



**Brewster
Partners™**

Charity &
Not-for-Profit
Recruitment



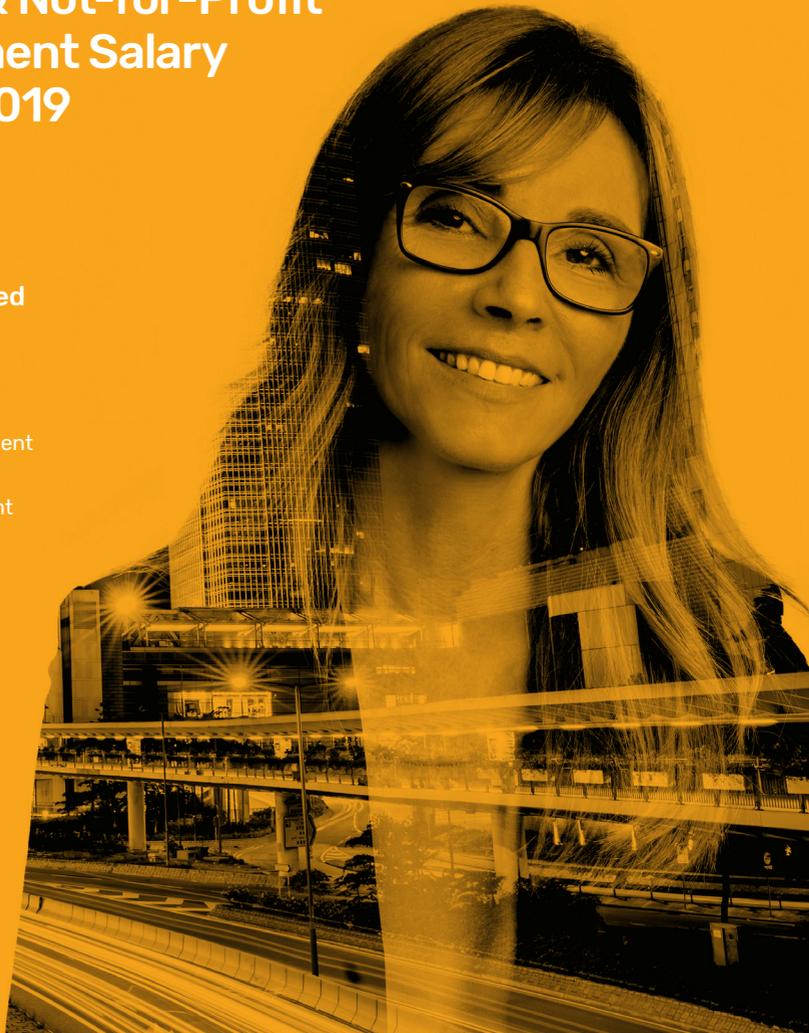
Yorkshire, Humber and East Midlands Regions

Issued Jan 2019

Charity & Not-for-Profit Recruitment Salary Report 2019

Positions covered

- › Senior Leadership
- › Fundraising
- › Grants
- › Business Development
- › Event & Campaigns
- › Project Management



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Introduction

Welcome to our first edition of the Charity and Not-for-Profit Salary Report. We have now been running our Charity and Not-for-Profit division for a year, and we are delighted to be able to share with you our insights into the market, and the complexity of the salary ranges we often see in the third sector.

2018 has been a year of uncertainty across the board, with the political whirlwind of Brexit and skills shortages becoming more prevalent than ever before. In the charity and not for profit sector, the availability of skilled, quality candidates has been noticeably low, probably as a result of this unpredictable climate, and the perception that salaries in the charity sector are lower than anywhere else.

research however is that the range of salaries for some roles is really quite broad, and clearly demonstrates the difference in pay scales between smaller, local charities and larger organisations. As an example, the lowest salary we've seen for a Chief Executive is £45,000, and the highest is well in advance of £150,000, which was in part explained by the size of the organisation, and their subsequent budget for salaries and benefits.

The Charity Retail Association have stated that charities in the UK are feeling positive about the role digital plays within their retail businesses, with 89% expecting their online sales to grow in the year ahead.

It's true that many small organisations do not have the budget to pay as much as the private sector, however our research shows that many of the salaries are not as low as people may believe. For example, we found that the average salary for a Business Development Manager in a not for profit organisation is £42,624, whereas the average salary for the same role in a sales environment is £46,500, so the difference is not always as significant as you would imagine. What we have seen from our

However, many organisations who can't compete in terms of bigger salaries, are starting to think creatively about how they can attract the top talent. This includes developing an appealing benefits package including things like flexible working hours and remote working, or training and development opportunities, offering potential candidates a better work/life balance and career opportunities. We are hearing more and more candidates asking about benefits over salary, with flexible working



Introduction



the most popular, and the local organisations we are speaking to have been listening.

The challenge for the year ahead will lie in the increased adoption of digital tools and platforms. With 60% of people now using social media and online engagement platforms, a skills gap is emerging where organisations don't currently have artificial intelligence capabilities, either because they don't have the budget or because they don't have the skill set. The focus in 2019 will be introducing the use of marketing automation, as well as an increase in the ability to both donate and shop online. The Charity Retail Association

have stated that charities in the UK are feeling positive about the role digital plays within their retail businesses, with 89% expecting their online sales to grow in the year ahead.

In this report, we have analysed more data than ever before, utilising our extensive resources and CRM system, and evaluating all of the intelligence we have gained over the past year. We've also analysed every inch of data we could find and deem to be relevant from a variety of reports available in the wider market to provide the best insights into both hiring and candidate trends across the charity and not for profit support disciplines.

I hope you find this report useful. Our systems allow us to provide analysis, overview of trends and more specific insights in response to client requirements. Please email me personally on pbarber@brewsterpartners.co.uk if I can extend this service to you and your business in 2019.

Paula Barber
Client Director -
Charity & Not-for-Profit

Methodology

Our Salary Report has secured a reputation as being the most comprehensively researched and up-to-date report available to employers. The resources utilised for this report includes the following sources (all for the Yorkshire, Humber and East Midlands regions):

Over **1,400** vacancies registered with us during 2018.

Our consulting team's combined **25 years** of experience in the recruitment industry.

Over **80,000** applications registered by our consultants in 2018.

Our Partners' combined **45 years** of experience in the recruitment industry in this region.

Our preferential online resources providing access to over **40 million** CVs as benchmarking data

Information from reports and press releases from



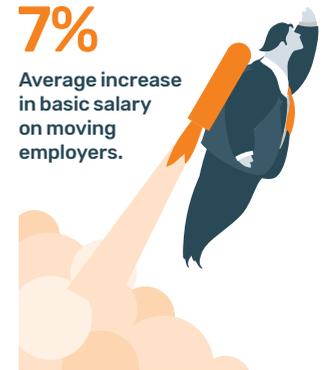
The Charity & Not-for-Profit job market – 2018



The percentage of candidates who received a counter-offer when they handed in their notice.



The percentage of candidates who accepted the counter-offer.



The highest number of offers for a single candidate in a two week period.

140

The highest number of applicants for one vacancy.



The percentage of 'immediately available' candidates starting jobs.

12% Junior level

9% Managerial level

7% Director level



Senior Leadership positions

Taking on the role as a senior member of the leadership team in any organisation can be challenging, but the pressures of managing the conflicting ideals of running a business and thinking commercially, and caring for those you are fundraising for can be extremely difficult.

More often than not, CEO's and other senior positions are brought in to deliver significant change, such as dramatically growing a charity, turning around an organisation with touch challenges, or developing new services and income streams. This then needs to be done in a highly regulated environment (for example the Charity Commission or Fundraising Regulator), and they are also often in full view (and scrutiny) of the public. They need to be skilled

negotiators who can manage key stakeholder relationships, but also able to handle the financials and lead on strategy. In short, leading an organisation in this sector is no easy ride.

This is where the salary challenge comes in, as a job requiring such a broad skill set and with such high level of responsibility would ordinarily warrant a significantly higher salary. To attract someone with these skills would also normally require a higher salary.

However, the salary also needs to fit with the organisation's circumstances, and smaller organisations will only be able to provide comparatively small salaries. The range we have seen from our research for a Chief Executive is incredibly broad, spanning from £45,000 to well in advance of £150,000, demonstrating clearly the difference between small local organisations, and national charities.

Position	Permanent salary		
	Min £	Max £	Typical
Chief Executive	£45,000	£160,151	£95,918.08
Managing Director	£45,000	£114,486	£70,254.41
Regional Managing Director	£39,977	£106,000	£65,646.88
Head of Department	£35,000	£788,080	£56,725.65
Trustee	£11,000	£25,000	£17,705.88



**£45,000 -
£150,000+**

The broad range of salaries
for a Chief Executive.



Fundraising positions

Charity fundraising can be very tough, with higher donor expectations, increased regulations, cuts to traditional funding streams and more competition.

Charities are looking at new ways of raising funds and diversifying their income, and so need to bring in a range of people and skills to manage and strategise within the different income streams. Talent like this will expect a salary to match, with our Head of Fundraising salary research coming out with an average of £49,000 per year, and the top salaries reaching £67,000.

The way charities fundraise has changed dramatically in the last decade, as has the way

people choose to give and show support for the causes that are meaningful to them. Technology and digital fundraising (through online platforms and smartphone donation apps) has made it easier than ever for individuals to give to their chosen charities. This does, however, create a skills need that perhaps hasn't been apparent before, and organisations are requiring tech-savvy individuals with the ability to grow and develop digital strategies and giving platforms.

Corporate giving is also evolving, with local businesses becoming increasingly focused on delivering corporate social responsibility programmes. As such, the need for a Corporate Fundraising Manager is increasing across the charities that we have been speaking to; someone who can easily build meaningful, working relationships with the private sector, succeeding in securing funding, and having the resilience to keep trying when things don't quite go to plan.

Position	Permanent salary		
	Min £	Max £	Typical
Head of Fundraising	£32,000	£67,040	£49,030.34
Head of Income Generation	£32,000	£56,912	£42,141.76
Fundraising Manager	£29,000	£51,801	£35,243.16
Corporate Fundraising Manager	£31,000	£42,000	£34,337.20

Grants positions

The grants team is a vital part of a not for profit or charity organisation, focused on generating grant funding for research and/or not for profit work.

A grants manager works with internal staff to determine funding needs and how funds will be – and are being – used; they also work with external organisations such as foundations and government agencies to acquire funding.

The job requires strong writing skills, since most grant applications require in-depth descriptions (including the

proposed use of the funds). This position also requires strong accounting and finance skills, since a grant manager at a not for profit may also have to handle auditing and bookkeeping to ensure grant money is properly spent.

Finding candidates with such a broad skill set can be quite the challenge, and could require an

attractive remuneration package to entice the right people. With some Grants Managers earning up to £53,000 (which is more than some of our CEO's!), the pressure is on smaller organisations to develop their benefits packages and organisational culture to attract multi-skilled, top quality candidates.

Position	Permanent salary		
	Min £	Max £	Typical
Grants Manager	£32,000	£53,115	£43,698.24
Grants Officer	£26,000	£38,000	£31,010
Grants Administrator	£23,000	£29,000	£25,793.36



The maximum salary for a Grants Manager is

£53,000



Business Development positions

Business Development and the charity sector may not initially look like two concepts that go together very well, with one perceived as being focussed on commercial and monetary gains, and the other focused on supporting vulnerable people and communities.

However, the role of a Business Development team within a third sector organisation is incredibly important in order to deliver key business growth in line with development strategies put forward by the leadership team.

Those in a charity BD team are tasked with brokering and developing new relationships with potential stakeholders, and approaching members of the private sector to find new

sponsorship and corporate partnership activities. Candidates taking on this sort of role need to not only have the sales acumen to hit sponsorship and partnership targets, but also the friendly and open demeanour required to network and consistently build new, successful working relationships.

Skills that we are often asked for when searching for a Business Development Officer are:

- Ability to sell projects, ideas and concepts
- Strong presentation skills for pitches to a range of audiences
- Ability to network with senior and influential people
- Strong research skills
- Experienced in digital marketing through social media.

Position	Permanent salary		
	Min £	Max £	Typical
Business Development Director	£38,202	£63,405	£49,468.53
Business Development Manager	£35,000	£52,000	£42,624.49
Business Development Officer	£25,000	£35,000	£28,765.31

Event & Campaigns positions

Events that raise money for charities and not-for-profit organisations can take many forms – from 5k runs and sponsored walks to endurance bike rides.

In recent years, these have expanded to larger events like full scale Tough Mudder events and extravagant charity balls. But just like any large undertaking, planning a fundraising event has its challenges. The operations and logistics can test your organisation's limits; however, the reward can certainly outweigh the risk if executed correctly. The key is hiring candidates who are highly organised and motivated, and who can develop fresh ideas

that will capture the interest of both the public and potential corporate partners.

A campaigns team also has a challenging role, tasked with developing new campaigns that will catch people's attention in what is actually quite an over-saturated market. Most organisations are now focussing on digital campaigns that can be rolled out across social media and online platforms, and some of the larger charities have launched

new Amazon Alexa capabilities to allow people to donate through Alexa gadgets. Using a technology-driven approach should allow charities to attract a new, younger but also tech-savvy demographic. This creates a need for new, digitally capable talent who can steer fundraising or awareness campaigns in the right direction, and make sure they have the desired impact.

Position	Permanent salary		
	Min £	Max £	Typical
Events Manager	£32,000	£45,000	£36,956.54
Campaign Manager	£35,000	£54,000	£44,293.63
Events/Conference Officer	£23,000	£38,000	£27,645.83
Senior Campaign Officer	£30,000	£53,110	£38,003.13
Events Assistant	£18,000	£26,000	£21,758.33



The biggest fundraising event
in the UK last year raised over

£32 million



Project Management positions

New programmes and projects benefit enormously from a skilled programme or project manager with specific experience in kicking off new initiatives.

Managers with specific skills in planning, team management, delivery, budget management and – most importantly – sharing the core values and commitment to make changes happen.

Project Co-ordinators provide support and guidance in programmes of work through specific skills in report writing, workshops, development and promotion of specific project deliverables and again a strong commitment to delivering the core values. Project

Co-ordinators can also co-ordinate busy offices where strong organisational skills and administrative flair are needed to keep things moving. Project Management professionals with specific charity sector backgrounds can not only provide you with the leadership for strategic planning and project delivery but can also have a multitude of skills in areas such as PR, fundraising, networking, accountancy or training which complement the sector.

Project Management professionals with specific not-for-profit and charity sector backgrounds may also be needed to implement core business functions for example, new and updated systems to ensure the smoother running of a particular part of your organisation (accounts package or a new CRM system). Employing or contracting a Project Manager with a specific background, personality and cultural fit can make the difference between a successful project or a failure.

Position	Permanent salary		
	Min £	Max £	Typical
Project Director	£39,000	£63,000	£48,142.86
Project Manager	£27,000	£45,000	£33,612.24
Project Officer	£20,000	£32,000	£25,632.65

Recruiting & retaining talent in the third sector

Recruiting the right staff can be amongst the hardest task a manager undertakes.

Recruiting the right staff can be amongst the hardest task a manager undertakes. The cost of a wrong recruitment decision is expensive, not only in terms of recruitment costs, but the impact upon team morale, wasted effort in training and the impact upon supporters and service users.

Employers often recruit people on the basis of their past employment rather than trying to predict the candidate's ability to do the job on offer. There is a lot to be said for recruiting on the candidate's ability to be learn from skills training and measuring attitude. However, such an approach takes preparation. It means thinking beyond the job description and person specification and considering the behaviours we require from our staff. It's important to consider how to seek out and then measure these skills and attitudes in candidates. In small and medium charities employing, a consultant to help may save money in the longer term.

Having gone to so much trouble to recruit the right person it makes sense to think about how they can be retained. There tend to be two main reasons fundraising staff leave; for more money or as a result of poor management. There is a lot of evidence suggesting people are becoming more proactive about managing their career development themselves rather than waiting for their employer to promote them. Small and medium charities may think they lose out because they may not be able to offer such promotion opportunities. Therefore, the

The cost of a wrong recruitment decision is expensive, not only in terms of recruitment costs, but the impact upon team morale, wasted effort in training and the impact upon supporters and service users.

thinking goes, why should we spend money in investing in staff where the benefit accrues to the next employer? However, there may be factors that staff value which may be easier to achieve in a smaller charity

and, aid employee retention. Factors like a greater ability to manage work/life balance, or, the availability of flexible working arrangements including working part-time or staff feeling they are really making a difference can influence an employee's decision to leave. Paying close attention to organisational culture – the shared values, implicit assumptions and ways of working

– can impact upon staff retention because culture influences how staff perceive, think about and react at work.

Retaining staff is also about sound management. Management is all about, planning, organising,

leading, decision making, influencing and controlling. We can learn through experience, but we can also learn management skills through training and mentoring. A small training budget needs to be considered even in the smallest charity. There are organisations such as the Small Charities Coalition and the Foundation for Social Improvement which can help small charities access quality training and management with minimal costs.

Employee engagement is a term which is often used and relates to the emotional commitment an employee has to the organisation and its goals. The thinking is, that an engaged member of staff cares about their work and the charity. CIPD in their factsheet about employee engagement highlights "Employees who share a mutual-gains relationship

with their employers tend to deliver improved business performance. It's therefore no surprise that employers value engaged employees; not only are they happier, healthier and more fulfilled than 'disengaged' employees, but they are more likely to increase customer satisfaction levels, productivity and innovation". In managing a charity, trustees and the senior team need to think about employee engagement; how they develop, enhance and harness it in within their organisation. Having a great cause alone will not be enough to retain staff.

A Q&A session during a conference held by industry experts Third Sector revealed that the biggest retention concerns are:

- Fundraising professionals tend to move often; on average a fundraiser stays two years in a position. Thus a charity is only likely to reap one year's benefit as a consequence;
- Reasons for moving are twofold; to seek promotion and to get away from bad managers;
- It was important for the sector to train effective managers;
- Organisational culture can play a part in an individual's decision to leave;
- One panellist observed that their charity had identified it was more important to recruit the person with the right attitude rather than skills and then train for those skills.



Tailored benchmarking services

The data in this report represents a summary of a lot more detailed work that we can produce for our individual clients' requests. Our full service can expand on the following areas:

Narrower focus

There are some additional variations in the data for the following segments:

■ Geographical location

There are some regional splits between Leeds, Sheffield, Bradford, Wakefield, York, Harrogate, Chesterfield, Doncaster, Barnsley, Rotherham, Scunthorpe, Lincoln, Grimsby and Hull. The difference is not material but the trend does exist

■ Market sector

Some sectors are paying salaries at a higher premium to others due to their current margins and expectations of their staff

■ Company size

The differentiation between SME and corporate is a broad one. Different trends exist within each category. e.g. the range of salaries we have noted for a Chief Executive in the third sector covers £45k to £160k

For all of these areas, we are able to drill down into the detail and extract some accurate data for our clients.

Scoping the talent pool

Demand for all accountancy staff rose sharply in 2018 and will continue to do so in 2019. This rise will be sharper in some disciplines more than others. The result will be a scarcity of candidates for some disciplines and an abundance in others. Our service can provide a traffic light report on each discipline to show you the size of the appropriate talent pool.

Employer branding

In a market where more companies are fighting to recruit the best talent, our team have built up a lot of experience in making sure that our clients' employer brands are developed effectively (to consider the factors that will attract and retain staff). We have case studies of working with corporates and SMEs in helping them draw up their employer branding proposition.

We are able to contribute immense value to our clients in delivering their employer branding to their target candidates in the way that we advertise their roles, talk to candidates and promote their business.





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