closely, improving understanding and making them better able to achieve the organisation's goals.

These developments don't appear to have had a significant effect on salaries so far, although the figures have continued to nudge gently upwards. That's not to say there's been little change in other respects though. Like those working in Policy and Research, HR professionals have faced a recent raft of new rules, directives and procedures, and with these more than likely to continue in the current climate, keeping on top of the latest regulations and best practice guidelines has become one of the most important qualities a charity HR professional can demonstrate.

Human Resources (continued)

Flexibility is becoming an increasingly important quality too, as we're noticing a number of roles that would have been offered on a permanent basis in the past now being offered on more flexible, short-term or temporary contracts, leaving organisations more room for manoeuvre to adapt to the unpredictable course of the next few years. This may become an increasingly common pattern until the political and economic landscape is sufficiently settled for charities to make longer term plans with confidence.

Finance

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
							Day rate (Ltd company)	
Director	£50,000	£55,000	£60,000	£60,000	£72,500	£85,000	£300.00	£500.00
Head of	£45,000	£48,000	£51,000	£51,000	£59,000	£67,000	£250.00	£400.00
Controller	£40,000	£44,000	£48,000	£49,000	£57,000	£65,000	£235.00	£375.00
Finance Business Partner	£40,000	£45,000	£50,000	£45,000	£52,500	£60,000	£195.00	£350.00
							Hourly rate (PAYE)	
Manager	£40,000	£43,000	£46,000	£43,000	£46,000	£49,000	£20.00	£30.00
Financial Acct/Management Acct	£32,000	£35,000	£38,000	£36,000	£39,000	£42,000	£17.00	£25.00
Officer	£23,000	£25,500	£28,000	£26,000	£28,000	£30,000	£12.00	£16.00
Assistant/Administrator	£19,000	£20,000	£21,000	£20,000	£23,000	£26,000	£10.00	£14.00

Human Resources

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
							Day rate (Ltd company)	
Director	£50,000	£55,000	£60,000	£55,000	£62,500	£70,000	£250.00	£350.00
Head of	£40,000	£45,000	£50,000	£50,000	£57,500	£65,000	£190.00	£325.00
HR Business Partner	£35,000	£37,500	£40,000	£42,000	£45,000	£48,000	£170.00	£235.00
							Hourly rate (PAYE)	
Learning & Development Manager	£30,000	£35,000	£40,000	£35,000	£40,000	£45,000	£16.50	£24.50
Manager	£32,000	£35,000	£38,000	£38,000	£42,000	£46,000	£17.00	£25.00
Officer/Advisor	£24,000	£27,000	£30,000	£27,000	£33,000	£39,000	£12.50	£16.00
Assistant/Coordinator	£19,000	£22,000	£25,000	£23,000	£26,500	£30,000	£10.00	£13.00

Notes

- Individuals working on temporary assignments at the more senior levels generally opt to set themselves up as a limited company, paid a fixed daily rate rather than an hourly charge. Day rates are higher than hourly equivalents, principally because the individual (as a limited company) is responsible for making their own PAYE contributions and other costs that would otherwise be met by the employer.
- These choices apply within most job functions, but specifically noted here as senior individuals in these fields almost exclusively opt for the limited company/day rate.

For more information on salaries and recruitment within the charity and not-for-profit sectors, contact any of our specialist teams and we'll be delighted to help.

EXECUTIVE SEARCH	020 7820 7323
TEMPORARY & INTERIM	020 7820 7325
FUNDRAISING	020 7820 7306
MARKETING, PR & DIGITAL	020 7820 7333
DATA MANAGEMENT	020 7820 7304
OPERATIONS, ADMIN & SUPPORT	020 7820 7304
PROJECTS & PROGRAMMES	020 7820 7304
FINANCE	020 7820 7340
HUMAN RESOURCES	020 7820 7340

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Alternatively, why not keep up with the latest developments and stay in touch via social media? Just search for 'Harris Hill' on LinkedIn, Facebook or Twitter to connect with us.

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