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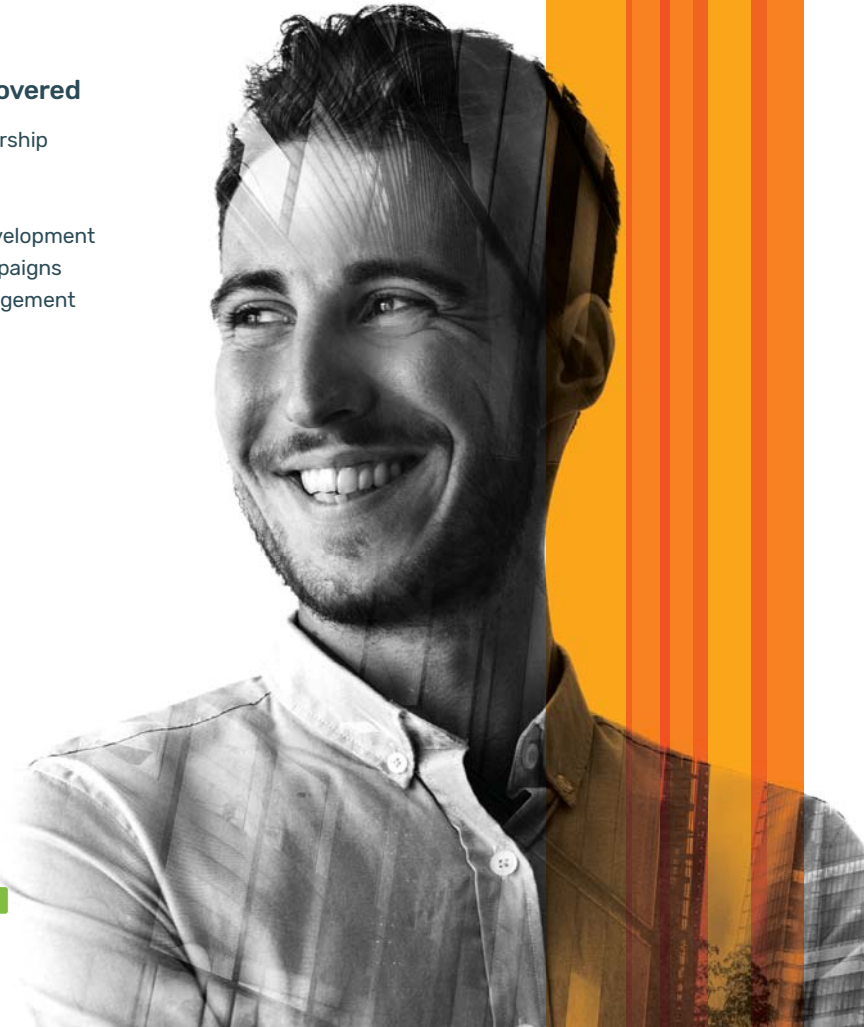
Charity &
Not-for-Profit
Recruitment

Charity & Not-for-Profit Recruitment Salary Report 2020

Yorkshire, Humber and East Midlands Regions

Positions covered

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



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Introduction

Welcome to the second edition of our Charity and Not-for-Profit Recruitment Salary Report. After years of uncertainty, 2019 has come to an end with a much clearer view of the future and our political climate.

A lot has changed in the past year – both politically and in the job market and this change has been quite dramatic for the third sector.

For a start, recruitment itself has changed. It's a known fact that we are experiencing a candidate-driven market; it's something you hear every day in our organisation from our consultants – this is the same for everyone.

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 flexible working hours and remote working, or training and development opportunities, offering potential candidates

Workplaces are now offering an abundance of other benefits including health insurance, life insurance, flexible working, childcare resources and even a selection of gifts and rewards.

As organisations evolve to adapt to the digital landscape, candidates are bringing more varied and advanced skills to the table.

But what does that mean for not-for-profit organisations competing with the big guns in the private and public sectors where the salaries on offer have traditionally been higher.

It's understood that salaries in the charity sector will be lower, however, the people that know in their heart that they want to work there, have already come to terms with this before starting their search; they want the heart-warming, feel-good factor as much as they want the salary.

a better work/life balance and career opportunities.

For example, workplaces are now offering an abundance of other benefits including health insurance, life insurance, flexible working, childcare resources and even a selection of gifts and rewards. The CIPD Reward Management Report found that in 2019, up to 97% of employers in the UK significantly increased their budget for these benefits.

According to the UK Business and Charity Digital Index, 99% of all small to medium enterprises and charities are now online, so, in turn, more and more charities are looking to invest in candidates

Introduction



with that oh-so-important digital savvy that can push their organisation forward – but are the salaries changing too? According to the latest Charity Sector Report, the answer is yes, albeit slowly!

Ultimately, people expect to be paid for their progression and commitment to an organisation. Charities that don't reward long-term employees with better salaries are less likely to retain the talent they worked so hard to land.

So, the question remains, are we doing enough to, not only, attract talented new employees, but also keep the ones we already have?

You can use this Salary Report to help you stay in the know on how to not only attract the best talent, but also keep them on board for the long-run.

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 disciplines.

Our systems allow us to provide analysis, overview of trends and more specific insights in response to client requirements.

Please email me personally at pbarber@brewsterpartners.co.uk if I can extend this service to you and your business in 2020 with a bespoke salary and benchmarking service.

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 **700** vacancies registered with us during 2019.

Our consulting team's combined **42 years** of experience in the recruitment industry.

Over **35,000** applications registered by our consultants in 2019.

Our Board of Directors and Senior Leadership team's combined **100+ years** of experience in the recruitment industry.

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

Information from reports and press releases from



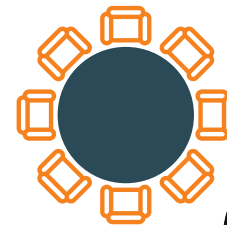
The Charity & Not-for-Profit job market – our research indicates...

There are over **200,000** registered charities in the UK.



Between them they employ over **800,000** people

4 out of 5 Charity and Not-for-Profit organisations say competition for talent has increased.



The median for the 100 highest paid positions is **£185k** per annum



The UK charity sector has over **900,000** trustees



55% of workers within the Charity sector have worked there for more than nine years.

27% of charities hire more than 10 people.



Over **3 million** volunteers help the Charity and Not-for-Profit sector.



Senior Leadership positions

Taking a 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 an organisation and thinking commercially, whilst delivering improved outcomes for recipients or service users 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 tough 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 and also be 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 a high level of responsibility would ordinarily warrant a significantly 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 £47,500 to over £160,000, demonstrating clearly the disparity between small local organisations, and national charities.

| Position | Permanent salary | | |
|----------------------------|------------------|----------|---------|
| | Min £ | Max £ | Typical |
| Chief Executive | £47,500 | £161,000 | £96,000 |
| Managing Director | £45,000 | £115,000 | £70,500 |
| Regional Managing Director | £40,000 | £106,000 | £66,000 |
| Head of Department | £35,000 | £79,000 | £57,000 |
| Trustee | £12,000 | £25,000 | £18,000 |



**£47,500 -
£160,000+**

The broad range of salaries
for a Chief Executive.



Fundraising positions

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

Many 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 coming out at an average of £50,000 per year, and the top salaries reaching £67,000+.

The way charities fund raise 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 | £67,000 | £50,000 |
| Head of Income Generation | £32,000 | £58,000 | £43,000 |
| Fundraising Manager | £30,000 | £52,000 | £35,000 |
| Corporate Fundraising Manager | £31,000 | £42,000 | £35,000 |

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 often requires strong accounting and finance skills, since a Grant Manager at a not-for-profit organisation may also have to handle auditing and bookkeeping to ensure grant money is appropriately spent.

Finding candidates with such a broad skill set can be quite a 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 CEO's in other organisations), 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 | £32,500 | £53,000 | £45,000 |
| Grants Officer | £26,500 | £38,000 | £31,000 |
| Grants Administrator | £23,250 | £29,000 | £26,000 |



The maximum salary for a Grants Manager in 2019

£53,000



Business Development positions

Business Development positions in the charity and not-for-profit sectors very often take a different form to the roles with similar job titles that are found in private sector organisations.

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 Business Development positions include:

- 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 | £39,000 | £65,000 | £50,000 |
| Business Development Manager | £35,000 | £52,000 | £44,000 |
| Business Development Officer | £25,000 | £35,000 | £29,000 |

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, however, 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. Many 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 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 | £37,500 |
| Campaign Manager | £35,750 | £54,000 | £45,500 |
| Events/Conference Officer | £23,500 | £38,000 | £28,000 |
| Senior Campaign Officer | £30,000 | £53,000 | £39,000 |
| Events Assistant | £17,500 | £26,000 | £21,500 |



The biggest fundraising event in the UK last year raised over

£37 million



Project Management positions

New programmes and projects benefit enormously from a skilled programme or Project Manager with specific experience in managing 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 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 | £41,000 | £64,500 | £49,000 |
| Project Manager | £27,500 | £45,000 | £35,000 |
| Project Officer | £20,000 | £32,000 | £26,000 |

PLAYING FOR KEEPS

People are amazing. People can learn, advance, develop and grow. They are the only part of a business that can improve itself and they are fundamental to creating value in organisations.

People measures, and the field of human capital analytics (which looks to measure the value of people's knowledge, skills and abilities), can help organisations to understand how purposeful workforce investment can create and preserve this value, and in doing so, improve productivity, employee well-being and commitment, innovation and business performance.

When products, services and knowledge are all commoditised, competition explodes. Meaningful differentiation gets harder to achieve, while the market evolves so fast that you can barely keep up with the changes. At this point, many organisations pour all their effort into branding, hoping to stand out in an overcrowded environment. But the best source of differentiation for a company remains its people. If everyone within the company genuinely believes in what they're doing, the experience a customer has with your business will be worth more than a hundred brand consultants.

Today's managers are the first generation to face the challenge of differentiation through leadership – the top managers are those who can lead and develop leadership in others. The talent you want working for your organisation isn't attracted to money alone – they also want work to be a meaningful experience they enjoy, something they can feel passionate about, and they want to feel a certain level of autonomy.

Deloitte's research on the 21st century workforce shows that Millennials are a significant proportion of the world's workers. By 2025, 75% of the workforce will be Millennials. At the same time, Baby Boomers are slow to retire, so HR leaders will need to find effective ways to manage a workforce of increasingly diverse ages. Setting aside all exaggerated and stereotyped claims about what Millennials and Boomers want from life, Deloitte's report confirms that a mere career isn't enough – and that these employees will look for new jobs

if they don't feel engaged and purposeful in their work.

This means managers must prepare for a change of practice. If the old recruitment, leadership and retention strategies don't appeal to employees, then what will? Millennials, primed by social networking and mobile technology, want to give and receive frequent feedback. A rising number of employees (of all generations) want less formal, more flexible working arrangements.

Companies that fail to provide what its employees want could soon lose its most valuable human capital to wiser competitors. The choice then becomes a simple one: adapt to your growing and developing workforce, or face a potentially huge drop in employee engagement and performance, with a matching rise in employee turnover.

By 2025, 75% of the workforce will be Millennials. At the same time, Baby Boomers are slow to retire, so HR leaders will need to find effective ways to manage a workforce of increasingly diverse ages.

Deloitte.

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 towns and cities we cover. The difference is not material but the trend does exist

■ Organisation 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 £47,500k to £161,000k.

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 third sector talent rose in 2019 and should continue to do so in 2020. 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 organisations are fighting to recruit the best talent, our team have built extensive 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 a range of organisations 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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Not-for-Profit
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