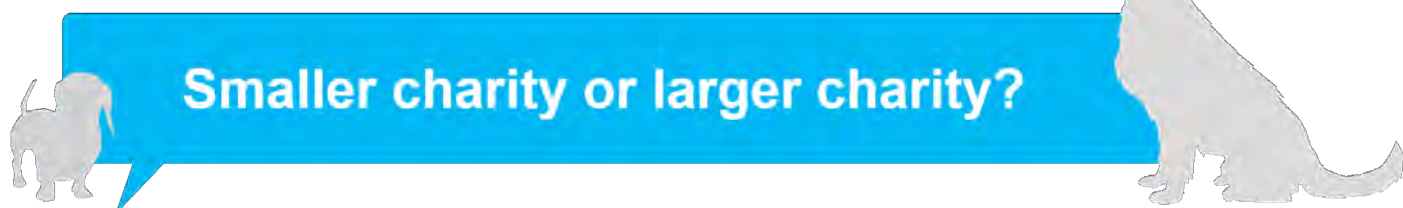


HarrisHill  
charity recruitment specialists

2018  
salary survey

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**If there's one question this guide is guaranteed to generate it's this: how are the 'smaller charities' and 'larger charities' in our salary tables defined?**

The simple answer is 'loosely', but it's probably clearest to explain why we make this distinction at all.

Our clients range from major national charities like the British Heart Foundation, with thousands of employees and incomes far over £100m, through to local organisations of fewer than twenty people. Both may have a head of fundraising, marketing manager or HR director, but their remits and responsibilities are likely to differ enormously, which will be reflected in their remuneration.

In the past year for example, we've placed financial controllers from £40k to £65k, which demonstrates the diversity, but isn't much help if you're trying to gauge the going rate.

Comparing with a smaller group is more useful, so we break down these wide open ranges into narrower bands of 'smaller' and 'larger' charities, broadly reflecting the salaries you're likely to find at different ends of the scale. Our process begins with lists of every role we've worked on, job-by-job, in descending order of salary, and the upper half of each table is invariably dominated by the larger organisations on the list. But size isn't always everything for third sector salaries,

so there are plenty of exceptions too: major charities who can rely on the strength of their brand to attract applications regardless of salary, and lesser-known names who need to raise remuneration to reach the candidates they need.

So our categories aren't forensically based on a fixed headcount or income; they're indicative groupings, and likely to be more applicable the more firmly you'd fit yourself into one or the other.

If you're uncertain, it may be more instructive to consider the candidates you hope to attract, the charities they're likely to come from, and the salaries within those organisations (check them out online or give us a call to advise). How you compare with your chosen charities may be the best indicator of all when it comes to gauging the appropriate offer.

**If you have any queries on the appropriate salary 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**

# Introduction

It may be a cliché but I cannot believe another year has flown by so quickly. We've worked with so many wonderful organisations over the last 12 months and found over 750 people new roles with them.

Talent continues to be scarce and finding it is proving more challenging than ever. As such, organisations need to be focused, flexible and have well prepared processes in place whenever they are recruiting to make sure that they don't miss out. This includes making sure that the salary being offered for the role is sensible and in line with the market and the candidate's expectations.

Hopefully our Salary Survey for 2017/18 will help you, as it's based on over 3,000 real roles that we have worked on over the year with real salaries.

If you have any feedback on the content we'd love to hear from you. Meanwhile here's to 2018/19!!

*Aled Morris*, CEO  
Harris Hill Ltd  
aled.morris@harrishill.co.uk



## Methodology

To compile the salary tables, we pull the salary information for every role we worked on during the year 1st April 2017 to 31st March 2018 from our database, for every job function/department, and at every level.

This gives us the raw salary data for every role, which is the basis of the survey.

However, any given year will have its share of anomalies, 'manager' roles that would be directors in most organisations (and vice versa) or roles with exceptionally high/low salaries due to very specific, individual circumstances, that would skew the figures misleadingly if included.

It should also be noted that while our c.3,000 roles make up a sizeable proportion of the sector's total and a more than large enough sample, they are not the entire extent of charity vacancies for the year.

To ensure this is all accounted for, each of our specialist teams analyses the data, applying their own insight and knowledge of the wider market to arrive at the figures we believe are a realistic guide to the salaries currently being offered.

## London/South East and regional salaries

Most of the larger organisations we work with, and therefore a majority of our roles, are based in London or the South East, and this is reflected in the salaries we have quoted. 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 'smaller' and 'larger' categories of charity we use (see page 2 for further explanation of this).

Key exceptions are community fundraisers who will naturally work within local communities throughout the UK. For these we have also quoted London/South East levels, but salaries may again be slightly lower elsewhere.

## **A brief introduction firstly if you're not familiar with our Executive Search division.**

Now a distinct and growing brand within Harris Hill, our executive team have been building a rock-solid reputation with charities around the country for exceptional service, a genuinely bespoke and consultative approach, and a record of successful executive and non-executive appointments that's unmatched within the sector.

Principally recruiting Chief Executives, Trustees and Chairs, plus SMT positions such as COOs, Senior Directors and Deputy CEOs, the team deliver superb results every time, thanks to their extensive candidate network, sector knowledge and search capabilities, coupled with an unwavering commitment to highly professional, diligent, ethical and inclusive recruitment practices.

**This guide doesn't include a table of executive salaries, as senior executive specialist Jenny Hills explains below, discussing some of the key factors behind CEO pay, criteria to consider when setting remuneration, and the bespoke salary guidance we provide at this level instead.**

**For roles at this level it's difficult to provide a meaningful or truly representative list of market rate salaries. Firstly, non-executives in the sector very seldom receive salaries for their work. Secondly, for CEO roles, salaries vary wildly depending on the organisation. In the past year, we have placed CEOs on salaries of £45,000 to £100,000, and everything in between.**

CEO salaries are dependent on the scale of the organisation, its complexity, location, geographical coverage, sector, regulatory requirements, as well as the particular challenges of the role. For example, CEOs who are hired to turnaround an organisation at risk of failure are often compensated for the additional work compared to the same role at an organisation on a more even keel; or we often see higher salaries for CEOs who are expected to take on the lead fundraising role for their charity.

These multiple factors make setting useful categories for organisations and their CEO salaries more complex than we have space for here. However, a service we do provide is bespoke salary surveys for organisations looking to benchmark the salary of a particular role. For these pieces

of work, we are able to focus in on, identify and interpret the data that is most relevant to your organisation and role, using all the criteria discussed above.

As ever, charity sector salaries are often a point of contention in the press and public consciousness, especially those paid to CEOs. The myth of the typical charity executive being paid six figure salaries is just that – a myth. Of the 168,237 charities registered in England and Wales as of 31st December 2017<sup>1</sup>, just over 0.5% of them had any employees earning £100,000 or more<sup>2</sup>. Nevertheless, we regularly have conversations with boards looking to hire their next chief executive who are nervous about openly advertising the salary. To which our answer is always: are they worth it?

**To really hone in on what trustees are looking for in their next CEO, we like to focus on the impact the board expects them to make. How is the organisation going to be different in one year, five years or ten years, if the new CEO is successful?**

Most of the time, our CEOs are brought in to deliver significant change, such as dramatically growing a charity; turning around an organisation with tough challenges; or

developing new services and income streams. They need to do this in a highly regulated environment - always the Charity Commission, often CQC, Ofsted, the Fundraising Regulator, the Information Commissioner's Office, not to mention the oversight requirements of statutory and grant funding. They are also often in the full glare of the public eye: think of the difference in profile between the CEO, for example, of your local hospice, versus the CEO of the average local commercial business of comparable scale.

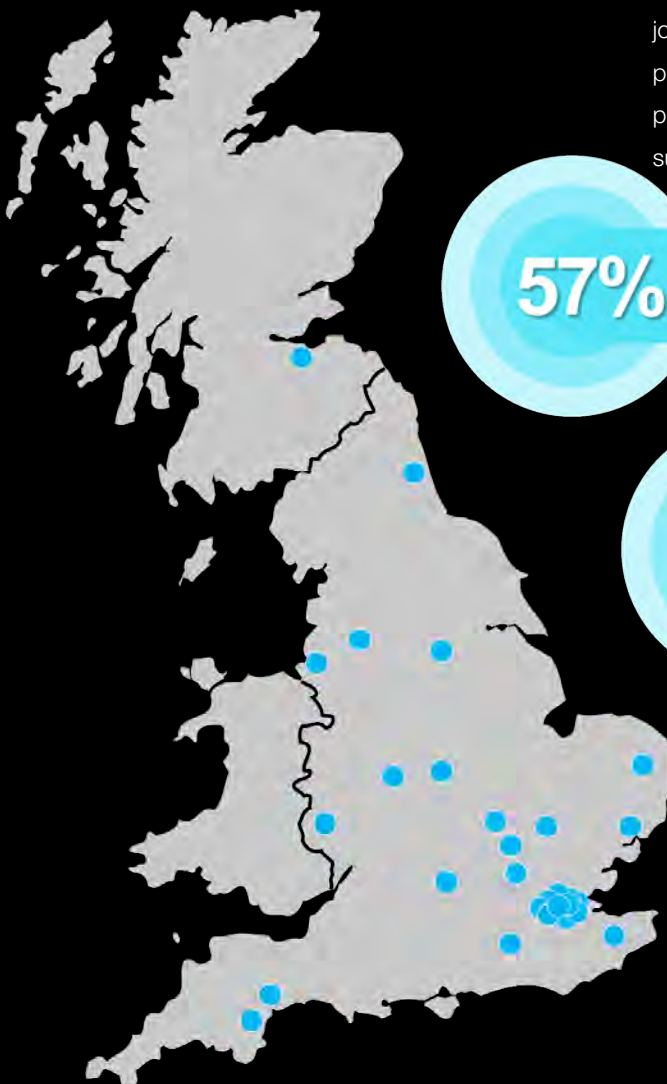
At the same time, they need to lead on strategy for the organisation, manage its finances (often taking a large chunk of responsibility for bringing in the income in the first place), manage the staff and volunteers and any physical assets. They need to be skilled negotiators, managing relationships with stakeholders from the life long supporter to the actively hostile, so to dramatically understate things, it's a big job. The smaller the charity, the more hands-on they have to be. As well as leading the organisation, we know many CEOs who, when needs be, will literally stuff envelopes.

**Every charity CEO role is different, but it's safe to describe it as a job that most people could not do, and of those who could, many make use of their skills elsewhere in the public or private sector - for considerably higher salaries.**

We will always help our clients to set the right salary – one that will attract the talent they need, and that also fits the organisation's circumstances. Sometimes this involves tough conversations about the board's expectations versus the salary budget, and advising on what can be done to stretch it further.

Options could include offering the role on a part time basis, or offering home or more flexible working. On a few occasions this year, we have secured a new CEO on a lower salary than the board were expecting.

Ultimately, once the decision to pay a given salary is made, the strongest argument against those who object to charity staff getting paid at all is the complexity and breadth of the job description. Charity CEO is a highly skilled professional position with exceptional demands, requiring a highly skilled professional with exceptional capabilities in order to be successful.



**57%** of our executive placements in 2017-18 were outside London

**48%** of our placements at CEO level were women, as were 57% of non-executive roles

**100%** track record of successful appointments for the past five years (and counting)

<sup>1</sup> <https://www.thirdsector.co.uk/number-registered-charities-reaches-highest-level-almost-decade/governance/article/1454612>

<sup>2</sup> Based on information available via Charity Financials

# 2018 market update

- **It's certainly been another eventful year for the third sector, not least for fundraisers, PR and data teams, among many others.**

Few sectors are currently enjoying a golden period of good times and growth and the charity sector would appear to be no exception, with little sign of significant expansion.

Yet given the formidable challenges many organisations have been grappling with, it's encouraging to have seen demand from employers and the flow of vacancies holding remarkably steady throughout the year, suggesting a sector in reasonably robust health.

**Also holding steady is the shortage of candidates in many key areas, and this year we've seen a marked increase in counter-offers as organisations bid to retain their existing talent. And while many won't yet have seen any significant change, there are some signs that the ongoing scenario of high demand/low supply is beginning to exert greater pressure on salaries.**

## Key developments

In discussing this year's figures and trends with our specialist teams, several common themes emerged which we'll cover here before looking at the sector-specific issues.

- **Top of the list by far - highlighted in all areas from finance to fundraising - is a steep rise in candidate requests for flexible working arrangements.**

Whether it's technology making home working more viable, changes in the work itself, or simply a greater appreciation of Dolly Parton's wisdom, the standard nine-to-five is no way to make a living for an increasing number of candidates, particularly at senior levels.

One day per week at home is especially popular, as are flexible hours (often to accommodate family/childcare responsibilities), or a four-day week, freeing up a day for activities like voluntary/trustee work or a secondary career.

1. <https://www.livingwage.org.uk/accredited-living-wage-employers>  
2. <https://www.livingwage.org.uk/news/news-low-pay-in-the-charity-sector>

- **While some organisations remain unwilling or unable to accommodate these arrangements, it's a major selling point for those who do.**

Strong candidates will typically have multiple offers at the moment, and between one with the desired flexibility and another without, there's very little question as to which contract they'll sign. Charities struggling to retain experienced talent could benefit from becoming more flexible too, removing one of the key motivators for staff to change jobs.

- **Recently we've also seen location becoming a more important factor.**

It's probably fair to say that advances in transport haven't quite kept pace with those in technology (or those of an elderly tortoise, for those reliant on a certain southern rail firm) – and this combination may explain why fewer candidates appear willing to contemplate the long commuting times of the past. With several offers in play, a convenient location can often trump all other considerations.

- **As ever, salary increases are easier to find at senior levels where candidates are scarce, than at entry level where pay rises are rather more elusive.**

But the last year has seen some welcome development here too, thanks to (at time of writing) more than 800 charities choosing to become accredited [Living Wage employers](#)<sup>1</sup> This means offering at least the minimum salaries established by the [Living Wage Foundation](#) – something we're also committed to at Harris Hill.

The picture's not entirely rosy though, as the recent [Low Pay In The Charity Sector](#)<sup>2</sup> report makes clear, with many smaller charities unable to meet these minimums, and a full 26% of charity workers currently earning less than the real living wage.

For the purposes of this guide in providing recommendations, we've excluded salaries beneath the Living Wage minimum, but for now at least, they can certainly still be found.

## 2018 market update (continued)

- **No current salary discussion would be complete without mention of the Gender Pay Gap of course.**

With a roughly 65% female workforce it's probably little surprise that the charity sector scores more favourably than many: recent analysis published in [Third Sector](#)<sup>1</sup>, [Civil Society](#)<sup>2</sup> and elsewhere showed an average gap of 8% in favour of men, while 20% of participating organisations reported gaps in favour of women.

And while women accounted for 71% of the lowest-paid employees, they also made up 63% of the highest-paid individuals, although purely at chief executive level [Third Sector's 2017 research](#)<sup>3</sup> found just 32% were female – a trend we're proud to be bucking with 48% of our CEO placements being women (*also see page 5*).

There's little else to add here from our own experience: some have suggested that pay requests are slightly more likely to originate from men and flexible working from women, or that

requests may be more readily granted for one gender than another, but with zero actual evidence to support this (hey, it's 2018, who needs facts any more?) we'll just leave that right there. Answers on an ethically-sourced recyclable postcard if your DM team have any going spare.

- **Few of our clients have yet been reporting or anticipating a major impact on revenues from the introduction of GDPR**, but there's been strong demand in areas like marketing and communications, data, digital and HR for people with GDPR expertise, mainly on a temporary or contract basis.

- **Finally while the recent string of high-profile allegations, revelations and resignations from major charities may not be great PR for the sector**, we've yet to see any noticeable impact on recruitment, with most of the sector's best-known names (including those concerned) remaining popular employers of choice among candidates.

1. <https://www.thirdsector.co.uk/average-gender-pay-gap-among-charities-8-per-cent-research-finds/management/article/1461674>  
2. <https://www.civilsociety.co.uk/news/large-charities-pay-men-8-per-cent-more-than-women.html>  
3. <https://www.thirdsector.co.uk/work-needed-diversity/management/article/1439077>

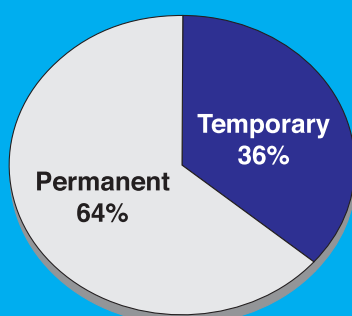
## Temporary & interim

- **36% of our roles in the last 12 months were temporary, interim or short-term contracts, slightly fewer than 2017, slightly more than 2016, but a statistically insignificant shift in the greater scheme of things.**

It's important to note though, that this reflects our share of charity vacancies which (despite sending out some brilliant chocolates occasionally) isn't quite 100% of the sector. Yet.

But it's certainly a large enough proportion to hazard some suggestions with reasonable confidence. In this case, that despite ongoing economic uncertainty, there's little evidence of a swing towards temps that many might have expected to see.

For us at least, permanent positions have remained as sizeable a segment as ever, but only time will tell if there's a greater reliance on temps in 12 months' time.



- **As we've already noted, a high proportion of GDPR-based roles have been temporary or interim, and data is currently king, with strong demand continuing for Raiser's Edge and/or Salesforce skills, and a notable rise in requests for data officers and managers.**

**That's part of an overall trend we're seeing towards greater demand for specialist and skilled temps**, while assignments of the more traditional, administrative and envelope-stuffing variety are in decline, to the disappointment of masochists and papercut enthusiasts everywhere.

- Like their permanent counterparts, temporary staff are increasingly seeking greater flexibility in working hours and arrangements.

Requests for part-time temp work are on the up, though they're yet to be matched by any increase in suitable opportunities.

- **NB:** Temp rates quoted in our tables assume a standard 35-hour week, and represent what a temporary employee can expect to be paid. Employers would need to allow for agency fees, national insurance, holiday pay and additional requirements on top of these. At more senior levels, many temps work as a limited company, receiving a fixed daily rate rather than a standard hourly PAYE arrangement. Day rates are higher than their hourly equivalents, but limited company employees are responsible for making their own PAYE and national insurance contributions.

# Fundraising

	SMALLER CHARITIES			LARGER CHARITIES			TEMP HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
<b>General Fundraising</b>								
Director	£55,000	£62,500	£70,000	£60,000	£75,000	£90,000	-	-
Head of	£45,000	£49,000	£53,000	£46,000	£53,000	£60,000	£24.73	£32.97
Manager	£30,000	£35,000	£40,000	£37,000	£41,000	£45,000	£16.48	£24.73
Officer/Exec	£24,000	£26,000	£28,000	£25,000	£28,500	£32,000	£13.19	£17.58
Assistant	£20,000	£22,000	£24,000	£20,000	£22,500	£25,000	£10.99	£13.74
<b>Corporate Fundraising</b>								
Head of	£45,000	£49,000	£53,000	£55,000	£60,000	£65,000	£24.73	£35.71
Manager	£30,000	£35,000	£40,000	£34,000	£40,000	£46,000	£16.48	£25.27
Officer/Exec	£25,000	£27,000	£30,000	£28,000	£31,500	£35,000	£13.74	£19.23
Assistant	£23,000	£25,000	£27,000	£23,000	£25,500	£28,000	£12.64	£15.38
<b>Trust and Statutory Fundraising</b>								
Head of	£37,500	£42,500	£47,500	£42,000	£46,000	£50,000	£20.60	£27.47
Manager	£30,000	£34,000	£38,000	£33,000	£38,000	£43,000	£16.48	£23.63
Officer/Exec	£24,000	£26,500	£29,000	£27,000	£30,000	£33,000	£13.19	£18.13
Assistant	£21,000	£22,500	£24,000	£21,000	£24,000	£27,000	£11.54	£14.84
<b>Major Donor Fundraising</b>								
Head of	£45,000	£49,500	£54,000	£53,000	£59,000	£65,000	£24.73	£35.71
Manager	£38,000	£42,000	£46,000	£37,000	£41,000	£46,000	£20.88	£25.27
Officer/Exec	£28,000	£30,000	£32,000	£28,000	£31,500	£35,000	£15.38	£19.23
<b>Events</b>								
Head of	£40,000	£43,000	£46,000	£48,000	£54,000	£60,000	£21.98	£32.97
Manager	£32,000	£35,000	£38,000	£37,000	£41,000	£45,000	£17.58	£24.73
Officer/Exec	£24,000	£26,500	£29,000	£25,000	£28,500	£32,000	£13.19	£17.58
Assistant	£20,000	£21,000	£22,000	£20,000	£22,000	£24,000	£10.99	£13.19
<b>Direct Marketing</b>								
Head of	£42,000	£45,500	£49,000	£47,000	£51,000	£55,000	£23.08	£30.22
Manager	£32,000	£35,500	£39,000	£39,000	£42,000	£45,000	£17.58	£24.73
Officer/Exec	£22,000	£25,500	£29,000	£25,000	£30,000	£35,000	£12.63	£20.33
Assistant	£20,000	£22,000	£24,000	£21,000	£23,500	£26,000	£10.99	£15.38
<b>Community Fundraising</b>								
Head of	£40,000	£43,000	£46,000	£47,000	£51,000	£55,000	£21.98	£30.22
Manager	£30,000	£34,000	£38,000	£36,000	£40,500	£45,000	£16.48	£24.73
Officer/Exec	£24,000	£26,000	£28,000	£24,000	£28,000	£32,000	£13.19	£17.58
Assistant	£20,000	£21,500	£23,000	£20,000	£22,000	£24,000	£10.99	£13.19
<b>Legacy Fundraising</b>								
Head of	-	-	-	£50,000	£60,000	£70,000	-	£38.46
Manager	£34,000	£36,500	£39,000	£38,000	£41,000	£44,000	£18.68	£24.18
Officer/Exec	£27,000	£29,000	£31,000	£28,000	£30,500	£33,000	£14.84	£18.13
Assistant	£23,000	£25,000	£27,000	£26,000	£28,000	£26,000	£12.63	£14.29



# Fundraising

- **For all the changes in fundraising over the past few years, some things remain remarkably constant – but unfortunately those things include the shortage of candidates for almost every income stream.**

Not all areas are equally affected though, and while sourcing quality candidates is a challenge for everyone, those in events are perhaps having a marginally easier time of it than those looking for community fundraisers, particularly outside London, and those seeking major donor specialists, who may frequently feel they've more chance of finding Elvis.

- **'Maybe you're just terrible at recruiting?' a (very) untrained observer might wonder, but we can sadly confirm that it's not just a problem for us, or recruiters in general, but charities hiring for themselves too.**

Across the board, many organisations are seeking to recruit more staff directly, given the array of easily-accessible digital tools now at their disposal. But when it comes to fundraising, many of our clients are nevertheless finding vacancies harder and harder to fill, and enlisting our help precisely because the direct routes have already been tried and exhausted.

This is where our vast network of candidates and sector contacts really comes into play by the way (subtle plug alert..) along with the size and structure of our fundraising team. Each of our consultants recruits for specific income streams, and this tightly-focused approach means they're able to maintain exceptionally comprehensive, sector-wide knowledge of their particular market at all times. So if anyone can find you that elusive corporate partnerships specialist...

- **Naturally, as the shortage enters its 173rd successive year (give or take), many fundraisers are well aware they're in short supply, expecting sizeable salary boosts with each move. Which can be frequent if there's ever-more money on offer.**

Many of the increases requested would have seemed far beyond achievable just five years ago, and many still do, but candidates whose expectations are fairly high but rather more realistic will often find them met.

- **Some employers may also benefit from a little more realism when it comes to remuneration, as those hoping to get the same for £25k as they've done in years gone by are likely to be a little disappointed.**

However many charities have now recognised the issue, having become more aware of what candidates are offered elsewhere and the salaries needed to attract them. Maybe somebody published a guidebook.

- **Having accepted the need to pay more though, employers may often expect rather more for their money, like experience of multiple income streams at second-job level.**

However, few candidates are likely to have this, so filling these vacancies may once again require a certain level of expectation-adjustment from both parties.

Candidates can help themselves out here by taking on extra responsibilities and getting involved with other income streams where possible, but ideally without job-hopping too regularly. Finding the right fundraiser isn't often easy, and the last thing many employers are looking for is to be looking again in six months' time.

So a long list of short-lived jobs can be seen as cause for concern; they want someone who'll stick around.

After several short-term roles you might be longing to do just that of course, but if that's not the impression your CV creates, it's worth considering what you can do to make clear that you're looking for the long haul.

- **Candidate shortages also explain one final trend of note: the increasing number of requests we're receiving to headhunt specific individuals.**

Traditionally the preserve of senior executive search and selection firms (rather than we regular recruitment mortals), it's a sign that charities are having to pull out all the stops and for candidates to beware: your next employer could be stalking you on Facebook as we speak! Although in reality:

- a) it's more likely to be LinkedIn, and
- b) they're probably far too busy for that, or somewhere sobbing quietly in a cupboard. Possibly both.

**To sum up then:** Recruiting fundraisers? Still difficult. Next!

# Marketing, PR & Digital

	SMALLER CHARITIES			LARGER CHARITIES			TEMP HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
<b>Marketing</b>								
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	£27.72	£32.97
Manager	£32,000	£35,000	£38,000	£36,000	£40,500	£45,000	£17.58	£24.73
Officer/Exec/Advisor	£24,000	£27,000	£30,000	£28,000	£31,500	£35,000	£13.19	£19.23
Assistant	£21,000	£23,000	£25,000	£22,500	£24,000	£25,500	£11.54	£14.01
<b>Communications</b>								
Director	£55,000	£60,000	£65,000	£60,000	£75,000	£90,000	£30.22	£49.45
Head of	£45,000	£47,000	£49,000	£47,000	£51,000	£55,000	£24.72	£30.22
Manager	£32,000	£34,500	£37,000	£35,000	£40,000	£45,000	£17.58	£22.50
Officer/Exec	£25,000	£28,500	£32,000	£25,000	£28,500	£32,000	£13.74	£17.58
Assistant	£22,000	£23,000	£24,000	£22,000	£25,500	£27,000	£12.09	£14.84
<b>PR</b>								
Head of	£41,000	£43,500	£46,000	£46,000	£49,000	£52,000	£22.53	£28.57
Manager	£34,000	£36,000	£38,000	£37,000	£39,500	£42,000	£18.68	£23.08
Officer/Exec	£24,000	£26,500	£29,000	£31,000	£33,500	£36,000	£13.19	£17.58
<b>Digital</b>								
Director	£55,000	£61,500	£68,000	£65,000	£72,500	£80,000	£30.22	£43.96
Head of	£45,000	£51,000	£57,000	£48,000	£54,000	£60,000	£24.73	£41.21
Manager	£30,000	£34,000	£38,000	£32,000	£38,000	£44,000	£16.48	£27.47
Officer/Exec	£26,000	£29,500	£33,000	£26,500	£30,000	£34,000	£14.29	£19.78
Assistant	£23,000	£25,000	£27,000	£24,000	£26,000	£28,000	£12.64	£14.84
<b>Policy &amp; Research</b>								
Head of	£40,000	£46,000	£52,000	£49,000	£57,000	£65,000	£21.98	£35.71
Manager	£35,000	£37,500	£40,000	£40,000	£45,000	£50,000	£19.23	£27.47
Officer/Exec	£27,000	£29,000	£31,000	£30,000	£33,000	£36,000	£14.84	£19.78
Assistant	£22,000	£23,000	£24,000	£23,000	£24,000	£25,000	£12.09	£13.74

# Marketing, PR & Digital

- **Marketing, communications, digital and PR is a more mixed field than fundraising for candidate availability, but over the past year we've seen a particular shortage at marketing manager level within most areas.**

However when it comes to senior media and PR-related roles, it's a slightly different story: candidates may be relatively plentiful, but often feel the salaries on offer don't adequately reflect their skills and experience. As a result, rather than going through a job change only to continue feeling undervalued, many will choose to wait things out for a better offer.

Those in press aren't too impressed either, where for Press Officers the issue is less a lack of candidates, and more that the offers intended to attract them just aren't considered attractive enough.

- **There are mixed fortunes in other fields too. The world of direct marketing has no shortage of job opportunities, but a significant shortage of candidates, and we've seen counter-offers to try and retain staff increasing sharply over the last year as a result.**

Meanwhile there's no shortage of people looking to work in policy, advocacy and campaigns positions, but vacancies in these areas are less plentiful.

## Digital

- **If you've visited a charity news site over the past few years, you'll rarely have been more than two clicks away from something about the need for charities to go digital and the many advantages of doing so.**

And it's a message that's clearly been heeded, with charities investing more in their digital skills and strategy, creating more roles and making this a real growth area.

However as time progresses, and more and more of us become more digitally-proficient, the pool of suitably-skilled

and experienced candidates is expanding too. Taken together, this means employers haven't needed to raise salaries as much or as quickly this year as they often have in the past in order to fill vacancies.

- **As the digital market grows it's naturally also maturing, becoming more established and thus behaving rather more like others.**

With an urgent need to rapidly develop digital offerings some years ago, charities typically faced tough competition for the few candidates available, causing rapid rises in salaries. Many of those initial roles will have been as the organisation's first/only digital specialist, responsible for the entire digital remit, justifying high rates and regular hikes.

These days however, larger digital teams mean that responsibilities can be more widely shared, giving rise to more structured teams and specialised roles, each handling a smaller, more specific part of the overall remit, like social media or digital fundraising.

This has taken pressure off the pay pedal too, with salaries having become more stable and consistent across the sector as a result.

- **It's not all about salaries in digital though, nor necessarily the organisation's particular cause.**

Many candidates (as you might expect) have a strong interest in new technology, but this means they can be difficult to retain for long: many will readily move for a charity with the latest/more innovative/better systems, so staff turnover can be fairly swift.

In comparison with many departments however, digital teams are often considerably more open to looking outside the sector to bring in the skills required, largely out of necessity, though this may gradually decline as the number of digital specialists within the charity sector grows.

# Data, Operations, Admin & Support, Projects & Programmes

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
<b>Data Management</b>								
Head of	£45,000	£47,500	£50,000	£49,000	£52,000	£55,000	£24.73	£30.22
Manager	£32,000	£34,500	£37,000	£34,000	£38,500	£43,000	£17.58	£23.63
Analysts/SQL Specialists	£33,000	£36,000	£39,000	£34,000	£38,500	£43,000	£18.13	£23.63
Officer/Exec	£25,000	£27,500	£30,000	£25,000	£28,000	£31,000	£13.74	£17.03
Assistant/Coordinator	£21,000	£23,000	£25,000	£22,000	£24,500	£27,000	£11.54	£14.84
<b>Operations, Admin &amp; Support</b>								
Head of	£30,000	£37,500	£45,000	£45,000	£52,500	£60,000	£16.48	£32.97
Office/Operations Manager	£29,000	£31,000	£34,000	£30,000	£35,000	£40,000	£15.93	£21.98
Executive Assistant/PA	£25,000	£29,000	£33,000	£29,000	£33,000	£37,000	£13.74	£20.33
Administrator	£20,000	£23,000	£26,000	£20,000	£23,000	£26,000	£10.99	£14.29
<b>Supporter Services</b>								
Manager	£31,000	£33,500	£36,000	£33,000	£39,000	£45,000	£17.03	£24.73
Officer/Exec	£23,000	£25,500	£28,000	£24,000	£26,500	£29,000	£12.64	£15.93
Assistant	£20,000	£21,500	£23,000	£20,500	£22,500	£25,000	£10.99	£13.74
<b>Prospect Research</b>								
Manager	£32,000	£34,500	£37,000	£35,000	£40,000	£45,000	£17.58	£24.73
Officer/Exec	£27,000	£30,000	£33,000	£30,000	£32,500	£35,000	£14.84	£19.23
Researcher	£23,000	£24,000	£25,000	£24,000	£25,500	£27,000	£12.64	£14.84
<b>Projects &amp; Programmes</b>								
Head of	£40,000	£45,000	£50,000	£50,000	£55,000	£60,000	£21.98	£32.97
Manager	£30,000	£34,000	£38,000	£36,000	£39,000	£42,000	£16.48	£23.08
Officer/Coordinator	£25,000	£27,000	£29,000	£28,000	£30,000	£32,000	£13.74	£17.58
Assistant	£20,000	£21,000	£22,000	£23,000	£24,000	£25,000	£10.99	£13.74

# Data Management

- **The rights and wrongs of data usage are headline news these days, and a major focus for many charities too, dealing with their own data-based demons but also recognising the potential benefits and building teams accordingly.**

Following a steady influx of data professionals for some years, time has naturally progressed, as have most of those hired, which means the once rarely-spotted charity data manager can now be found in far greater numbers.

The challenge for many now is where to go next, as further opportunities for progression within the sector are relatively limited. For many experienced data managers, seeking more scope, variety and responsibility, the answer is often a move to a smaller charity, where with a smaller team (or as sole data manager) they'll generally have a far bigger remit.

- **Demand remains high and ongoing for staff with Raiser's Edge skills,** while Salesforce skills are increasingly sought-after, and those who are multi-skilled (particularly with systems migration experience) are the most highly-prized of all.

- **Data professionals are just as keen to work from home as their colleagues in other functions,** but for data confidentiality reasons, anywhere outside the office is rarely an option. Many employers in this field are fairly receptive in this respect though and prepared to offer flexibility on working hours instead.

# Operations, Admin & Support

**Over the past year the most noticeable trend has been the increase in part-time or contract-based roles, generally at the expense of full-time, permanent positions.**

Some things never change though, one being that vacancies for junior level positions continue to generate hundreds (and hundreds) of applications.

Given the numbers it's a real challenge to make the shortlist – both for the candidate and employer – but for candidates, demonstrating genuine interest and commitment to the charity sector (for example through volunteering) will make a difference.

- **Meanwhile the nature of admin and support roles continues to evolve as it has for some years now.**

Purely secretarial roles are giving way to more wide-ranging admin and support roles involving tasks like data cleansing, social media updates, organising events or preparing proposals. The traditional office manager role has all but disappeared too, with their responsibilities often absorbed into an EA/PA role.

# Projects & Programmes

- **This area can be particularly affected by the political climate,** and with continued cuts in government funding, there's high demand for people with experience of successfully sourcing it elsewhere, such as from institutional donors.

- **Next year we'll be publishing this guide, in theory at least, from somewhere outside the EU, with whom we'll have some as-yet-unspecified agreements. Or not.**

One of the few things we do know is that there will be fewer available funding options for UK projects, increasing competition for what remains. As a result there's high demand for those with experience of proposal/bid writing, and the ability to put together a winning grant application will be one of the most valuable skills going.

- **Last year we noted the growing number of educational programmes, but in the year of #MeToo it's perhaps fitting (or connected) that this year's most noticeable increase has been in projects relating to female empowerment.**

The subject of the role/project is particularly important for those in this field - often significantly more so than salaries, which remain fairly static.

Projects and Programmes people are often more willing than most to be flexible on things like salaries, hours and location, but it has to be for the right project, ideally something for which they have a genuine passion.

# Finance

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
Director	£55,000	£60,000	£65,000	£60,000	£72,500	£85,000	£30.22	£46.70
Head of	£43,000	£46,500	£50,000	£58,000	£66,500	£75,000	£23.63	£41.21
Controller	£40,000	£44,000	£48,000	£49,000	£57,000	£65,000	£21.98	£35.71
Finance Business Partner	£40,000	£44,000	£48,000	£42,000	£46,000	£50,000	£21.98	£27.47
Manager	£37,000	£40,000	£43,000	£43,000	£46,000	£49,000	£20.33	£26.92
Financial Accountant/Management-								
Accountant	£32,000	£35,000	£38,000	£38,000	£41,500	£45,000	£17.58	£24.73
Officer	£23,000	£25,500	£28,000	£26,000	£28,000	£30,000	£12.64	£16.48
Assistant	£22,000	£23,500	£25,000	£20,000	£23,000	£26,000	£12.09	£14.29

## Finance

• **Finance has long been one of the easier routes into the charity world for those working in other sectors, since accountancy skills are seen as more transferable than most.**

That still holds true, but demand is certainly highest for those with charity finance experience, something we've noted particularly strongly this year, especially at senior levels and for those with international experience

It's a two-way street though, or perhaps more accurately a revolving door, as this year we've seen a notable increase in people leaving the sector to find higher salaries with commercial firms.

At the same time, the number of finance professionals applying to get into the sector has remained high, with a great many of these coming from accounting firms. High salaries and bonuses clearly have their appeal, but for these applicants, the appeal of a better work/life balance with more regular hours is clearly stronger, and considered worth the pay cut involved.

• **Whether there's ever been much truth to the standard stereotype of accountants – brilliant with figures, not so much with people – we'll leave entirely up to you, but current demand is certainly highest for those who break that mould.**

As many finance functions have become more closely integrated with the rest of their organisation and more involved in overall direction and strategy, we've seen rapid growth of the Finance Business Partner role, effectively bridging the gap. But across all finance roles there's now a clear preference for candidates who can not only do the figures but also have the social and communication skills to explain them effectively to others, both within and outside the organisation.

• **Along with the aforementioned stereotype, many also make the assumption that people in finance must be number-crunchers with little interest beyond their figures, earnings and job security.**

But when it comes to charity finance, we can categorically confirm that's not the case. In our experience, finance professionals in the sector are often among the most passionate advocates for their causes – and not just any cause will do. More so than applicants in many other areas, finance people are frequently crystal clear about the kind of charity they want to work for, and why.

# Human Resources

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
Director	£45,000	£50,000	£55,000	£55,000	£62,500	£70,000	£24.73	£38.46
Head of	£40,000	£45,000	£50,000	£50,000	£55,000	£60,000	£21.98	£32.97
HR Business Partner	£35,000	£37,500	£40,000	£48,000	£51,500	£55,000	£19.23	£30.22
Learning & Development Business-Pt/Manager	£30,000	£35,000	£40,000	£35,000	£40,000	£45,000	£16.48	£24.73
Manager	£31,000	£34,000	£37,000	£40,000	£44,000	£48,000	£17.03	£26.37
Advisor/Coordinator	£27,000	£29,500	£32,000	£29,000	£33,500	£38,000	£14.84	£20.88
Officer	£25,000	£27,500	£30,000	£27,000	£30,500	£34,000	£13.74	£18.68
Assistant/Administrator	£20,000	£22,000	£24,000	£23,000	£26,500	£30,000	£10.99	£16.48

## Human Resources

- **Relatively stable salaries might suggest it's business as usual for charity HR professionals, gliding serenely through calm waters like elegant swans.**

But the high demand for candidates with change management or restructuring expertise reveals there's plenty of paddling going on beneath the surface to remain afloat. (Incidentally it's a myth that they will break your arm if sufficiently angered, but expect agitated hissing and flapping if you approach their nests, say wildlife experts, probably about the swans).

- **Meanwhile as new regulations and technologies continue to proliferate, keeping an organisation's collective skills up to speed is an ongoing HR challenge, generating considerable demand for managers and above with organisational development skills and experience.**

Skills required may well revolve around the management and use of data. This is an area where HR professionals may need to develop their own expertise too, being increasingly called upon to ensure the organisation's information (particularly regarding employees) is used both legitimately and to maximum advantage.

Core HR skills remain highly valued however, with CIPD qualification still considered an essential for those seeking a career in charity HR.

- **Technology is also driving changes in the hiring methods of larger organisations in particular.**

In the long term, engaging a specialist recruitment consultancy with decades of experience, exceptional market knowledge and an unrivalled candidate network - perhaps operating from Vauxhall? - remains among the most efficient, reliable and cost-effective options, of course...

But with the possibilities presented by social media, job-seeking apps and other digital channels, charities with consistently high volumes of vacancies are understandably deploying these before turning to other methods when necessary. Bringing more recruitment in-house has consequently fuelled a rise in demand for recruitment managers, particularly within the major charities.

For more information or advice 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.

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

## Check out the Harris Hill blog



It's been getting some great feedback (from some unexpected quarters!) already, so our burgeoning blog is worth a browse if you haven't before.

There's advice for job-hunters on interviews and applications, tips on recruitment and retention for employers, insights from our specialists and directly from the frontline with our guest writer and senior charity HR manager Nicola Greenbrook.

You'll also find news and updates on the sector events, social events and conferences we're supporting, not least the ever-popular Harris Hill Charity Series, with all the latest from the London Charity Softball League!

You can also 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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