

HarrisHill

bringing remarkable people together

2016
salary survey

How we compile the data

During the past 12 months we've worked on more vacancies than ever before: over 1,100 temporary/interim and contract roles, and over 2,000 permanent positions for nearly 700 charity and not-for-profit organisations.

We first collect the salary information from every role we've worked on across every function, for the past financial year (which this year ended on 5th April 2016). Certain roles may carry an exceptionally high or low salary due to the particular remit, and especially in categories with relatively few roles, there is a danger that these could skew the averages unrealistically. To safeguard against this and provide additional insight, each specialist team then analyses the data, applying their wider knowledge of the market and roles being advertised to make sure our figures give a realistic and accurate picture of the salaries currently being offered.

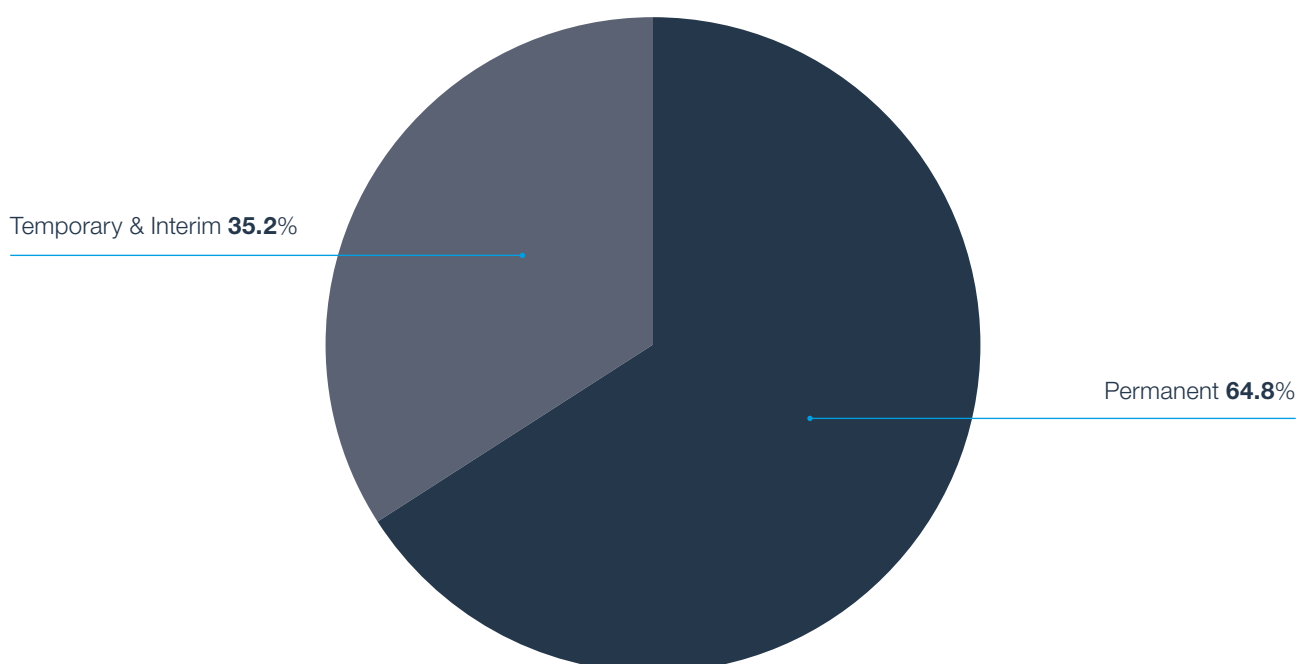
N.B. some roles may appear to show a decrease in salary compared with our survey last year, but in no area are salaries actually going down. Our improved survey methodology and specialist team structure that brings us far closer to each market simply means that this year's figures are a more accurate reflection of the market as a whole, and less likely to be influenced by a small number of roles at either end of the spectrum.

Smaller charities, larger charities?

No two charities are the same, and a Head of Fundraising for an organisation of twenty people will have very different scope and responsibility than with a major national charity. This can result in some very broad ranges, so to aid with benchmarking we list typical salaries for both larger and smaller organisations.

There are exceptions of course, with some smaller organisations punching well above their weight and vice versa, so do keep in mind that these are for guidance only and that salaries are just one part of the package – many charities both small and large offer attractive and innovative benefits schemes that play a big part in their appeal.

In the past year, 64.8% of our vacancies have been permanent, whilst 35.2% have been temporary, interim or short-term contract.



	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
General Fundraising	Low	Average	High	Low	Average	High	Low	High
Head of	£35,000	£42,000	£49,000	£48,000	£58,000	£68,000	£19.23	£37.36
Manager	£30,000	£35,000	£40,000	£38,000	£44,000	£50,000	£16.48	£27.47
Officer/Exec/Advisor	£25,000	£27,000	£29,000	£28,000	£30,000	£32,000	£13.74	£17.58
Assistant	£18,000	£20,000	£22,000	£20,000	£22,000	£24,000	£9.89	£13.19
Corporate Fundraising								
Head of	£38,000	£42,000	£46,000	£45,000	£50,000	£55,000	£20.88	£30.22
Manager	£28,000	£32,500	£37,000	£34,000	£39,500	£45,000	£15.38	£24.72
Officer/Exec/Advisor	£26,000	£28,000	£30,000	£29,000	£32,000	£35,000	£14.29	£19.23
Assistant	£22,000	£24,000	£26,000	£23,000	£25,500	£28,000	£12.09	£15.38
Trust & Statutory Fundraising								
Head of	£35,000	£40,000	£45,000	£42,000	£46,000	£50,000	£19.23	£27.47
Manager	£30,000	£34,000	£38,000	£33,000	£38,000	£43,000	£16.48	£23.63
Officer/Exec/Advisor	£24,000	£26,500	£29,000	£27,000	£30,000	£33,000	£13.19	£18.13
Assistant	£18,000	£21,000	£24,000	£21,000	£24,500	£28,000	£9.89	£15.38
Major Donor Fundraising								
Head of	£35,000	£39,500	£44,000	£42,000	£46,000	£50,000	£19.23	£27.47
Manager	£30,000	£34,000	£38,000	£35,000	£40,000	£45,000	£16.48	£24.72
Officer/Exec/Advisor	£26,000	£28,000	£30,000	£27,000	£30,000	£33,000	£14.29	£18.13
Assistant	£22,000	£23,500	£25,000	£22,000	£24,500	£27,000	£9.89	£15.38
Events								
Head of	£35,000	£38,000	£41,000	£40,000	£42,500	£45,000	£19.23	£24.73
Manager	£30,000	£33,000	£36,000	£33,000	£36,500	£40,000	£16.48	£23.08
Officer/Exec/Advisor	£24,000	£26,500	£29,000	£27,000	£31,000	£35,000	£11.54	£16.48
Assistant	£18,500	£21,000	£23,500	£20,500	£24,000	£27,500	£10.16	£13.74
Direct Marketing								
Head of	£44,000	£47,500	£49,000	£48,000	£55,000	£62,000	£24.18	£34.07
Manager	£33,000	£36,000	£39,000	£37,000	£42,000	£47,000	£18.13	£25.83
Officer/Exec/Advisor	£23,000	£26,500	£30,000	£27,000	£31,000	£35,000	£12.63	£19.24
Assistant	£18,000	£21,000	£24,000	£21,000	£23,000	£25,000	£9.89	£13.74
Community Fundraising								
Head of	£35,000	£38,000	£41,000	£40,000	£42,500	£45,000	£19.23	£24.72
Manager	£30,000	£34,000	£38,000	£33,000	£37,500	£42,000	£16.48	£23.08
Officer/Exec/Advisor	£21,000	£24,500	£28,000	£24,000	£27,000	£30,000	£11.54	£16.48
Assistant	£18,500	£20,000	£21,500	£20,000	£22,500	£25,000	£10.16	£13.74
Legacy Fundraising								
Head of	£50,000	£53,500	£57,000	£56,000	£63,000	£70,000	£27.47	£38.46
Manager	£32,000	£35,500	£39,000	£37,000	£41,000	£45,000	£17.58	£24.73
Officer/Exec/Advisor	£27,000	£28,500	£30,000	£28,000	£30,500	£33,000	£14.84	£18.13
Assistant	£23,000	£25,000	£27,000	£26,000	£28,000	£30,000	£12.63	£16.48

Fundraising

There's no denying it's been a turbulent year for the charity sector, with a stream of negative stories coming from certain quarters of the media, and cases such as the high-profile collapse of Kids Company and the death of poppy seller Olive Cooke, in which an excessive number of charity donation requests was alleged to be a factor. Much of the resulting attention has focused on fundraising practices, leading to the establishment of a new Fundraising Regulator, and proposals for a Fundraising Preference Service, which would give individuals more control over the requests they receive.

Against this backdrop, many charities have naturally undertaken reviews of fundraising strategy, leading to greater emphasis on certain income streams and therefore demand for candidates with the relevant skills. For example we're seeing expansion within corporate fundraising and community fundraising teams, as some organisations look to offset a potential fall in individual donations by building better and stronger partnerships with businesses and community groups. Fundraisers with the relationship-building, business development skills these roles require can expect plenty of opportunities, although the shortage of candidates has yet to translate into any significant increase in the salaries being offered, with some of the bigger organisations in particular adhering rigidly to salary bands that have remained unchanged for several years.

In a year where charity finances have come under increasing scrutiny, with pay being another favourite media target, it's understandable that many organisations are maintaining a cautious approach to remuneration. However, salaries that fail to keep pace with the increased cost of living - a particular issue for the large number of London-based charities - can prove to be a false economy. The pool of potential candidates becomes even more limited (often to the least-qualified), and while an appointment may eventually be made, a talented candidate who feels underpaid will generally leave the role before long, leading to further recruitment and training costs. It can be significantly more cost-effective to offer a slightly higher salary that will secure a better (and happier!) candidate who will stay in post for a longer term.

However, while entry level and starting salaries remain low, acceleration within the sector can be fairly rapid after gaining just a year or two of experience. We're finding that strong fundraisers with two years' experience can achieve salaries well into the mid £30,000s within some organisations.

Where salary increases are simply not feasible, other factors such as flexible working can become vital for attracting candidates, and the third sector frequently leads the way when it comes to offering flexible hours, part-time or job sharing, and opportunities to work from home.

That's duly noted by many in the commercial sector, and while candidates with charity experience may be in short supply, we're continuing to receive plenty of applications from people looking to move into the third sector for the first time. Most are aware that this may mean a lower salary than their current role, which they are willing to accept in favour of greater flexibility and a better work/life balance, plus of course the opportunity to pursue a worthwhile cause.

However those ambitions are often thwarted by job specifications with an insistence on previous (and recent) charity experience, so flexibility here can be a successful strategy too. When it comes to roles such as Major Donor Fundraisers, where the ability to influence and build strong relationships with an organisation's major supporters is crucial, there are obvious parallels with sales roles such as Key Account Managers in the commercial sector, who require the same skills and have often received more training. While the workings of the charity sector can be learned, great people skills and an aptitude for sales are far more difficult to instil, so seeking out candidates with these attributes in place of a charity background can reap significant rewards in the longer term.

Ultimately the fundraising sector remains candidate-driven, where strong candidates can often receive multiple offers in quick succession. The key to securing the best talent is to avoid a drawn-out application process, interview in as few stages and as quickly as possible, and then act swiftly and decisively once a candidate is chosen.

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Marketing, PR & Digital

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
Marketing								
Head of	£45,000	£48,000	£51,000	£49,000	£52,000	£55,000	£24.73	£30.22
Manager	£32,000	£34,500	£37,000	£34,000	£38,000	£42,000	£17.58	£23.08
Officer/Exec/Advisor	£24,000	£27,000	£30,000	£26,000	£29,500	£33,000	£13.19	£18.13
Assistant	£18,000	£21,000	£24,000	£22,000	£25,000	£28,000	£9.89	£15.38
Communications								
Head of	£39,000	£42,000	£45,000	£42,000	£46,000	£50,000	£21.43	£27.47
Manager	£30,000	£33,500	£37,000	£35,000	£40,000	£45,000	£16.48	£24.73
Officer/Exec/Advisor	£24,000	£27,000	£30,000	£25,000	£28,500	£32,000	£13.19	£17.58
Assistant	£18,500	£21,000	£23,500	£20,000	£23,000	£26,000	£10.16	£14.29
PR								
Head of	£40,000	£42,000	£44,000	£42,000	£44,000	£46,000	£21.97	£25.27
Manager	£33,000	£34,500	£36,000	£34,000	£36,500	£39,000	£18.13	£21.43
Officer/Exec/Advisor	£25,000	£27,500	£30,000	£27,000	£29,000	£31,000	£13.74	£17.03
Digital								
Head of	£45,000	£47,000	£49,000	£47,000	£51,000	£55,000	£24.73	£31.22
Manager	£30,000	£34,000	£38,000	£34,000	£37,000	£40,000	£16.48	£21.97
Officer/Exec/Advisor	£25,000	£27,500	£30,000	£28,500	£31,500	£34,500	£13.74	£18.96
Assistant	£22,000	£24,000	£26,000	£24,000	£27,000	£30,000	£12.09	£16.48
Policy & Research								
Head of	£45,000	£47,000	£49,000	£48,000	£53,000	£58,000	£24.72	£31.87
Manager	£32,000	£36,000	£40,000	£40,000	£45,000	£50,000	£17.58	£27.48
Officer/Exec/Advisor	£25,000	£28,000	£31,000	£30,000	£34,000	£38,000	£13.74	£20.88

Number of marketing, PR & digital roles

↑32%

vs. previous year

Marketing, PR & Digital

Those working in marketing and related roles have perhaps the most to cheer in this year's survey. While salaries themselves are edging only modestly upwards there appears to have been significantly more hiring activity than seen for the past few years. At Harris Hill we've worked on 32% more marketing vacancies than in 2014-15: in part that's a reflection of our growing team of specialists in this area, but it's also indicative of growth in the overall market. That's largely being driven by two key factors: the media assault on charity reputations which highlights the need for strong press and PR capabilities, and the increasing importance of digital marketing methods. The Achilles heel of traditional marketing has always been the difficulty of proving ROI, making roles more vulnerable to cuts than those which have a clearer direct impact on revenue. With the advent of digital and data-led marketing techniques, the impact of marketing activity is far more easily measured and thus more highly valued – leading many organisations to invest in this area.

Salaries here, particularly at senior levels, will typically be more influenced by the size of the marketing budget than of the organisation. Naturally a Head of Marketing with responsibility for a multi-million pound global budget will be remunerated at a very different level from the same role in charge of smaller numbers.

At the more junior levels, those with digital skills continue to be in the highest demand, as charities seek the content creators, digital strategists and social media savants who can ensure they are taking maximum advantage of the possibilities presented by online channels.

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Data & Support

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
Data Management								
Head of	£45,000	£47,500	£50,000	£49,000	£52,000	£55,000	£24.72	£30.21
Manager	£32,000	£35,000	£38,000	£35,000	£40,000	£45,000	£17.58	£24.72
Officer/Exec/Advisor	£26,000	£27,500	£29,000	£28,000	£29,000	£30,000	£14.28	£16.48
Assistant/Coordinator	£19,000	£21,000	£23,000	£22,000	£24,000	£26,000	£10.43	£14.28
Operations								
Head of	£35,000	£40,000	£45,000	£46,000	£53,000	£60,000	£19.23	£32.96
Office/Operations Manager	£27,000	£29,500	£32,000	£30,000	£32,500	£35,000	£14.83	£19.23
Executive Assistant/PA	£25,000	£28,000	£31,000	£28,000	£34,000	£40,000	£13.73	£21.97
Administrator	£18,000	£21,000	£24,000	£21,000	£24,000	£27,000	£10.00	£14.83
Projects & Programmes								
Head of	£45,000	£47,500	£50,000	£50,000	£55,000	£60,000	£24.72	£32.96
Manager	£33,000	£35,500	£38,000	£36,000	£38,000	£40,000	£18.13	£21.97
Officer/Coordinator	£25,000	£27,000	£29,000	£28,000	£30,000	£32,000	£13.73	£17.58
Assistant	£19,000	£20,000	£21,000	£21,000	£22,000	£23,000	£10.43	£12.63
Supporter Services								
Manager	£29,500	£32,000	£34,500	£32,000	£36,000	£40,000	£16.20	£21.97
Officer/Exec/Advisor	£20,000	£22,500	£25,000	£23,000	£25,000	£27,000	£10.98	£14.38
Assistant	£18,500	£20,000	£21,500	£20,500	£21,500	£22,500	£10.16	£12.36
Prospect Research								
Officer/Exec/Advisor	£25,000	£28,000	£31,000	£27,000	£30,000	£33,000	£13.73	£18.13
Assistant	£22,000	£23,000	£24,000	£23,000	£24,500	£26,000	£12.08	£14.28

Number of data roles

↑ 26%

vs. previous year

Data & Support

Another area in the spotlight over the past year has been the use of supporter data; how do charities collect data, and how is it stored, shared and used? With the sector continuing to consider the important questions of best practice and ethical standards, many organisations have naturally reviewed their own practices in these areas, creating new opportunities for those able to plug any gaps in skills and knowledge that may be found. More broadly, such reviews have also highlighted the need for robust and efficient operational and administrative support systems throughout organisations, keeping demand in these fields buoyant.

In terms of salaries, while most positions are being successfully filled at the advertised rate, we're seeing increases across the board for data roles owing to the competition for talent, while those with SQL knowledge are also in high demand. In certain specialisms like these, organisations may need to increase their original offer to secure quality candidates with the skills they need.

Data professionals are also ideally placed to benefit from charities' increased take-up of digital fundraising and digital marketing methods, both of which depend for their success on the smart and effective use of data. As a result we've seen a 26% increase in data roles over the past year, and with skills in short supply, this is one area where previous charity experience is often less of a requisite, since data and CRM capabilities are highly transferable. Charity sector experience does become more essential however when looking at senior operational and programmes roles, which typically require a more in-depth understanding of the sector as a whole.

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Finance

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
Director	£50,000	£54,000	£58,000	£60,000	£65,000	£70,000	£27.47	£38.45
Head of	£45,000	£47,500	£50,000	£50,000	£53,000	£56,000	£24.72	£30.76
Controller	£40,000	£44,000	£48,000	£47,000	£51,500	£56,000	£21.97	£30.76
Manager	£40,000	£42,500	£45,000	£42,000	£46,000	£50,000	£21.97	£27.47
Management Accountant								
/Finance Business Partner	£35,000	£37,500	£40,000	£40,000	£42,500	£45,000	£19.23	£24.72
Financial Accountant								
/International Accountant	£32,000	£35,000	£38,000	£36,000	£39,000	£42,000	£17.58	£23.07
Officer/Exec/Advisor	£23,000	£25,500	£28,000	£26,000	£28,000	£30,000	£12.63	£16.48
Assistant	£18,000	£19,500	£21,000	£20,000	£22,000	£24,000	£9.89	£13.18

Human Resources

	SMALLER CHARITIES			LARGER CHARITIES			HOURLY RATE	
	Low	Average	High	Low	Average	High	Low	High
Director	£50,000	£55,000	£60,000	£55,000	£62,500	£70,000	£27.47	£38.45
Head of	£40,000	£45,000	£50,000	£50,000	£57,500	£65,000	£21.97	£35.71
HR Business Partner	£35,000	£37,500	£40,000	£42,000	£45,000	£48,000	£19.23	£26.37
Learning & Development								
Business Partner/Manager	£30,000	£35,000	£40,000	£35,000	£40,000	£45,000	£16.48	£24.72
Manager	£30,000	£34,000	£38,000	£38,000	£42,000	£46,000	£16.48	£25.27
Officer/Advisor	£22,000	£26,000	£30,000	£30,000	£35,000	£40,000	£12.09	£21.97
Assistant/Coordinator	£19,000	£22,000	£25,000	£23,000	£26,500	£30,000	£10.44	£16.48

Number of finance roles

↑14%

vs. previous year

Finance

The demand for high quality finance professionals has remained as strong as ever over the past twelve months, with the number of roles our team of specialists has worked on up by a total of 14%. This covers both qualified and non-qualified positions, permanent and temporary, from entry-level/assistants through management accounting and up to director level, with demand being high across the board.

As with many of the other functions, many charities' finances have received both media scrutiny and internal review in the past year, and while generally highly robust, most organisations are keen to ensure they have the right people and procedures in place to meet the highest standards of governance. This in turn leads to an ongoing flow of opportunities which we expect to see continuing over the forthcoming year.

Salaries continue to lag behind the commercial sector (by around £5k on average at management level) which can pose considerable challenges when it comes to finding talent, but candidates do continue to be attracted to the third sector's greater emphasis on work/life balance, flexibility and family-friendly policies.

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Human Resources

HR is another area where we've handled far more roles than ever before over the past year – again partly due to our own expansion but also strongly suggesting an upturn in demand for skilled HR professionals. The major focus for many charity HR teams has been on organisational development, hence there have been considerable opportunities for Learning & Development specialists, and we've included them in the survey for the first time.

HR Business Partners who can partner directly with the organisation to deliver change (and ultimately drive revenue) continue to be among the most highly sought-after candidates by charities aiming to improve efficiencies. There's also considerable demand at HR Advisor and HR Director level, where due to relatively small teams, many organisations will find that once an incumbent moves on, there is no internal candidate at an appropriate level to fill the role.

Salaries are naturally being nudged slightly upwards by the level of demand, but not to a great degree as yet – in part no doubt a consequence of the increasing pressure on charities to allocate the maximum possible proportion of funds to frontline services.

Candidates at the junior end of the market still face stiff competition from others hoping to enter the sector – a CIPD qualification is near-essential here, as most charities consider it a pre-requisite.

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

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