

HarrisHill
charity recruitment specialists

2019

Salary Report

 CharityJob

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welcome

...to a guide you may be more familiar with as the Harris Hill Salary Survey, now in its 14th year. But like any self-respecting teenager we decided to be a little different this year, and we're excited to bring you something new.

Working on around 3,000 roles per year gives us an excellent sample of salaries, but what if we added thousands more? (we wondered, slightly recklessly, some time back in March). What if we found a collaborator with a wealth of extra insight, a vast array of charity jobs, and compiled the most extensive guide to third sector salaries that either has ever created?

There was only one thing to do and we're delighted to bring you the result: the brand new Harris Hill and Charity Job **2019 Salary Report**.

CharityJob is the UK's largest and most specialised job board carrying not for profit, NGO, social enterprise, CIC and voluntary jobs, connecting the UK's best charities with its brightest talent.

For nearly two decades, they've been a leading voice in the charity sector, enabling charities to thrive in an ever-challenging climate and helping people to make the most of their talents.

Ideal then, to complement the expertise and insight of Harris Hill's charity recruitment specialists, each of whom focus exclusively on a single type of charity job, giving them forensic knowledge of their respective fields.

A great balance too, since CharityJob is a natural choice for the kind of roles you can expect to fill by advertising, but when it's likely to call for expert assistance and a number of other means too, it's home territory for Harris Hill.

Neither group may be fully representative of the sector on their own, but by joining forces we can bring you the full picture, and we hope you'll find it a valuable and definitive guide to third sector salaries in 2019.

HarrisHill
charity recruitment specialists

 **CharityJob**

methodology...

All salaries in our guide derive from real UK charity and not for profit vacancies posted between 1 April 2018 and 31 March 2019, based on:

- All roles worked on by Harris Hill in each of their specialist fields
- Roles advertised in the equivalent CharityJob categories over the same time period

Around 1,500 jobs appeared in both groups but were counted only once, resulting in a sample of just over **45,800** third sector vacancies.

Pretty huge in other words, yet it can't quite tell us everything, since salaries advertised and offers made won't always be one and the same.

For Harris Hill, that's where the insight of our sector specialists proved vital, knowing which rates are realistic for the roles concerned, which are wishful thinking, and where to make some well-informed adjustments to ensure they reflect what's really paid, not just the initial intentions.

Data was then returned to the expert team at CharityJob for further insight and review, before final checks all round to reach the figures you'll find here.

We're confident they reflect the sector closely, and we hope you'll find them useful.



If you have any queries on current rates for your role(s), please call Harris Hill on **020 7820 7300**, CharityJob on **020 8939 8430**, or email salaries@harrishill.co.uk

...and some brief notes on:

Locations

According to NCVO figures, more than 50% of UK charities (including many of the largest), are based in Southern England, so a majority of charity jobs are too, which is reflected in our data. Salaries elsewhere are typically a little lower, but proportionately so in general, reflecting slightly lower living costs.

Charity sizes

We've listed salaries for small, medium and large charities, which for the purposes of this report have been classified by headcount as follows:

small charities



mid-sized charities



large charities



Job titles

For maximum clarity we've stuck to simple, frequently-used terms wherever possible. Most are self-explanatory but to further explain just two:

- **Manager:** salaries refer to those with people management responsibilities, rather than (for example) account managers with no direct reports.
- **Officer/Executive:** this also covers titles like Coordinator and Advisor, none of which are entirely reliable indicators of seniority, often varying between organisations. For our purposes, these salaries apply to roles more senior than assistants/entry-level, but more junior than managers.

A living wage

Over 1,000 UK charities now pay the (real) Living Wage as a minimum, and in support of this it forms our minimum recommendation throughout. For more information on this, see page 23.

CharityJob

candidate insights

Over the past two decades, CharityJob has built an extensive network of candidates in the not for profit and voluntary space.

From tried-and-tested industry veterans to bright-eyed career shifters with hopes of leaving a lasting imprint on the world, we listen to our candidates' needs, ensuring not only the best job-hunting experience but a deeper insight into what our candidates want versus what recruiters are offering.

So how does this come into play when looking at third sector salaries?

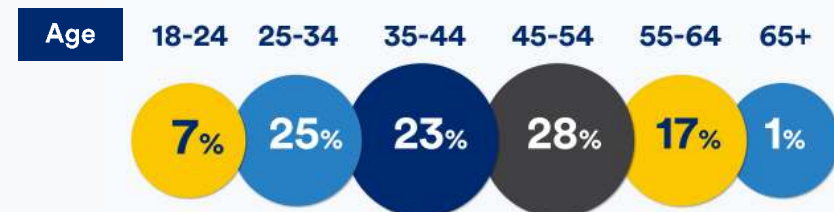
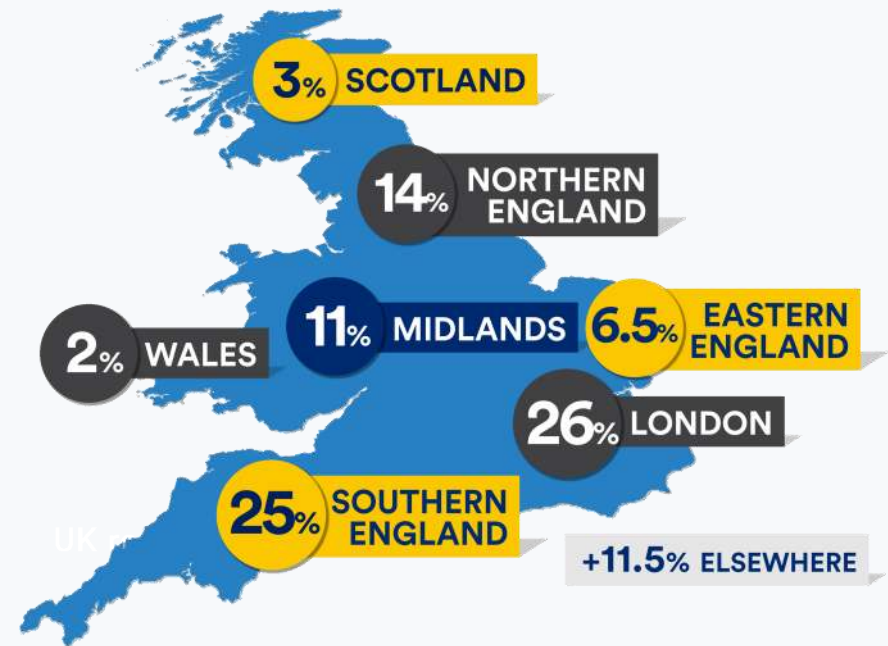
When we asked our candidates what they believed was the most important prompt to complete an application, salary came second, after a clear job description.

One of the biggest frustrations candidates encounter when searching for a job is that salaries often aren't there. True, there may be a valid reason it can't be disclosed, but giving no indication or just putting 'competitive' can often create a poor impression in terms of intent and professionalism. This, in turn, impacts the number of applications the role receives.

The fact is that salaries will always be significant when it comes to attracting new talent. Although a majority of candidates understand that salaries will be slightly lower in the charity sector, there are still expectations that pay should reflect not only the responsibilities of the role, but also the skills and know-how that applicants bring.

Let's take a closer look at what our candidates had to say. ►

Who are our candidates?



What our candidates want

Last year, over 3.5 million candidates searched our site, with an average of 1.3 million job views per month. This demonstrates the clear and definite interest in long-term careers in the not for profit space. And that interest is only growing.

In 2018, we surveyed over 800 of our candidates about their motivations and frustrations in finding a job in the charity sector.

Of these, only **26.7%** of those actively searching were motivated by a better salary, while **75.4%** sought a career that could offer more fulfilment.

When asked what would make them consider changing from their current role, **64.6%** said they would leave for a better salary.

This suggests that although salary isn't the driving factor when candidates first join an organisation, it grows in significance the longer they stay. As they gain more experience and develop new skills over time, their value to the organisation grows too. But if their progression isn't being recognised and rewarded accordingly, they're likely to seek this out elsewhere.

Job types attracting the most and least interest* by level of experience

Current position	 Most interested in...	 Least interested in...
Entry level	Social Care	Communications, PR
Junior	Support Worker	Admin
Experienced (non-managers)	Retail	Admin
Manager	Policy/Research	Operations
Head of Dept	Governance	Business Development
Director/CEO	Fundraising	Business Development

* measured by clicks of the 'Apply' button on vacancies of each type

The top 20 job searches

Here are the 20 most searched-for positions on CharityJob during 2018-19, based on the titles our candidates type into search fields.

Ranking	Job title	Searches
1	Fundraising Manager	7,232
2	Volunteer Coordinator	6,297
3	Communications Officer	5,524
4	Operations Manager	4,363
5	Finance Director	3,730
6	Data Analyst	3,659
7	Finance Manager	3,522
8	Finance Officer	3,344
9	Marketing Manager	3,061
10	Head of Communications	2,945
11	Finance Assistant	2,510
12	Fundraising Assistant	2,364
13	Head of Fundraising	2,280
14	Director of Fundraising	2,146
15	Administration Assistant	2,038
16	Community Fundraising	1,699
17	Press Officer	1,605
18	Digital Marketing	1,454
19	Communications Manager	1,443
20	Marketing Assistant	1,349

Not surprisingly, entry-level candidates are most interested in hands-on work that allows them to interact directly with the people they're aiming to help.

As candidates progress in their career, they are more driven to sector-specific roles such as governance and fundraising that allow them to use the expertise they've built over the years.

These roles offer some of the highest paid salaries at Director/CEO level, as they require the most knowledge of UK institutions, to drive key strategies and campaign activity.

career shifters

Moving into the charity sector

Whether it's a matter of personal or professional beliefs, our world is currently more polarised than it has been for a very long time.

We're seeing significant shifts not only in political power, but in the stability of our natural environment.

All of which means the work being done in the third sector has never been more important, and people are increasingly geared up to get their hands dirty and make a real difference.

With the desire for social change comes an increased interest in careers that help find progressive solutions to the complex problems we face - globally, nationally and locally.

That's driving more people to ditch their jobs in the private and public sector to work for a cause they truly believe in.

According to our research, 2.6 million people in the UK feel unfulfilled at work and have the relevant skills to switch to a not for profit position.

And a recent survey of our registered recruiters revealed that **80% are open to candidates from outside the sector**, though in practice it's an easier move for those with particular skills: finance, HR, data and IT being some of the most transferable.

Priorities for professionals switching sectors



But is a lower salary something that could potentially deter good candidates from making the shift? Our research suggests the short answer is no.

Of all the candidates we surveyed, **49%** had no previous experience in the charity sector. When asked what they were looking for in a new role, **73.8%** said more fulfilment, **54%** cited personal development and only **35.1%** made mention of improving their salary.

That's consistent with many other findings, confirming that salaries aren't the major factor for people seeking to switch. In our experience they'll tend to be perfectly prepared for a pay cut, in favour of a better work/life balance and a more rewarding, fulfilling career.

‘Next year...’ we wrote this time last year, ‘...we’ll be publishing this from somewhere outside the EU. Or not.’ Which was either exceptional foresight, or shamelessly covering all bases to be right either way, but why not pretend it’s the first one?

These days of course it’s hard to predict what even next week might throw up (perhaps the appropriate term), but we *can* tell you what’s happening with third sector salaries and what we’re seeing in the market right now.

In the following sections we’ll look at job functions in detail, but for the sector-wide salary news, it’s safe to say you won’t need a seat.

Reassuringly short on shocks and surprises, this year’s stats suggest it’s largely been business as usual, demand for most skills has been strong (and dare we say stable?) with recruitment being remarkably robust, in spite of the considerable turbulence elsewhere.

This year’s most wanted

Fundraisers are still in greatest demand, raising remuneration for some, while roles with a digital remit have dominated proceedings in marketing.

That’s because charities, once seen as a little late to the digital party, have been gaining lost ground with gusto, investing in new skills, new channels and new websites, aiming to maximise the potential of their digital streams.

Meanwhile the trend of bringing functions like finance and HR closer to core activities continues, creating more opportunities for the word ‘synergies’ than anyone’s entirely comfortable with, but opportunities too for business partners who can integrate with other teams to achieve their common goals.

Temps are also in high demand, as are many short-term and project-based workers who’ve seen some rises, albeit highly dependent on the project.

Flexibility is your friend

Connecting all of these areas, highlighted by each of our specialists and coming through loud and clear from the thousands of candidates we’ve interviewed this year, is the strength of demand for flexible working.

As little as a year ago, flexible hours, working from home and similar

summary and market trends

arrangements were often discussed as an optional extra, a way for savvy charities to give themselves an edge in the tussle for talent.

That’s simply no longer the case: flexibility has quickly developed from ‘often requested’ to ‘fully expected’ and we’ve seen otherwise-excellent offers turned down if that expectation isn’t met.

With such tough competition for candidates, it can easily be the difference between recruiting new talent or not, something few can afford to ignore.

Fortunately it’s something charities tend to be rather good at, with many pioneering examples to be found throughout the sector.

And while more commercial firms are getting the memo all the time, it’s still a huge part of the appeal for external applicants, frequently happy to trade their higher salary for a more flexible lifestyle and more fulfilling career.

If flexibility now comes as standard, how can charities stand out?

This is where the hiring process can make a real difference, with a clear understanding of your employer brand: what makes your organisation a great place to work, and why would candidates choose to?

Understanding this and articulating it clearly and consistently in job ads, interviews and at every step of the way is simple, adds no extra cost, and yet it’s surprisingly often overlooked.

As a result, those who do it well, keeping candidates engaged and making them feel valued (not least because you’ve considered the experience from their perspective), have a clear advantage when it comes to attracting the best.

fundraising

Welcome to the world of the lesser-spotted fundraiser, a species so vanishingly rare that at least half the remaining population are being filmed by Sir David Attenborough as we speak.

Or so it may have seemed for anyone hoping to recruit them over the past few years. But could fundraiser numbers be increasing?

Well, as they've yet to inspire our delightful press to wheel out their population-growth favourites like *Flooding The Country* and *Stealing Your Job (While Simultaneously Not Having One)*, we can probably rule out any major influx. Yet our fundraising recruiters report that filling certain types of vacancies *has* become just a fraction easier; even if it's only on a scale you'd need specialist instruments (like our fundraising recruiters) to detect.

If so, it's unlikely to signal an end to the drought, but simply that canner charities have grown wise to the ways of surviving, like considering more candidates from other sectors, and being swifter to sign up new talent.

Many could still benefit from evolving far more quickly in these respects, but our experience suggests that those doing so are starting to reap the rewards.

general fundraising

	small charities	mid-sized charities	large charities
Assistant	£21,000 - £25,000	£21,500 - £25,500	£21,500 - £26,000
Officer/Exec	£26,000 - £31,000	£26,000 - £32,000	£27,500 - £33,000
Manager	£36,000 - £44,000	£36,500 - £45,000	£37,000 - £46,000
Head of	£45,000 - £54,000	£48,000 - £56,000	£50,000 - £60,000
Director	£50,000 - £62,000	£57,500 - £78,000	£66,000 - £85,000

corporate fundraising

	small charities	mid-sized charities	large charities
Assistant	£23,000 - £27,000	£23,000 - £27,500	£23,000 - £28,000
Officer/Exec	£25,000 - £31,000	£27,000 - £32,500	£28,000 - £35,000
Manager	£35,000 - £42,000	£36,000 - £43,500	£36,000 - £46,000
Head of	£45,000 - £54,000	£47,000 - £56,000	£55,000 - £65,000

major donor fundraising

	small charities	mid-sized charities	large charities
Officer/Exec	£28,000 - £32,500	£28,000 - £33,000	£29,000 - £35,000
Manager	£35,000 - £45,000	£36,000 - £46,000	£38,000 - £49,000
Head of	£45,000 - £54,000	£49,500 - £59,000	£53,000 - £65,000

community fundraising

	small charities	mid-sized charities	large charities
Assistant	£21,000 - £23,000	£21,000 - £24,500	£21,000 - £25,000
Officer/Exec	£24,000 - £29,000	£25,000 - £30,000	£25,500 - £32,000
Manager	£30,000 - £38,000	£34,000 - £41,000	£36,000 - £43,000
Head of	£42,000 - £48,000	£43,000 - £49,500	£46,000 - £55,000

But, as our politicians love to say before doing the reverse, let us be clear: there's still a notable shortage of fundraising candidates with the experience charities are generally looking for. Generally, that's fundraising experience with charities, so you can see the problem. From space, we imagine.

As a result, salaries are being nudged gently upwards in all but the smallest organisations, and fundraising is one of the few areas where that even extends to the most junior levels: good news for those with the temerity to want to help others *and* feed or house themselves at the same time.

Turning to specific income streams, we're still finding experienced **major donor specialists** the trickiest of all to track down. Roles can often attract plenty of initial interest from commercial candidates with transferable skills, but sadly we find that it's less often reciprocated, with many organisations opting to hold out for that elusive charity background instead.

And while the introduction of GDPR hasn't had the impact many feared, it *has* made the role of researching and approaching wealthy donors a little more challenging still, potentially adding to the relatively high sums on offer.

Over in the world of events, we find that those tasked with **Special Events** (that's your star-studded gala balls and the like) are generally rewarded a little more handsomely than most, due to the particular skills required.

Put simply, it's one thing to organise Basingstoke's biggest ever bake-off, but if you can also arrange for Mary Berry and a smattering of Spice Girls to emerge from a giant éclair with the prizes, you're surely worth an extra £3k of anyone's money.

Meanwhile with government funding and other revenue sources increasingly depleted, many charities have channelled greater energies into securing funds from grant-giving **trusts and foundations**. That's certainly driven a rise in vacancies, almost matched by a rise in candidates at Harris Hill, although CharityJob's data suggests the area still has limited appeal to new talent.

It's a highly-skilled field where successful bids rely not just on knowing who to approach, but exactly what to ask for, when to do so and how to go about it: all-round expertise which explains why Head of Fundraising roles often call for a trusts background, making it a solid stepping stone to bigger things.



marketing, pr & digital

We can't speak for others of course, but it might say something about the sector that marketing positions we handled in 2018-19 came very close to outnumbering those in fundraising for the first time in Harris Hill history.

Much of that's due to the rise and rise of all things digital, which are now integral to every role in this field: it's hard to conceive of a marketing, communications or PR strategy - at least a viable one - where digital channels don't have a significant part to play.

And while they've long been integrated in smaller organisations, separate marketing, communications and PR functions are fast becoming a thing of the past for even the largest: marketing is communication, communication is PR, and PR is marketing, so most roles and teams combine all three. All of which are increasingly digital, of course.

As such, many charities have been investing in their digital teams, and candidates with specific digital skillsets are in high demand, but not only from marketers.



With the long-predicted 'cashless society' now close enough to touch (contactlessly, of course), fundraisers need fast and effective ways to drive online donations, while teams from supporter care to frontline operations increasingly rely on data derived by digital means – or as we might say in English, what people type into their website.

All of which calls for a site that's up to the task, and explains why we've seen high numbers of 'digital transformation' roles, tasked with overhauling, redeveloping or replacing a charity's website with something that's fit for the alarmingly-imminent 2020s.

Many of these are on a one-year/contract basis, to deliver the change and move on, but we've seen rising numbers of permanent roles too.

That's because websites (or 'digital solutions' if you absolutely insist), like puppies, aren't just for Christmas. They need constant care and attention, help adjusting to the world around them, and can't be left alone too long or you'll be clearing up the consequences for weeks.

pr

	small charities	mid-sized charities	large charities
Officer/Exec	£25,000 - £31,000	£26,000 - £32,000	£28,000 - £33,500
Manager	£33,000 - £39,000	£34,000 - £43,000	£36,000 - £46,000
Head of	£41,000 - £49,500	£43,000 - £55,000	£46,000 - £60,000

digital

	small charities	mid-sized charities	large charities
Assistant	£20,000 - £25,000	£22,000 - £28,000	£23,000 - £29,000
Officer/Exec	£24,000 - £29,000	£27,500 - £34,000	£29,000 - £35,000
Senior Officer	£29,000 - £33,000	£30,000 - £37,500	£33,500 - £42,000
Manager	£35,000 - £42,500	£38,000 - £45,000	£40,000 - £47,000
Head of	£44,000 - £50,000	£45,000 - £53,000	£47,000 - £65,000
Director	£54,000 - £63,000	£55,000 - £66,000	£60,000 - £80,000

Charity sizes used in this report by headcount

small charities



mid-sized charities



large charities



As a result there are plenty of permanent posts focusing on the user journey from end to end, which ideally won't be a fleeting experience either, but one they'll return for again and again.

Digital staff will increasingly work with all teams throughout their charity to make sure the user – be they a supporter, reporter, volunteer, employee, partner or beneficiary – gets what they need from the site. Or the app. Or the social media channels, which also call for constant attention lest something reputation-ruining occurs while you've thoughtlessly gone home because it's Sunday.

Charity marketing and digital teams have long been more open than most to hiring talent from outside the sector – to some extent, they've had to – but we're starting to see it more widely as charities become wiser to the value of their brand.

Seeing no reason that a smart and snappy brand should be the sole preserve of the private sector, some charity marketers (though by no means all) have

been looking for experts in building strong brands, with less concern as to whether those brands have been charities.

But opinions differ significantly on the ease of securing their expertise: in our experience there's rarely a shortage of candidates in this field, which can lead to a lack of urgency in the recruitment process, while CharityJob have a quite different experience, suggesting rather less plentiful numbers.

Speculation as to why that might be is perhaps for another time, but either way it's vital to move fast: too often we're seeing charities lose out on their dream candidate purely by virtue of deliberating over decisions for too long.

Sure, there are plenty more fish, someone else will come along, but will you ever really look at them like the one you'd set your heart on?

Our advice? If they're the one that you want - which you'll know because of a) the chills, and b) the multiplying - act fast and offer quickly to secure the one you need. Oh yes indeed...

policy, advocacy & campaigns

The problem with popularity

Junior-level openings are consistently the most sought-after across the board, and a great many candidates are completing master's degrees in the hope of getting their foot in the door of policymaking, influencing and campaigning organisations.

But when high volumes of applicants meet limited numbers of posts, disappointment is inevitable for many, so persistence and a thick skin really are key here.

With such fierce competition for junior vacancies, starting salaries can be a little on the low side, master's degree or otherwise. Though many organisations do expect them for entry-level roles, particularly those with a research element.

To balance out what's often a fairly low starting salary, candidates expect to have clear opportunities for progression and the chance to make their voice heard, with input into matters like policy development.

Faced with a world that seems unlikely to become any *less* polarised or politically charged for the foreseeable (probably quite fiery) future, many candidates predict ongoing and growing demand for solid PEAC professionals, and are factoring this into their long-term salary expectations.

The past year has been a fascinating and often frantic one in the world of Policy, Advocacy & Campaigns. Or to use the full title that was slightly too long for our website: Policy, External Affairs, Advocacy and Campaigns. Otherwise known as PEAC for short.

But whatever you call it, the pace shows little sign of letting up. The UK's increasingly politicised, politically volatile society (we won't mention the 'B' word but you're *definitely* thinking it), coupled with the rapidly-escalating climate emergency, has seen the growth and creation of single-cause campaigning organisations in significant numbers.

That's good news for things like employment opportunities in this field, if rather less so for just about everything else.

policy & research				advocacy			
	small charities	mid-sized charities	large charities		small charities	mid-sized charities	large charities
Administrator	£20,000 - £24,000	£20,000 - £24,500	£21,000 - £25,000	Administrator	£20,000 - £24,000	£20,000 - £24,500	£21,000 - £25,000
Officer/Exec	£24,000 - £29,000	£25,000 - £30,000	£26,000 - £35,000	Officer/Exec	£25,000 - £30,000	£26,000 - £32,500	£28,000 - £35,000
Manager	£29,000 - £38,000	£31,500 - £42,000	£35,000 - £58,000	Manager	£32,000 - £40,000	£34,000 - £46,000	£37,000 - £55,000
Head of	£38,500 - £48,000	£40,000 - £49,000	£46,000 - £63,000	Head of	£35,000 - £50,000	£42,000 - £55,000	£51,500 - £60,000
Director	£42,000 - £55,000	£46,000 - £68,000	£60,000 - £85,000	Director	£45,000 - £60,000	£54,000 - £66,000	£60,000 - £85,000

The perfect blend

Campaigning is a fairly broad and generalist term by nature, and titles such as Campaign Manager have a variety of meanings in different contexts, whether it's political influencing, public awareness, supporter mobilisation or otherwise. Or indeed advertising, fashion, recruitment and many of the other forces of evil.

In the context of PEAC however, campaigning positions, like most in this field, inevitably involve a great deal of crossover, and a high proportion of professionals have dual titles such as Policy and Programme Manager, for example, or Head of Policy and Campaigns.

Vacancies with these sorts of titles regularly attract high numbers of applicants, who recognise the importance of well-rounded experience when it comes to climbing the ladder.

As such, candidates with that golden mixture of, for example, policy and campaigns experience rather than pure policy, often find themselves in higher demand and can realistically command the upper end of an advertised salary bracket.

But if their employers are paying at top-end rates, it's worth remembering they may expect rather more for their money.

Curiously however, while there's fierce competition for PEAC vacancies at most levels, there's something of a lull when it comes to mid-management, with few applications to even-fewer available vacancies.

That's because these roles are often seen as the first real opportunity to lead and make a tangible impact, particularly after a few years in officer/executive level positions. So it's common for staff to stay put for several years in these positions, in order to make a name for themselves.

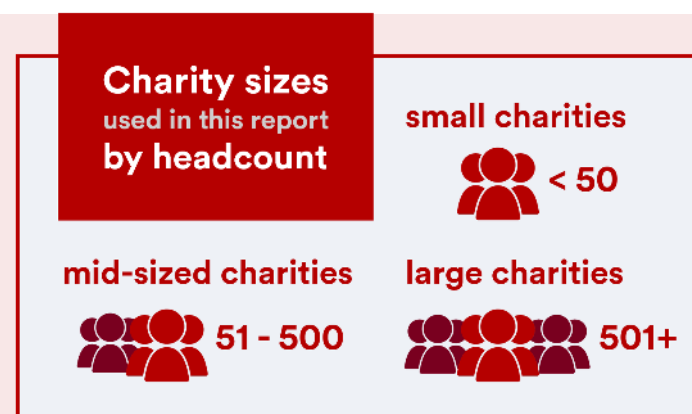
Cause beats cash

All that said, it's rarely all about the money in campaigning, but rather the cause. For many candidates, the chance to work on a specific campaign under the umbrella of a specific cause has greater appeal, regardless of salary, than a more lucrative but ultimately less inspiring role.

This doesn't mean their passion need only be rewarded with peanuts: they might be highly committed and motivated, but very few places accept strongly-held convictions as a payment method (we've tried), so reasonable remuneration is definitely required.

And while modest starting salaries are often expected, smarter organisations don't see them purely as a chance to cut costs, but an opportunity to attract and retain some of the most motivated and cause-driven people in society.

	campaigns		
	small charities	mid-sized charities	large charities
Administrator	£20,000 - £23,000	£20,500 - £23,500	£20,500 - £24,000
Officer/Exec	£24,000 - £30,000	£26,000 - £32,000	£26,500 - £33,000
Manager	£29,000 - £38,000	£29,000 - £40,000	£33,000 - £50,000
Head of	£35,000 - £45,000	£44,000 - £55,000	£52,000 - £68,000
Director	£45,000 - £58,000	£54,000 - £66,000	£60,000 - £85,000



business services

including Admin & Support, Data Management, IT, Operations, Prospect Research, Supporter Services and Volunteer Management

When it's not being accidentally sold to dubious interests by social media behemoths, data plays an ever-increasing role in the running of charities. So demand remains high for those who know what they're doing with it.

That's particularly true for **data managers** and **analysts** with Raiser's Edge skills, applying a little pressure on salaries to secure the best. And while the number of in-house charity data experts continues to grow, this is still a field where many are hired from outside the sector to keep pace with demand.

Retaining data expertise

Typical tenure for data staff is around two or three years before moving, which has historically been the quickest way to advance your data career.

However many charities are now offering data professionals more opportunities for development within the organisation, which in time should help to reduce turnover rates and retain more data talent within the sector.

New to the guide this year are salaries for compliance managers and data protection officers, two roles that have substantially increased in number over the past year.

This may well be in response to the introduction of GDPR, with organisations keen to ensure their processes meet the required standards.

'Have you tried turning it off and on again?'

Given the growth of digital and data teams, it's no surprise to see high demand for **IT** staff who can keep servers and systems running (and keep their cool when someone's filled them with hilarious cat videos, again).

IT

	small charities	mid-sized charities	large charities
Assistant	£22,000 - £27,000	£23,500 - £27,500	£26,000 - £34,000
Officer/Exec	£29,000 - £36,000	£30,500 - £38,000	£31,000 - £39,000
Manager	£37,500 - £45,000	£38,000 - £49,000	£43,500 - £54,000
Head of	£50,000 - £57,000	£52,000 - £59,000	£56,000 - £65,000

prospect research

	small charities	mid-sized charities	large charities
Researcher	£26,000 - £31,000	£27,000 - £32,000	£28,000 - £34,000
Manager	£32,000 - £40,000	£33,000 - £42,000	£35,000 - £45,000

data management

	small charities	mid-sized charities	large charities
Assistant/Coordinator	£23,000 - £27,000	£24,000 - £28,000	£24,000 - £28,000
Officer/Exec	£26,000 - £30,000	£27,000 - £32,000	£28,000 - £33,000
Data Protection Officer	£27,000 - £33,000	£28,000 - £35,000	£28,000 - £35,000
Analysts/SQL Specialists	£33,000 - £40,000	£34,000 - £42,000	£34,000 - £43,000
Manager	£35,000 - £44,000	£38,000 - £48,000	£40,000 - £50,000
Compliance Manager	£40,000 - £52,000	£44,000 - £55,000	£45,000 - £56,000
Head of	£45,000 - £51,000	£46,000 - £54,000	£47,000 - £60,000

Charity sizes
used in this report
by headcount

small charities



mid-sized charities



large charities



IT salaries at the most senior levels are broadly in line with other functions, but it remains one of the best-paid professions for those at more junior levels, who can often be earning at least £5k more than their contemporaries in other departments.

Contemporaries such as those in **admin and support** functions for example, where salaries for the most junior, entry-level roles remain firmly glued to the floor. With the supply of would-be candidates far outstripping the numbers needed, charities simply don't need to take any bigger bites out of the budget to fill these roles, which looks unlikely to change any time soon.

The evolution of EAs

There's considerably more movement when it comes to the Executive Assistant/PA role, which has continued to evolve within smaller charities.

While the role in larger organisations is more clearly delineated, smaller-charity EAs are increasingly taking on all kinds of additional responsibilities. Often acting as office manager already, roles now frequently include aspects of HR, data management, events, projects, marketing and social media

among many others: in fact the only people known to wear more hats on a regular basis are the Queen, rappers, and people who've recently been to Camden Market while mildly inebriated.

Fortunately for these multifaceted multitaskers, salaries do appear to be gradually rising in line with the increasing importance of the role.

Rises too in the world of **supporter services**, which may be linked to roles becoming increasingly data-led, thereby calling for the requisite skills. Many charities have responded by splitting supporter care into two distinct functions; one handling data management and processing while the other focuses on customer care and communications.

Data may also be a factor in salaries for **prospect research**, where we've seen notable increases in remuneration for researchers, frequently in a bid to fill some very longstanding vacancies.

Closely linked with fundraising, this area certainly faces similar challenges of candidate scarcity and the advent of GDPR, with tighter regulation having made the job of researching potential donors a rather trickier, erm, prospect.



finance

	small charities	mid-sized charities	large charities
Assistant	£21,000 - £25,000	£22,000 - £26,000	£22,000 - £26,000
Officer	£23,000 - £28,000	£24,000 - £28,500	£26,500 - £35,000
Fin/Mgmt Accountant	£32,000 - £40,000	£34,500 - £43,000	£36,000 - £45,000
Manager	£37,000 - £43,000	£37,500 - £44,500	£38,000 - £49,000
Finance Business Partner	£40,000 - £46,000	£42,000 - £48,000	£43,000 - £50,000
Controller	£44,000 - £50,000	£47,000 - £52,000	£50,000 - £55,000
Head of	£45,000 - £53,000	£46,000 - £56,000	£50,000 - £70,000
Director	£52,000 - £67,000	£53,000 - £68,500	£56,000 - £85,000

You'd be hard-pressed to see it from the familiar-looking figures in our salary charts, but roles in charity finance have continued evolving over the last 12 months, sometimes at a rather surprising speed.

Certainly, someone beamed here from ten or even five years ago might have trouble recognising some of today's roles: what they involve, who's doing them and how, when or where. Though admittedly they might have some slightly more pressing questions at first.

Finance in the spotlight

Chief among the changes in larger charities has been a drive to integrate finance more closely with other functions, not just as a supporting player but with a central role in strategy and decision-making.

That's driving ever-more demand for finance business partners: individuals with a flair for figures who can also explain them effectively, engage with all kinds of people and integrate seamlessly with other teams. Think the synths from Channel 4's *Humans* but with slightly less perfect hair.

Commuting's increasingly consigned to the history books too, as journey times that our traveller from ten years ago might have taken in their stride just aren't cutting it for contemporary candidates. 30 minutes? Sure. 45 plus? On your bike, say many, though rarely as a genuine transport suggestion.

Which makes sense, since finance staff often have little need to be ever-present, many now working remotely as standard, one or two days per week from home, or fitting full time hours into four days rather than five.

Plentiful part-time talent

While five days might still be the standard, this year we've seen a notable increase in part-time posts too, typically for two or three days per week.

These have particular appeal for experienced candidates wanting more free time but who aren't (quite) ready to hang up the calculator, and for parents - predominantly mothers, given the sector's high proportion of female staff - returning to work.

The exceptional quantity and quality of applications we receive for such roles suggests there's a wealth of highly-skilled talent available to charities prepared to offer part-time or job-share posts to attract these groups.

Counting on your skills

Expertise in sector-specific systems like Raiser's Edge is still highly-prized, while advanced Excel and financial modelling skills can bring a steady stream of offers, often from smaller charities in need of fully-fledged finance professionals to make a difference from day one.

Whatever your skills, it's worth brushing up on them as recent experience suggests they're increasingly likely to be tested at interview stage.

Competency tests are becoming a bigger factor in finance recruitment, and it's not just about crunching the numbers: employers may also want to assess your ability to prioritise, for example, or to interpret complex data in a way that less mathematically-minded colleagues can readily understand.

	small charities	mid-sized charities	large charities
Assistant/Admin	£20,000 - £23,000	£21,500 - £25,000	£23,000 - £29,000
Officer	£25,000 - £30,000	£26,000 - £32,000	£27,000 - £34,000
Advisor/Coordinator	£29,000 - £34,500	£29,000 - £35,500	£30,000 - £38,000
Manager	£32,000 - £44,000	£35,000 - £46,500	£36,000 - £48,000
L&D Business Partner	£34,000 - £38,000	£35,000 - £41,000	£38,000 - £45,000
HR Business Partner	£35,000 - £45,000	£36,000 - £48,000	£39,000 - £55,000
Head of	£40,000 - £50,000	£41,000 - £55,000	£43,000 - £60,000
Director	£50,000 - £62,000	£53,000 - £65,000	£58,000 - £70,000

human resources

Over in the world of human resources we've seen a small uplift in salaries since last year, but nothing that should surprise HR professionals.

In most organisations after all, other people's salaries tend to fall into the rather large category of 'Things That Only HR (And Whoever Does Payroll) Know', so we sense they'd be aware of any major shifts already.

However what we can confirm is an increase in demand for Learning & Development professionals, driven by demand from junior HR staff keen to study for their CIPD qualification.

The learning curve

In a field where many staff are qualified by virtue of experience, but far fewer by official accreditation, CIPD qualification is a clear way for candidates to set themselves apart from the pack, and is almost invariably required for more senior positions. Hence the demand.

But studying while working isn't easy and doesn't come cheap, so we meet plenty of candidates who are looking for employers to sponsor their studies. For charities, offering sponsorship is an upfront cost of course, but since (almost by definition) it tends to attract the most motivated and capable individuals, it's a strategy that can readily pay for itself over time.

Meanwhile demand for **HR Business Partners** remains high, with a slight increase in turnover too; people who can bridge the gap between HR and everyday operations, getting everyone's buy-in and making sure HR is helping (not hindering) the organisation in achieving its aims.

Processes and professionalisation

Business partners are also likely to have played a role in HR processes becoming increasingly robust, often borrowing best practice from the commercial world to put clearer policies and procedures in place.

For example, as a charity employee in 2019 you're considerably more likely than your predecessors to have official processes for things like requesting a pay review, or booking time off. Not everyone's a fan of course, but it's generally considered a step forward from the 'trying to catch Carol in a good mood on Friday' approach that it's often replaced.

Clued up on compensation

As recruiters, we naturally work with HR contacts on a daily basis, and our experience - perhaps encouragingly for their organisations - is that most are supremely on the ball when it comes to pay and benefits.

Knowing that they can't match commercial salaries, charity HR people typically understand the value of other benefits very well, being well-versed in what they can offer, what's working elsewhere and what people are looking for.

All of which means those requests for flexible working rarely go unheard, but remember that granting them may well be at the mercy of a hiring manager who may have different views, and who will often have the final say.

projects & programmes

	small charities	mid-sized charities	large charities
Assistant	£20,000 - £25,000	£21,000 - £26,000	£23,000 - £26,000
Officer/Exec	£24,500 - £29,000	£26,000 - £32,000	£26,000 - £32,000
Manager	£32,000 - £37,000	£35,000 - £42,000	£36,000 - £45,000
Head of	£40,000 - £49,000	£44,000 - £52,000	£46,000 - £56,000

It's certainly been a busy year for those in charity projects and programmes: this is a buoyant area of the sector, popular with candidates, and with no shortage of opportunities to choose from.

Many of these have been generated by recent charity mergers, often requiring project management assistance to oversee the transition, or by organisations implementing new systems and ways of working.

We've also seen an increase in permanent projects roles, where staff are hired not simply to complete one project, but to lead on subsequent projects for the same charity too.

A sting in the tail

Yet the considerable activity and growth in this field may not be an entirely positive sign, but indicative of a rather less welcome trend: charities finding it harder to secure permanent, ongoing sources of income to support their long term strategies, with funding increasingly being allocated on a short-term basis for specific projects.

Great news of course for those projects, but with the danger that long-term work to deliver lasting change may remain on permanent hold due to doubts over future funding, while all energies focus on the short-term wins.

Pay vs projects

Salaries remain reasonably robust, if tempered by the caveat that staff can rarely be sure of their earnings beyond the end of each project, making it difficult to plan ahead.

But one thing they can always count on is having to pay the bills, so project workers need to be fairly rewarded for their work as much as anyone else. However in our experience, once pay reaches a level where those everyday needs are comfortably met, the cause they'll be supporting often becomes a bigger factor than salary in their choice of projects.

International appeal

Speaking of chosen causes it seems there's no denying the continued popularity of international development work, judging from the huge demand from our candidates and the high volume of applications from CharityJob's busy international category.

Indeed such is the demand for jobs in this field that organisations rarely need external help to fill them. Where recruiters like ourselves are involved, it's generally for the more unusual, harder-to-fill or more senior positions with a significantly smaller pool of potential candidates.

temporary & interim

temp rates calculator

annual salary	equivalent earnings per		
	35-hr week	day	hour
£18,200	£350.00	£70.00	£10.00
£19,201	£369.25	£73.85	£10.55*
£20,020	£385.00	£77.00	£11.00
£21,840	£420.00	£84.00	£12.00
£23,660	£455.00	£91.00	£13.00
£25,480	£490.00	£98.00	£14.00
£29,120	£560.00	£112.00	£16.00
£32,760	£630.00	£126.00	£18.00
£36,400	£700.00	£140.00	£20.00
£40,040	£770.00	£154.00	£22.00
£45,500	£875.00	£175.00	£25.00

Temporary rates calculator

Salaries for temps are normally the permanent/annual figure, divided as an hourly rate. The table on the left can help you find the hourly equivalent for permanent salaries, and vice versa.

Figures shown are for a 35-hour week but can be adjusted proportionately: our inner maths geek suggests multiplying by **1.0714** to get the numbers (give or take a few pennies) for a 37.5-hour week. He probably needs to get out more if we're honest.

Hourly rates are still the most common approach for temps but increasing numbers now opt to work on day rates, registering themselves as a limited company to do so. It means a higher rate upfront, but that's because elements like PAYE and NI contributions aren't covered by the employer.

Total costs for employers are the same in either case, except that extra hours are paid for on an hourly rate, whereas day rates are generally fixed.

*The current Living Wage minimum for London

Where are charity temps working?

45%

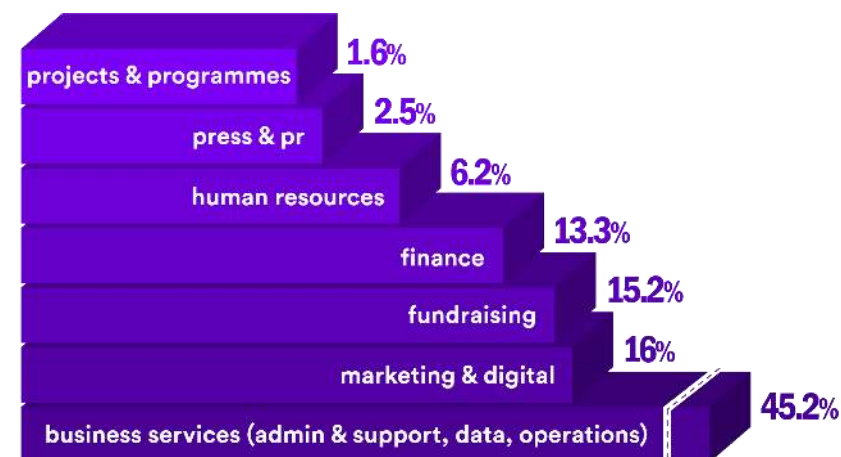
Just under half of our temp assignments last year were in business services – most frequently in administrative and support functions, data processing or providing general assistance with operations.

60%

Roles in marketing were plentiful too, and over 60% of these were digital, working on projects like new websites, but increasingly covering the more creative aspects of delivery, like sourcing and writing new content.

33%

The largest proportion (33%) of our fundraising roles were in events; no surprise given the extra hands often needed to make them happen, while finance teams had plenty of temp work too, especially towards year-end.



Harris Hill temp assignments in 2018-19

executive salaries

Introducing Harris Hill Executive Search

Recruiting purely for the most senior roles such as CEOs, chairs and trustees, the Harris Hill Executive Search team are all highly experienced directors themselves, with vast knowledge of the sector and an impressive record of senior appointments.

As a team, they really are *the* specialists in executive recruitment for the sector, with exceptional networks and search capabilities, providing a genuinely bespoke, diligent and highly professional approach that's earned them an outstanding reputation with a wide range of charities nationwide.

Collectively they've placed quite literally *hundreds* of third sector CEOs, so who better to provide some salary stats?

Given the variety of remits, responsibilities and remuneration at this level however, it's not *quite* that simple, as the team explain.

HarrisHill
charity executive search

Current rates and contributing factors

As in previous years it can be difficult to provide a meaningful or truly representative list of market rate salaries for executive roles, given the multitude of factors commonly at play.

These will often include (but won't be limited to) location, supply and demand, and the issue that you are seeking to address with the appointment. Since people tend to grow within their role, trying to replace their current skills on a like-for-like basis will often require an uplift in salary, too.

In relation to the appointments made by our executive search team, we have witnessed a slight increase in salaries offered, with average salaries offered to directors and CEOs shifting slightly upwards from last year to sit within a banding of between **£50,000** and **£120,000**.

CEO salaries remain dependent on a number of competing factors including the current scale of the organisation, its ambition, complexity, location and geographic footprint, regulatory requirements, as well as challenges specific to the organisation and the role. While a table of averages would therefore have little meaning, we're always happy to provide tailored salary advice on a case-by-case basis, taking all the relevant factors into account.

Recent trends

Increasingly, any specific or immediate challenges facing an organisation are being better quantified, and often addressed, by hiring an interim while the permanent search progresses.

We're also seeing a more collaborative approach between the board and the executive, as part of the wider conversation on governance that has taken place in recent years, with chairs and trustees often prepared to play a more supportive role in tackling challenges such as a temporary lack of CEO.

Funders have become more involved too, in certain circumstances having been prepared to fund not only the search, but the incoming CEO's salary.



57% of our executive and non-executive level appointments in 2018-19 have been women.



Working with organisations nationwide, our recent appointments span locations from Plymouth to Manchester, Newcastle to Bristol, and Exeter to Norwich.

Changing priorities and skills in demand

Meanwhile salaries in general appear to have become a slightly less contentious issue (especially those paid to CEOs), partly as a consequence of improvements in governance, and partly as a result of the intense public scrutiny which the sector has been under in recent years.

Charities generally are becoming more realistic about what can be achieved in the current political and economic environment, and though we still appoint to organisations aiming for dramatic growth or change, there appears to be a greater focus on sustainable growth, and a more outward-facing approach to external partnerships.

As such, more externally-focused candidates are in high demand, individuals who can increase the influence of their organisations, reach new audiences and drive their fundraising ambitions. Typically skilled negotiators and adept at managing relationships, many will have an extensive record of meeting beneficiaries' evolving needs via innovative programme and service design.

non-executive salaries

Although performing a non-executive role, trustees in the sector are rarely remunerated for their commitment, and recently there has been a wider-ranging public conversation regarding the respective merits of non-executive expenses and/or salaries.

The imperative to increase diversity on boards is often raised here, since those who can afford to volunteer the necessary time without financial compensation are generally drawn from a fairly limited demographic. However, in our experience the clamour for change seems to have become a little quieter, with a strong argument for the status quo coming from those who wish to preserve the volunteering ethos of the sector.

We have also seen growing interest in trusteeship from commercial firms (as a means of developing emerging talent and senior leaders), more focus on achieving greater diversity across all measures, and more sustained efforts to ensure the voice of beneficiaries is heard in board discussions.

support in challenging times

In the face of increasing competition, greater public scrutiny, years of austerity, and legislative and regulatory pressure on the not for profit sector, the need to deliver more for less, demonstrate impact and operate at optimum efficiency with strong and effective governance has never been greater.

Balancing these pressures with concerns over uncertain funding, sustainability and further change can present many organisations with significant challenges.

At Harris Hill Executive Search we understand these challenges, and our specialist team can help you meet them – whether you're a charity, social enterprise, membership or trade organisation.

We can provide expert guidance in areas such as recruitment, assessment, remuneration, retention, succession planning, partnerships, governance and diversifying income.

Our aim is to work closely with you to help your organisation to achieve its core goals and overcome its challenges.

If you have any queries on remuneration, or requirements you'd like to discuss, please call the Harris Hill Executive Search team or visit our web page for further details and contacts.



020 7820 7323



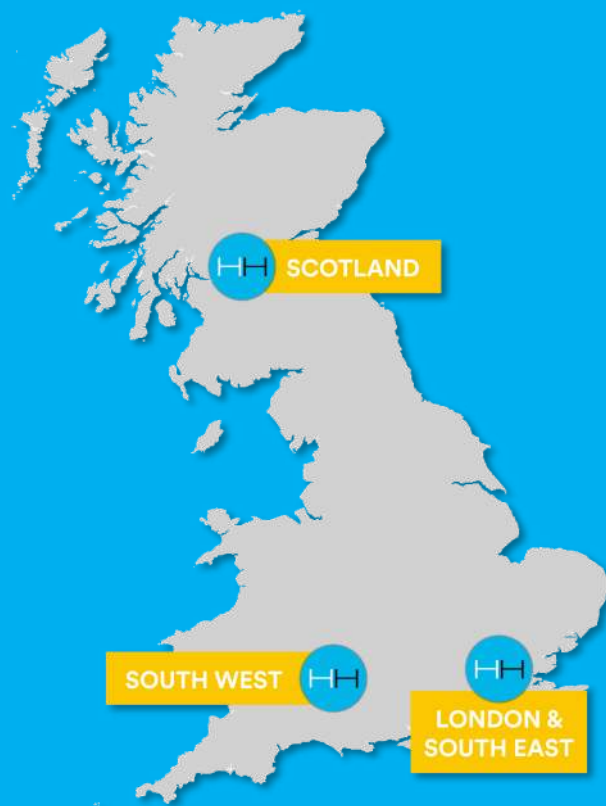
www.harrishill.co.uk/executive

HarrisHill
charity executive search

regional updates

And now, as the BBC would say, for the news where you are. At least if you're reading this anywhere in Scotland or the South West, where we're delighted to have opened brand new operations in the last 12 months.

For more details, it's over to our regional correspondents (with apologies to Scotland, which is of course a country but it just didn't scan).



Scotland

It's been a fascinating few months here in Scotland getting to know the local market, and one of the first things you notice is a strong and vibrant sector with so many organisations doing phenomenal work for their chosen causes.

We're fortunate to have strong relationships with numerous organisations we've worked with here in the past, giving us a sound footing from which to grow and build new relationships with many more local organisations.

Naturally, there are a number of differences between the sector here and in London, which are reflected in salary packages as well as contracts.

In particular there are a significantly greater number of part-time opportunities than you'll typically find in the South East. The size of the market is smaller but there are still plenty of opportunities for ambitious individuals who want to further develop a career in the sector.

There are opportunities with organisations across the country, although the vast majority are based in the central belt, with access to Edinburgh or Glasgow being an important consideration for many candidates.

Salary levels differ between organisations but are still competitive and there is a realisation that the demand for talent is sometimes influenced by the package on offer.

As for Harris Hill Scotland, there's still plenty to be done as we grow and raise awareness of our brand, but the people and organisations we've worked with so far have been extremely encouraging, and the signs that we'll be able to build a strong Scottish presence with an excellent service for the sector look very positive indeed.



www.harrishill.co.uk/scotland



scotland@harrishill.co.uk

The South West

Based in the beautiful city of Bath, our brand new South West office is now officially up and running.

The office covers all roles across the region from fundraisers and marketers to chief executives and board members. In the short time we've been open we have already made appointments at chief executive and director level in **Devon, Cornwall, Somerset and Worcestershire**, and we've just recruited our second member of staff to manage the workload.



As the UK's leading specialists in charity recruitment, we wanted to bring the same high standards, specialist sector knowledge and quality of candidates available in the South East to charities' doorsteps in the South West.

So far we've received a fantastic welcome across the board and have already worked successfully with a wide number of charities across the region.

We're also delighted to announce that Harris Hill will be key sponsors of the **South West Development Directors Forum** for the next three years.

This reinforces our commitment to the region and will have benefits for both charities and jobseekers, which you can learn more about via our website.

That's also where you'll find our contact details and further news, and please don't hesitate to get in touch if you'd like our assistance with any requirements you have in the region - we'd be delighted to work with you.



www.harrishill.co.uk/southwest



southwest@harrishill.co.uk

A living wage for charity workers

More than 1,030 UK charities now pay every employee the Living Wage as a minimum; as do we at Harris Hill.



To be clear, that's the original version, accredited by the Living Wage Foundation and based on the cost of living. Not to be confused (though you'd be forgiven for thinking that was the point) with the official 'national living wage', based on the cost of living in 1984. Or thereabouts.

But while that's an encouraging rise of nearly 30% more charities than a year ago, including some of the very biggest employers, there's still a larger proportion where lower rates are regularly found.

Given the sector's financial challenges that's unlikely to change at great speed, but as advocates of a living wage, and mindful that salaries we report can also be taken as recommendations, rates below the Living Wage Foundation minimum are not included in our tables.

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WOODLAND
TRUST

2019 Salary Report

Harris Hill have been bringing remarkable people together with the very best opportunities in the charity sector for more than two decades, building long-standing relationships with not for profit organisations of every shape and size.

Based in London, Scotland and the South West, we're the UK's leading sector specialists with an approach that's unique among charity recruiters: each of our team works exclusively within their specialist area of expertise, giving them forensic knowledge of their field and enabling us to share detailed, up-to-the-minute insight into the market for every kind of charity professional.



020 7820 7300

www.harrishill.co.uk

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HarrisHill
charity recruitment specialists

CharityJob is the UK's largest and most specialised job board carrying not for profit, NGO, social enterprise, CIC and voluntary jobs, and for more than 17 years, we've been connecting the UK's best charities with its brightest talent.

This allows us to constantly monitor and gather data from the sector, so that we can help charity people thrive in an ever more challenging climate.



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