

Business Analysis Resourcing

Challenges, Solutions & Consequences

Eric Cumberlidge, Head of Business Analysis
Karen Jones, Consultant Business Analyst

BA Manager Forum, November 2023

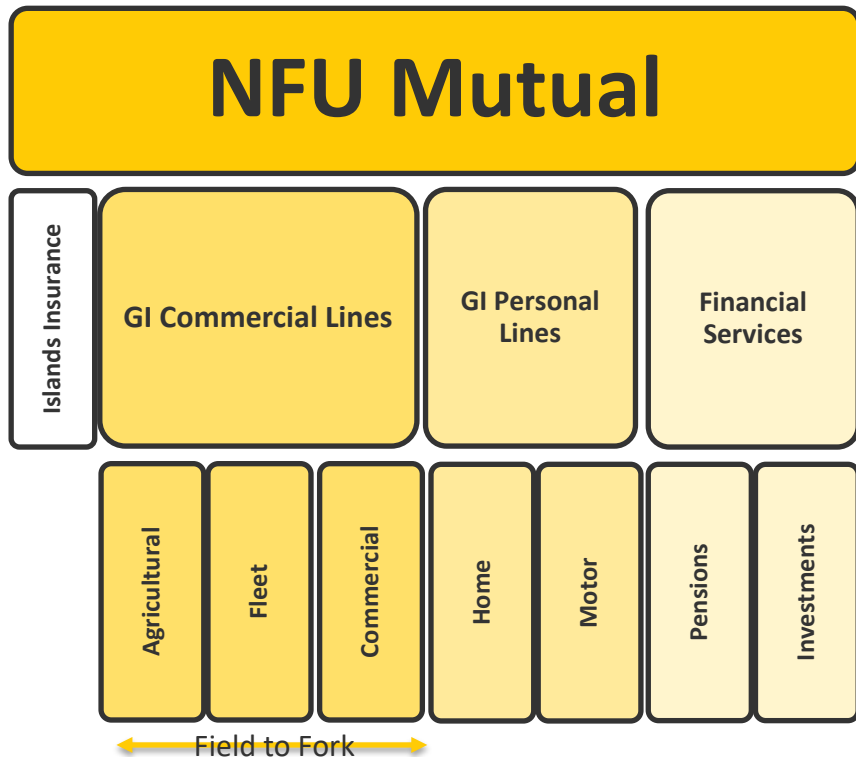
Agenda

1. Context & Challenges (25 minutes)
 - Roundtable discussion
2. NFUM's Solutions & Impacts (25 minutes)
 - Roundtable discussion
3. Implementation & Outcomes (35 minutes)
 - Roundtable discussion
4. Wrap up (5 minutes)

Context & Challenges

- Eric Cumberlidge

NFUM Products & Services

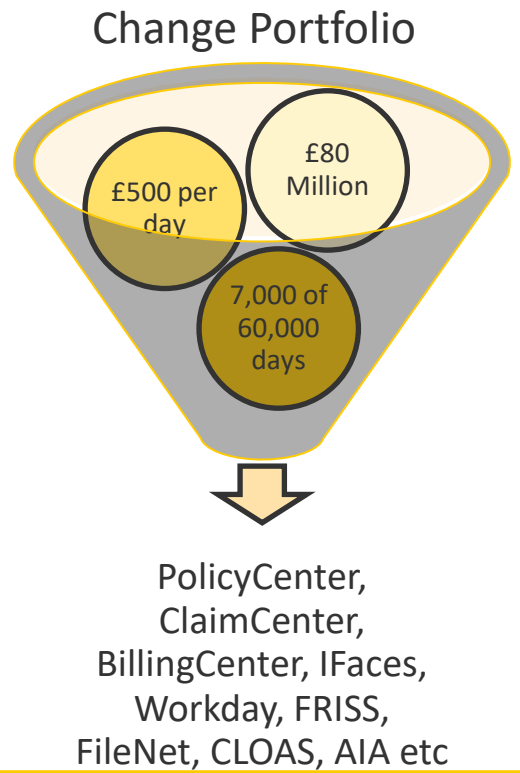
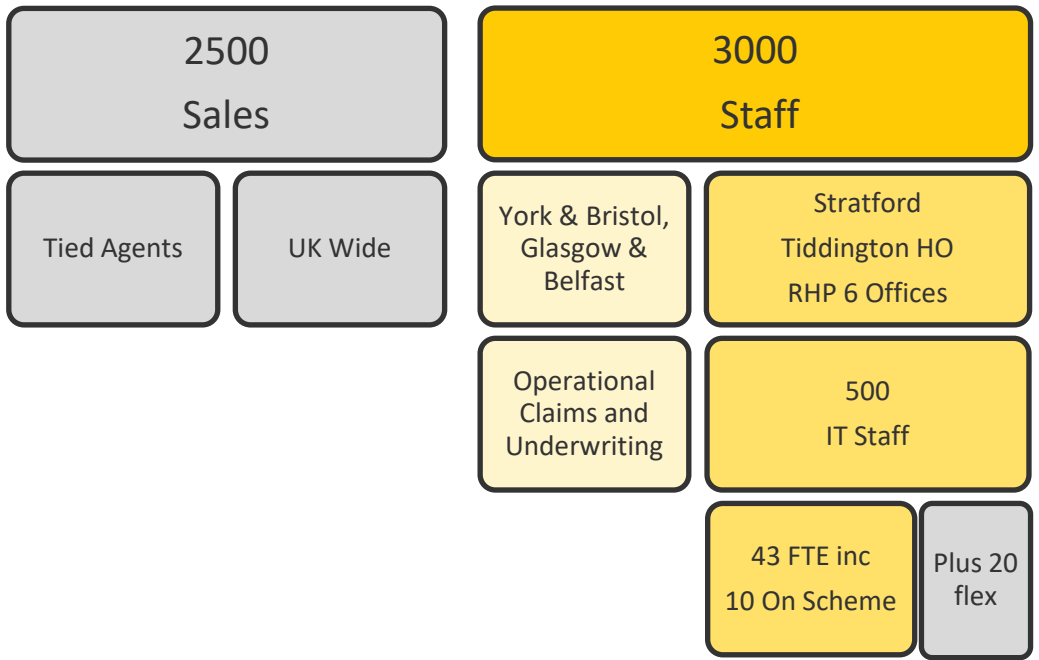


- £1.8 Billion GWPI PA
- £11.5 Billion Assets
- 1,000,000 Customers
- Top 5 Commercial
- **Which? insurance brand of the year**



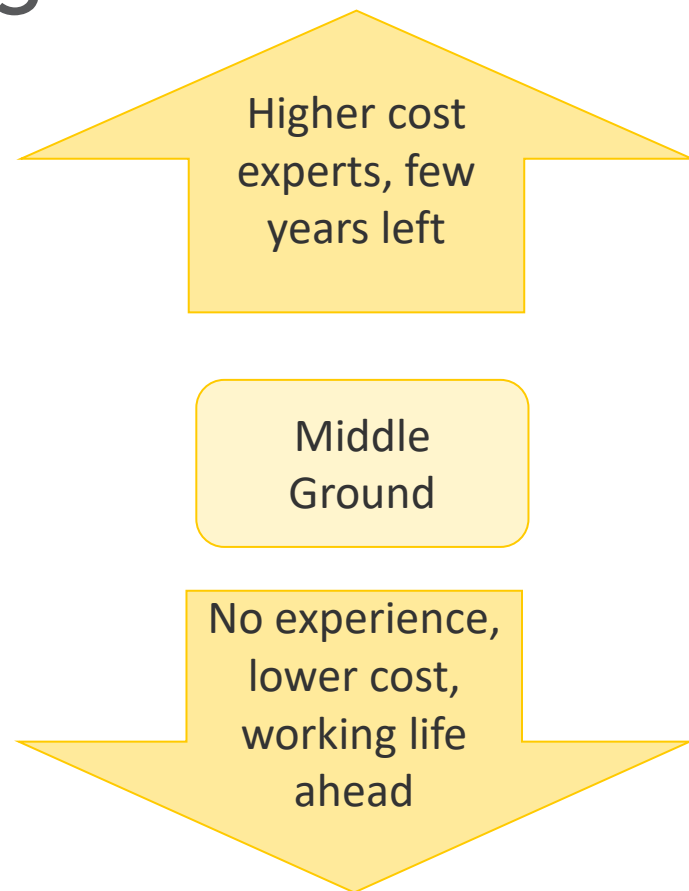
■ Winner: NFU Mutual

NFUM Corporate Structure



Our Resourcing Challenges c2018

- Team demographics
- IR35 (20+)
- Market conditions/£££
- Hybrid working
- Lack of visibility & footfall
- Quality of applicants
- Dichotomy:
Age/Experience/Expense





Roundtable Discussion 1:

What resourcing challenges are facing your BA team?

What are the top issues around the table?



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Solutions & Impacts

- Eric Cumberlidge

Our Multi-front Solutions:



- Tackling the pay issue
- Increasing visibility
- Growing our own
- Partnering
- Embracing hybrid
- Retention strategies

Roundtable Discussion 2:

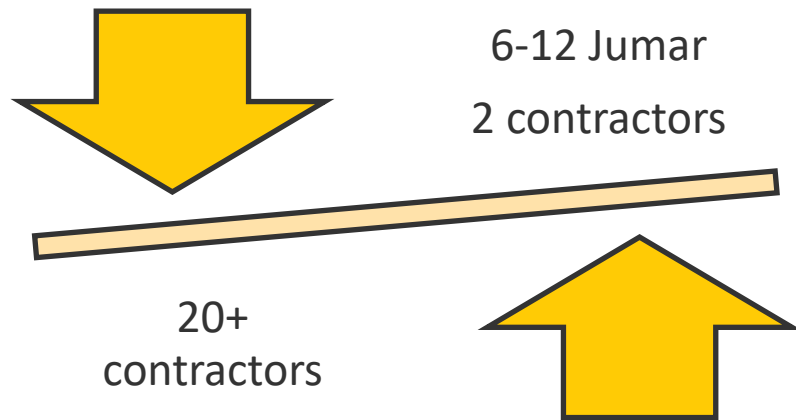
What solutions to your BA resourcing challenges has your company adopted?

What future steps are you considering?



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Jumar Partnership 2019



Line Manager Support

Full Service Wrap

Long term relationship

Joint planning

Knowledge retention

Early Careers & Retention

Hiring
Department



Teaching
Department



Courses

[Home](#) » [Our Apprenticeships](#) » [Business Analyst Apprenticeships](#)

Business Analyst Apprenticeships

2018
BA
Apprentice

2019
Commenced
Advanced
Diploma
Scheme

2020 – 2023 12
BA Apprentice

2023
IT Degree
scheme open

2024
Leadership &
Management
Degree
scheme

If we don't create new analysts, who will?

Impact

Emily has picked up some work to look at the investments processes & systems

I have said that you would be a good person to ask for general background knowledge, hope this is ok?



James Cotterill 09:30



I would be delighted! A little while ago Sarah asked me brief Emily on real world data modelling, and I found Emily very enthusiastic!



Best School Leaver/Apprenticeship Strategy
Highly Commended



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NEUROSIGHT



Jonathan Bryant 06/04 08:33

Apprentice mention on the BRIDGE newsletter this week - shout outs to [Tom Hartley2](#), [Emily Charlton2](#), [Callum Pickering](#) 🤗

[BRIDGE Apprentice BA's \(newsweaver.com\)](#)



09:16

Thanks Sue and thank you for looking after the apprentices they speak very highly of you.



Susan Goodenough 09:18

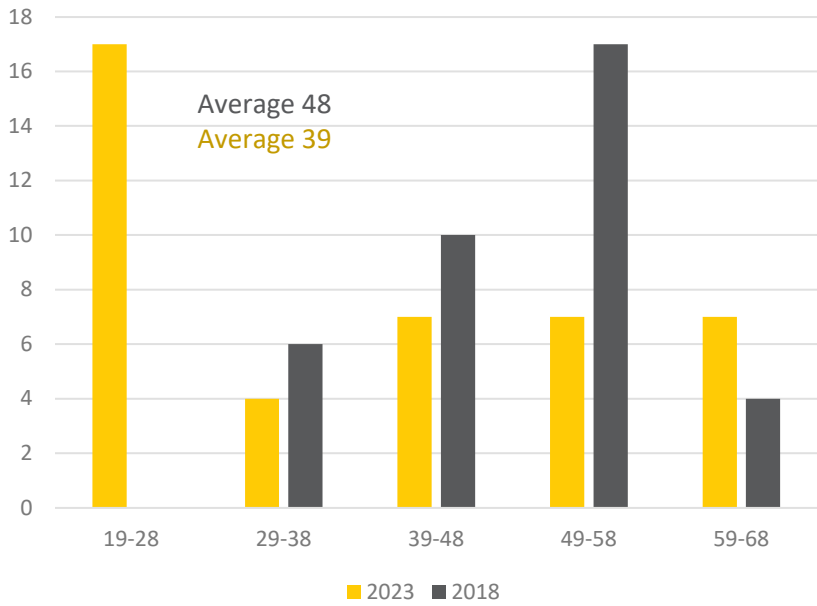


All 3 of them are joy to work with. I think it's great to be able to share my knowledge and experience with the next generation.

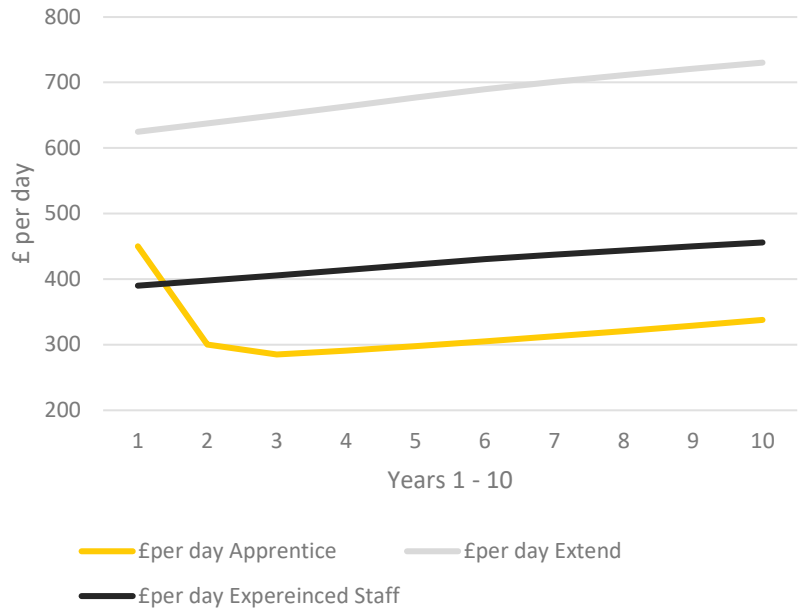


Cost – Benefit(?)

BA Team Age Profile Change Over Time



Comparison of Cost per IT Day



Implementation & Outcomes

- Karen Jones



Roundtable Discussion 3:

What impacts will your resourcing challenges and planned actions have on your existing team?

What are your key take outs from this session?



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Attraction: Building the Pipeline & Marketing your Opportunities





Our Social Media Campaign

111k views, 1023 clicks

24%



NFU Mutual
Sponsored



Join our 18-20 month IS Business Analyst Apprenticeship and you'll receive a starting salary from £21.5k + up to 10% bonus + great benefits + academic fees paid. 80:20 split between on-the-job learning and self-study. Once qualified, expect promotion and up to £30k salary + rapid progression. Based in Stratford-upon-Avon.

LOOKING FOR
THE NEXT
STEPS AFTER
GRADUATION?

18%



NFU Mutual

42%



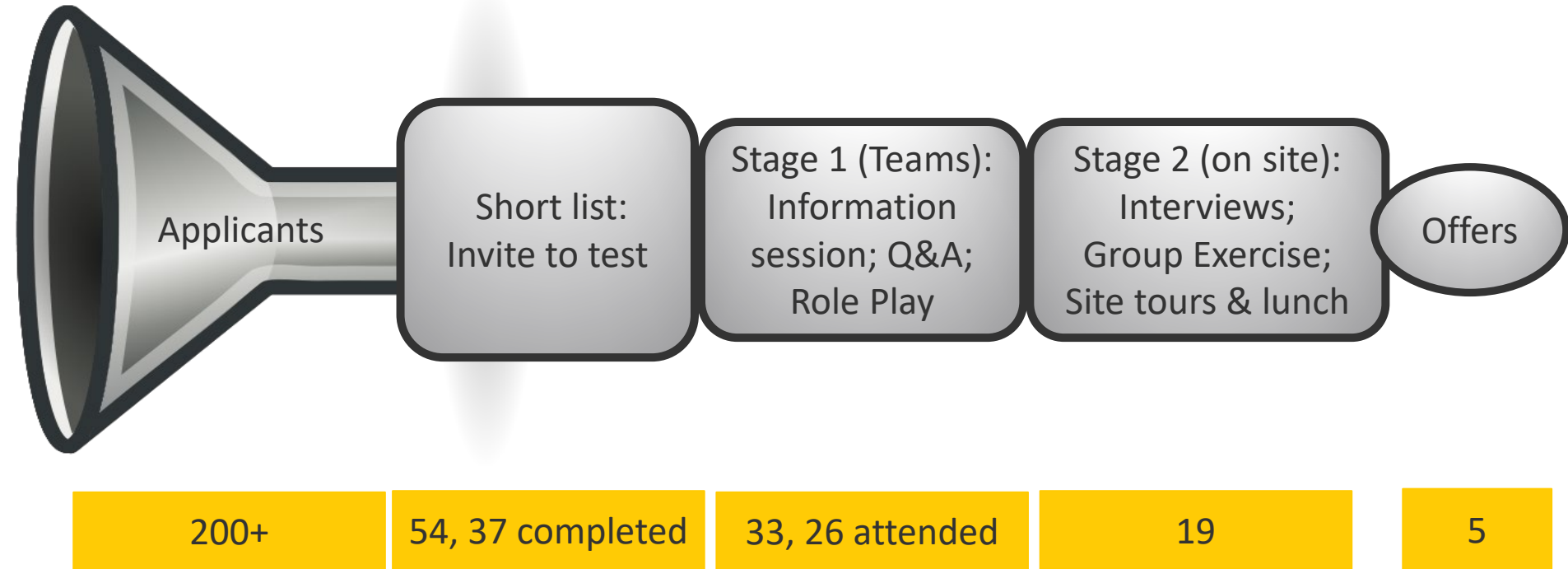
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16%



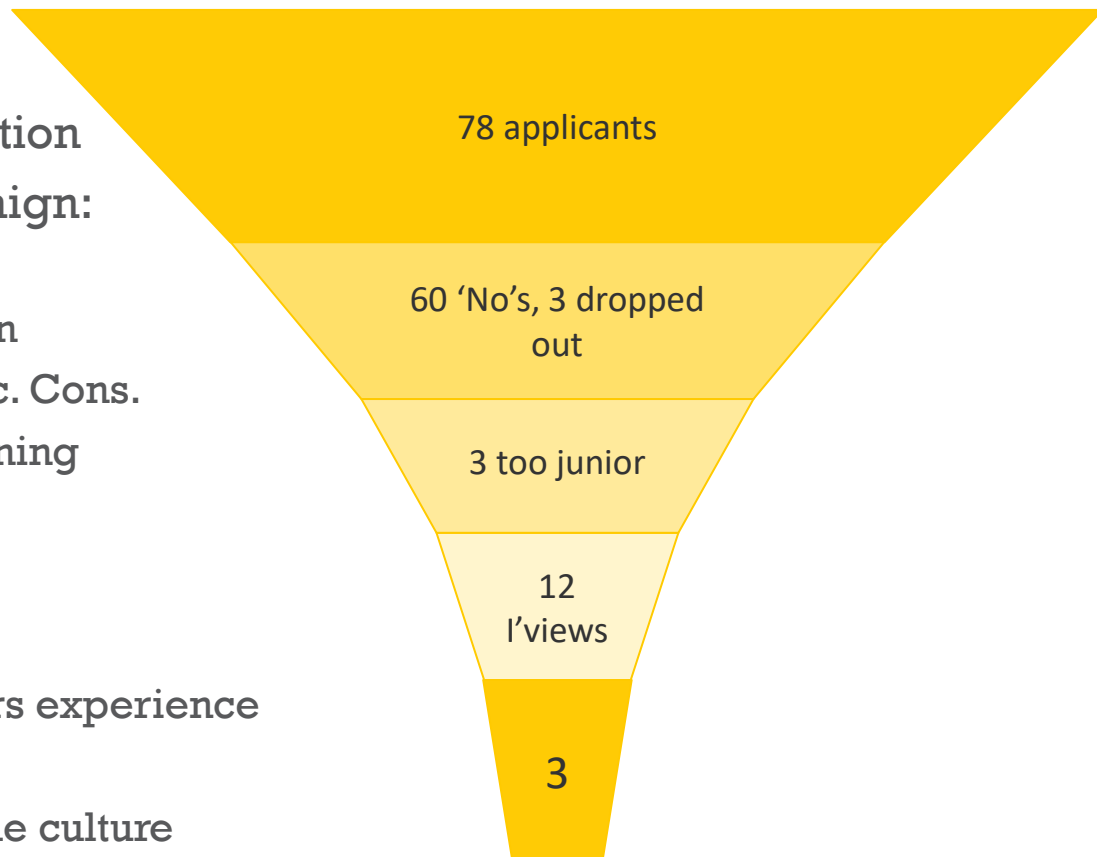
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Apprentice Recruitment Process

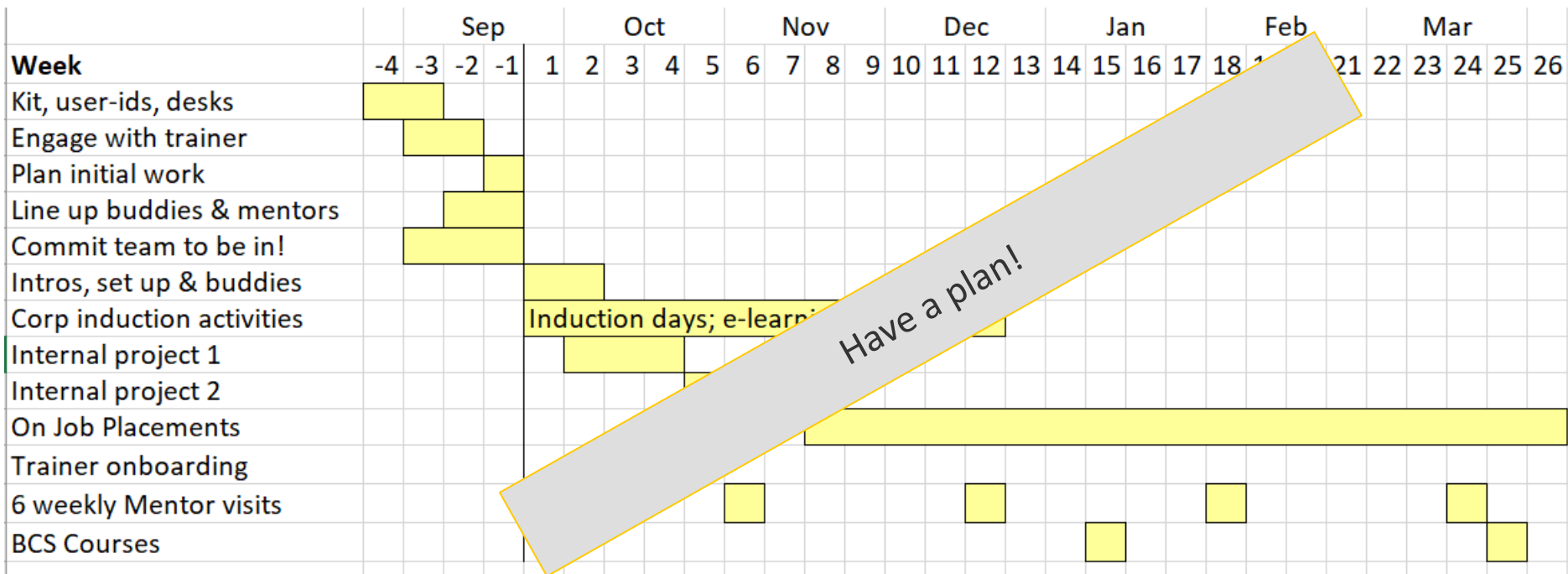


Experienced BA Recruitment Process

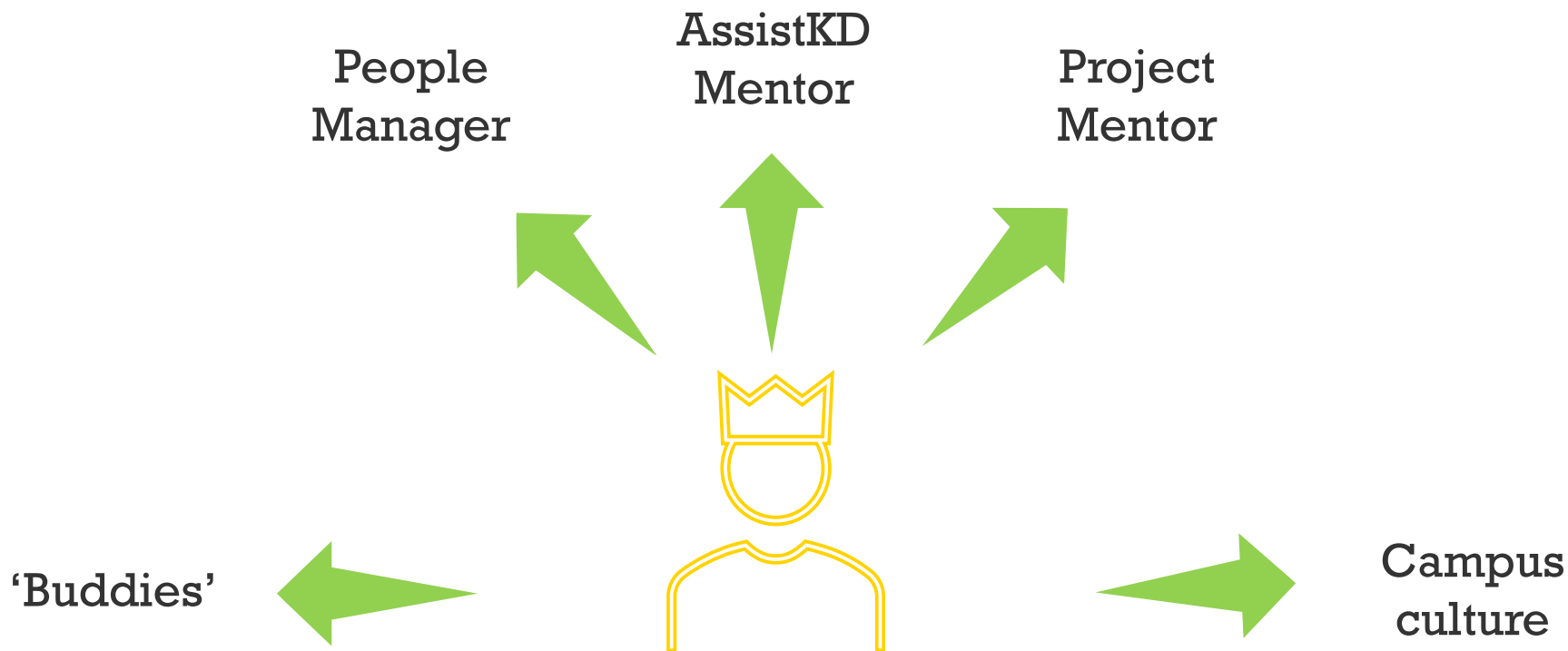
- 2021/2022: Only 2 recruits
- 50% applications suspect
- Lead recruiter burnout/frustration
- Jan 2023: re-set & a new campaign:
 - Rolling advert on our website
 - Concentrated effort on LinkedIn
 - Trialling new & established Rec. Cons.
 - G+ verbal/mathematical reasoning
 - Salary expectations
- Over 6 months:
 - RCs needed 'managing'
 - 3 x 20 somethings with 1-2 years experience
 - All grads – various commutes
 - All value-adding & adding to the culture



Apprentice Onboarding – the first six months



Support network in place ...



Outcomes – Anticipated & Unanticipated

- Average Age from 48 to 39 in 5 years
- Campus Culture
- Talent, enthusiasm and fresh approaches
- Quality work to defined standards
- 15 apprentices to date:
 - 7 qualified;
 - 3 starting year 2;
 - 5 starting year 1;
 - 1 leaver (wants to come back);
 - 1 trialling degree level

- Talent, enthusiasm and fres, innovative approaches
- Invigorated the established team
 - Mature BAs love to mentor!
 - The office is a fun place to be
 - 'Old Dogs' learning new tricks
- Need to rethink our career paths
- Need for robust quality control measures