

# CAPITA



## **Pay Benchmarking Report for ECC Members**

### **Business Analyst Roles**

September 2017

## About this Report

This report is provided as part of the Pay and Labour Market Data Service provided to ECC Members.

Capita previously surveyed ECC members to collect pay information for selected roles using guideline job descriptions and then compared the HEI data with salaries in other sectors using salary surveys and other sources of pay benchmark data.

This report provides benchmark pay data on a range of Business Analyst roles. We have also included the job descriptions previously developed to survey ECC members for reference.

Capita Surveys and Research  
Spa House  
Hookstone Park  
Harrogate  
North Yorkshire  
HG2 7DB

Tel: 01423 818700  
Fax: 01423 818777  
Web: [www.capitasurveys.co.uk](http://www.capitasurveys.co.uk)

## Business Analyst Roles

### Recent Trends and Developments

Hays says that IT/digital skills are among the skills most in demand by employers to help them to achieve their business objectives and there are skills shortages in the IT market, with many organisations finding it difficult to attract professional with relevant skills.

Hays also reports that unrealistic salary expectations from some professional staff remain a challenge for employers looking to recruit.

This is prompting many organisations to expand their benefits packages to include flexible working practices such as mobile and homeworking, and compressed hours in order to attract staff.

Robert Half reports a similar picture of current trends 'creating a pronounced skills shortage'.

Business analysts are listed as one of groups of skilled IT professionals it is most difficult to find, alongside groups such as IT security, software development, data/database management, applications development, networking, project management and digital staff.

### Higher Education

The latest Higher Education Workforce Survey<sup>1</sup>, published by UCEA in July 2017, found recruiting information technology staff continues to present the greatest difficulties<sup>2</sup> for HEIs with 62% experiencing recruitment difficulties (up from 52% in 2015 and 35% in 2013). Some 31% of HEIs reported difficulties retaining IT staff.

Comments from HEIs suggest that pay levels and competition outside the higher education sector for specialist and technical IT roles are contributing to the recruitment difficulties with many HEIs having to re-advertise certain IT posts. While some HEIs indicated difficulties recruiting across a wide range of IT roles, technical IT specialist, developer, information security and analyst jobs are generally the most difficult to recruit to.

The reasons given for retention issues were similar to those cited for recruitment problems, with pay for specialist staff commonly mentioned, and also career progression is a contributory factor.

---

<sup>1</sup> <http://www.ucea.ac.uk/en/publications/index.cfm/hews2017>

<sup>2</sup> Recruitment difficulty is defined as having to re-advertise for a vacancy or positions that are left unfilled for six months or longer.

## Benchmark Pay Data for Business Analyst Roles

### Itjobswatch.co.uk

Data from [www.itjobswatch.co.uk](http://www.itjobswatch.co.uk) for jobs advertised in the three months to 11 September 2017 show the following salaries:

Post	Lower Decile £pa	Median £pa	Median (excl. London) £pa	Upper Decile £pa
Business Analyst	34,500	50,000	45,000	72,500
Business Process Analyst	32,500	38,250	37,500	62,425
Business IT Analyst	33,850	47,500	42,500	72,500
Senior Business Analyst	42,500	57,500	52,500	79,625
Business Analyst Team Leader	43,250	62,500	44,500	86,150

### Robert Half Technology Salary Guide 2017

The Robert Half Technology Salary Guide 2017 reports that the salary range for Business Analysts is £35,000 to £49,500; for Senior Business Analysts the range is £46,500 to £59,500.

### Hudson IT Salary Guide

The Hudson IT 2017 Salary Guide shows the following salary ranges for Business Analyst roles at various levels, across all sectors of the industry and broken down by geographical location:

#### Business Analyst

Region	Junior £pa	Intermediate £pa	Senior £pa
London	35,525 – 40,600	41,615 – 45,675	45,675 - 65,975
Northern Home Counties/South Midlands	25,375 – 35,525	40,600 – 50,750	50,750 - 65,975
The North West	24,630 – 28,420	34,510 – 40,600	45,675 - 50,750
Thames Valley	25,375 – 32,480	32,480 – 43,645	50,750 - 55,825
Scotland - Edinburgh	28,000 – 35,000	38,000 – 45,000	45,000 - 55,000
Scotland - Glasgow	28,420 – 35,525	38,570 – 45,675	45,675 - 55,825

### Hays

The Hays UK Salary and Recruiting Trends 2017 survey includes the following data for Business Analyst roles within the 'Projects and Change Management' information technology function :

#### Business Analyst - Junior

Region	Salary Range £pa	Typical Salary £pa
London	25,000 - 40,000	35,000
South East England	30,000 - 40,000	34,000
East of England	25,000 - 35,000	27,500
South West England	25,000 - 35,000	33,000
Wales	25,000 - 35,000	30,000
Midlands	23,000 - 32,000	28,000
Yorkshire and the Humber	25,000 - 35,000	30,000
North East	25,000 - 35,000	30,000
North West	30,000 - 35,000	32,000
Northern Ireland	25,000 - 30,000	27,000
Scotland	20,000 - 35,000	27,500

**Business Analyst - Mid**

Region	Salary Range £pa	Typical Salary £pa
London	43,000 - 62,000	57,500
South East England	40,000 - 60,000	50,000
East of England	35,000 - 45,000	42,500
South West England	35,000 - 45,000	42,000
Wales	35,000 - 48,000	45,000
Midlands	35,000 - 45,000	40,000
Yorkshire and the Humber	35,000 - 45,000	42,000
North East	35,000 - 45,000	37,000
North West	35,000 - 45,000	40,000
Northern Ireland	28,000 - 38,000	33,000
Scotland	32,000 - 42,000	37,000

**Business Analyst - Senior**

Region	Salary Range £pa	Typical Salary £pa
London	60,000 - 75,000	69,000
South East England	55,000 - 70,000	60,000
East of England	55,000 - 65,000	60,000
South West England	45,000 - 60,000	55,000
Wales	45,000 - 58,000	53,000
Midlands	45,000 - 55,000	50,000
Yorkshire and the Humber	45,000 - 60,000	52,000
North East	40,000 - 55,000	47,000
North West	40,000 - 55,000	47,500
Northern Ireland	32,000 - 45,000	40,000
Scotland	40,000 - 55,000	50,000

**Morgan McKinley 2016 Salary Guide**

The Morgan McKinley 2016 Salary Guide shows the following salary ranges for Business Analyst roles at various levels, in the commerce and industry sector, and broken down by geographical location:

**Business Analyst**

Region	Junior £pa	Mid £pa	Senior £pa
London	40,000	50,000	60,000
Home Counties	45,000	52,000	60,000

## ECC Survey Job Descriptions for Business Analyst Roles

The following job descriptions were previously used to survey ECC members and to identify benchmark pay data.

### Business Analyst

---

<b>Level</b>	Reports to Business Systems Manager or Head of IT or similar role
<b>Experience</b>	Significant business experience as well as IT systems experience/training.
<b>Qualifications</b>	Appropriate first degree or equivalent.
<b>Role</b>	<ul style="list-style-type: none"><li>• Identifies areas in which business analysis will result in tangible benefits and uses skills and experience to realise those benefits through, for example: process mapping; requirements gathering and specification; data and application modelling; business and system solution specification.</li><li>• Develops relationships with key stakeholders to analyse and review current business processes and recommend appropriate improvement solutions.</li><li>• Key role in analysing business systems and the definition of systems (computerised or other but predominantly IT).</li><li>• Responsible for defining the commercial objectives of computer systems.</li><li>• Provides advice on process aspects of strategic planning, business improvement process, change management methodologies, processes and analysis.</li></ul>

---

## Senior Business Analyst

---

**Level** Reports to Business Systems Manager or Head of IT or similar role.

---

**Experience** A minimum of five years' business systems experience with considerable IT e.g. database and system administration experience.

---

**Qualifications** Appropriate first degree or equivalent.

---

**Role**

- Identifies areas in which business analysis will result in tangible benefits and uses considerable skills and experience to realise those benefits through, for example: process mapping; requirements gathering and specification; data and application modelling; business and system solution specification.
- Develops relationships with key stakeholders to analyse and review current business processes and recommend appropriate improvement solutions.
- Key role in analysing business systems and the definition of systems (computerised or other but predominantly IT).
- Responsible for defining the commercial objectives of computer systems.
- Provides expert advice on process aspects of strategic planning, business improvement process, change management methodologies, processes and analysis.
- Designs, develops and manages corporate information systems for use throughout the HEI.
- Provides technical advice to system users throughout the HEI.
- Provides critical advice in procuring hardware and software for the HEI.
- Analyses Business Systems requirements, and provides technical specifications for software solutions.
- Liaises with senior management and systems management to determine the effectiveness of systems.

---