

STAFF CONSULTATION PAPER

UNIVERSITY OF BEDFORDSHIRE BUSINESS SCHOOL

EXECUTIVE DEAN: Chris Marshall

November 2025

1. Introduction

- 1.1. This consultation document outlines the proposal for a reduction of academic staffing levels within the University of Bedfordshire Business School. It aligns to the overarching consultation document for the University of Bedfordshire which provides details of the rationale for the proposed changes and guiding principles for the change. The overarching document, which should be read in conjunction with this proposal for the University of Bedfordshire Business School can be found here. [[Consultation Document](#)]
- 1.2. As identified in the overarching consultation document, we are navigating a period of significant challenge in the higher education sector. The financial and recruitment landscape has shifted dramatically. Declining home and international student recruitment, historic and lengthy undergraduate tuition fees freeze, rising operational costs, and increased pension and National Insurance contributions have created a challenging financial position for the wider sector and for us.
- 1.3. Since 2022/23 our on-campus student population has dropped by 44%. Whilst huge efforts have been made by colleagues to improve recruitment, as well as develop new courses, the latest forecast shows our 2025/26 student numbers will reduce further. We must adapt to align our operations to the number of students, ensuring our organisational structure is right for the institution's size, and continue to maintain our commitment to delivering high-quality education, supporting employability, and driving social mobility.
- 1.4. We have been working for some time to mitigate the impact of these sectoral issues. Actions that we have taken to date include:
 - A focused review on non-pay expenditure: lowering utility consumption; exiting leased buildings; reducing property maintenance costs; and review of facility-related services like catering and hospitality.
 - A voluntary severance scheme open to all staff during 2024.
 - Tighter controls over recruiting to staff post vacancies.
 - A staff consultation earlier in 2025 with the focus on reducing levels of professional service staff, alongside faculty leadership, administrative and technical staff.
- 1.5. The reduction in student numbers means that there is a reduced requirement for academic teaching staff. Across the University we have taken action to minimise these reductions, including approving voluntary redundancy for a number of academic teaching staff at the end of 2024/25, not replacing leavers where possible, and reducing our planned use of Hourly Paid Lecturers (HPLs) by over half in 2025/26 compared to last year, however further reductions are still needed.
- 1.6. The distribution in the reduction of student numbers does not fall evenly across the organisation, with some faculties and schools more affected than others. This document identifies the impact for the University of Bedfordshire Business School and the Schools of: Business and Management; Accounting, Law and Sustainable Tourism; Graduate School of Business. It sets out the proposed changes to the academic staff in the Faculty, and aligned to the University context, the reasons for specific changes, and the impact on individual posts.
- 1.7. The consultation document also outlines proposals for standardised job descriptions across academic grades.

- 1.8. Consultation on the proposed changes and the implementation of any changes will be led by Chris Marshall, Executive Dean of the University of Bedfordshire Business School, and supported by People and Culture.
- 1.9. It is important to emphasise that these are proposals, rather than decisions, and the Vice Chancellor's Executive Group (VCEG) welcomes comments, suggestions, alternative proposals and feedback on all aspects of the proposals. All feedback will be considered genuinely and transparently.

2. Scope

- 2.1. The proposals in this consultation document cover academic staff in the faculty whose posts are in-scope, however staff on research-only contracts are not in scope unless they are a professor or associate professor. Faculty leadership positions in the Faculty Executive Group, and all other professional services staff in the faculty, are out of scope.
- 2.2. In addition, staff in the London School of Commerce (LSC) study centres are out of scope, as they are being considered as part of a separate process resulting from the end of the partnership with the LSC.

3. Consultation on Standardised Job Descriptions

- 3.1. Across the University, we are proposing to standardise job descriptions for academic staff. This builds on the standardisation of job descriptions for Grade 9 Principal Lecturers in the previous consultation in 2024/25. The proposal applies to the following posts:
 1. Professor
 2. Grade 9 Associate Professor
 3. Grade 8 Senior Lecturer
 4. Grade 8 Senior Tutor
 5. Grade 7 Lecturer
 6. Grade 7 Tutor.
- 3.2. Some staff have job descriptions that have not been recently updated to reflect their current roles and responsibilities. New job descriptions are required to ensure staff have a clear understanding on their responsibilities and to allow line managers to undertake PDRs and workload allocation in alignment with a job description. Given that the context, principal accountabilities and person specification within each set of job descriptions are broadly the same, it is proposed to introduce standardised job descriptions to ensure consistency across posts.
- 3.3. The proposed standardised job descriptions for the Grade 7 and Grade 8 posts are differentiated by the subject specialism in the job title (for example, "Lecturer in XXX") plus any qualifications, contextualised knowledge and experience or PSRB requirements as relevant within the person specification.
- 3.4. The proposed standardised job descriptions can be found [here](#).

- 3.5. The VCEG welcomes feedback on the proposed changes to the academic job descriptions.

4. Consultation on the proposed changes to academic staffing levels

- 4.1. The total on campus student numbers (excluding study centres and TNE) for the Business School Faculty have fallen from over 4,200 FTE in 2022/23 to an expected position of just under 1,600 FTE in 2025/26.
- 4.2. This represents a reduction between 2022/23 and 2025/26 of 62% student FTE.
- 4.3. The decline in Home UG recruitment has impacted all schools, subject and portfolio areas, and the resulting restructuring proposals have taken account of differential shifts across subjects and portfolios. The PGT Portfolio is particularly influenced by the fast and significant reduction in international students.
- 4.4. The proposed reductions in staffing levels have been identified based on a number of factors, including:
- Staffing requirements for teaching, where reductions in student numbers have resulted in an imbalance between student numbers and staff required to teach students
 - Known staff changes (such as leavers and upcoming retirements)
 - Teaching requirements, including staff subject specialisms and an appropriate grade mix of academic teaching staff for the subject areas and portfolios
 - PSRB (Professional, Statutory and Regulatory Bodies) requirements for staffing
 - Requirements for Hourly Paid Lecturers (HPLs) – for example, to provide specific subject specialisms
 - Affordability in relation to faculty budgets
- 4.5. The Faculty will retain a small budget for Hourly Paid Lecturers (HPLs), who will be deployed to provide flexible teaching support in response to specific academic needs. This may include covering staff absences, supporting TNE provision, or delivering specialist modules that require external expertise. HPLs may also be appointed to support evening or weekend teaching, or in cases where the volume or timing of work does not justify a permanent appointment. This approach enables the Faculty to respond efficiently to fluctuating demands while maintaining high-quality teaching provision.
- 4.6. The large decline in student numbers across all Schools in the Faculty has resulted in the need to revisit the portfolio structure that was implemented in August 2025. It is proposed to reduce the number of UG portfolios in the Faculty to four, with an associated reduction in leadership positions at the School portfolio Grade 9 level. The impact of this proposed change is outlined in Section 6.1 table detailing the position at 1 August 2025 and proposed for March 2026. The number of PG portfolios will remain the same.

5. Impact of changes

5.1. Across the University, not all academic posts and colleagues are affected by the proposed changes in the consultation, nor in the same way. We have categorised the impact of the proposed changes as follows:

Category	Proposed impact on post	Initial Status*	Proposed impact on colleague
1	No changes to Job Description (JD).	In scope but not at risk as no changes.	No impact – not at risk
2	The job descriptions of colleagues in this category are subject to minor changes but still considered suitable.	In scope but not at risk as minor changes	Colleagues assimilated into post.
3	No changes to job descriptions, but there are more people than posts. Job descriptions are subject to minor changes but still considered suitable, but there are more people than posts.	At risk	Colleague is 'pooled' with other at-risk colleagues performing the same/similar role.
			Post is ring fenced for at risk colleagues.
			Colleagues are selected through a written submission/ interview process.
4	Post is deleted and does not exist in the new structure.	At risk	Colleague added to redeployment register.

**Initial status reflects a person's position based on the proposals. The initial status may change if the proposals are changed as a result of consultation.*

5.2. More details of these categories, and the impact can be found in the main consultation document. [[Consultation Document](#)]

5.3. For the University of Bedfordshire Business School breakdown of colleagues in each change category is as follows:

Change Category (Headcount)						Total Reduction
Grade	1	2	3	4	Grand Total	
7		9	21	2	32	10
8		11	50	1	62	22
9	2	1	6		9	2
Spot Profs		2			2	0
Grand Total	2	23	77	3	105	34

- 5.4. The following sections of the document consider the proposed changes to the portfolio structure, followed by the three schools in turn.

6. Proposed change to portfolio structure

- 6.1. The Faculty proposes making further change to the School structures to reflect the diminishing population of students. The outcome will be a reduced number of portfolios and reduced requirement for portfolio leadership. An overview of portfolio is presented in the table below.

School	Current Portfolio Structure	Proposed Portfolio Structure
School of Business and Management	• General Business and HRM • International Business and Marketing • Apprenticeships • Partnerships (LSC and TNE)	• General Business (HRM, International Business, Foundation, Partnerships) • Apprenticeships (UG and PGT) • <i>Partnerships (LSC and TNE) - until September 2026</i>
School of Accounting, Law and Sustainable Tourism	• Accounting • Law • Aviation and Tourism • Foundation	• Accounting and Law • Aviation, Marketing and Tourism
Graduate School of Business	• MBA Course suite including partnerships • MSc Course suite	• MBA Course suite including partnerships • MSc Course suite

- 6.2. The revised structures result in a reduced requirement of leadership capacity to support fewer students and are based on the need to concentrate on retaining staff capacity to deliver courses and units that remain core of the Faculty academic portfolio due to insufficient student numbers.
- 6.3. The rationale for changes in the **School of Business and Management** is to bring together all core elements of general business provision into a single General Business portfolio where economies of scale in teaching delivery which can be made by drawing together general and international business with HRM courses. The inclusion of the Foundation Unit in the General Business portfolio reflects the characteristics of the common foundation year and the relationship between the Level 3 and common Level 4 core units for business courses. Including these together in a single portfolio reflects how Level 3 and 4 courses have been successfully implemented together since 23/24.
- 6.4. The General character of teaching most closely aligns with subject disciplines held in the School of Business and Management.
- 6.5. The formation of a separate Apprenticeships portfolio combining UGT and PGT provision pools key skills sets of staff already working with employer-based learners and delivering the distinctive teaching, assessment and regulatory frameworks through independent carousel delivered units. At the heart of the current Apprenticeship are core standards in Project Management, Chartered Manager and Senior Leader with skills available most readily from the general business staffing group. It is a growth area, and it is anticipated that further Apprenticeship standards will be developed over the course of the next two years.

- 6.6. The changes in the **School of Accounting, Law and Sustainable Tourism** again reflect the need to balance the sharp decline in students, staffing and the required level of leadership whilst retaining the essential professional skills sets required to deliver the portfolios. As a result, the number of portfolios will be reduced from four to two with the foundation portfolio being integrated into the School of Business and Management. Professional Services is acknowledged in a number of government strategies as a national employment growth area. The Faculty has already gained university support for a Law growth strategy and will pursue a similar growth-focussed plan for Accountancy. At the centre of the proposal for Law is to develop a stronger practice-based learning philosophy and through relevant PSRB and Professional Practices in the legal and accountancy field. Whilst there are clear opportunities for growth, the current student numbers in Law and Accountancy require reductions in leadership and staffing in this area.
- 6.7. For the Aviation and Tourism area the pattern of steady declines in student numbers mean that this cannot continue as a stand-alone portfolio and the inclusion of Marketing is aimed at boosting the student course offer and building on synergies in the course areas. It is planned that a fundamental rework of this area will build a new offer linked to regional aviation growth and skills demand of the leisure industries in the future.
- 6.8. There are no plans to reduce the number of portfolios in the **Graduate School of Business** areas. These will be kept under on-going review matched to student recruitment numbers. There is a need to retain two portfolios to allow specialisations to be grown in response to market changes. The MBA retains a strong TNE partnerships portfolio to support on campus delivery. In the MSc area a range of new specialisations involving AI, Fin Tech and the delivery of more specialised project management and other logistics courses in hybrid mode will be rolled out during 2025/26. As there are no immediate proposed changes planned to the structure of delivering PGT area, the Grade 9 Leadership capacity will remain unchanged and relevant staff will not be pooled.
- 6.9. The **Portfolio structures comprise** of eight UG portfolios with six substantive G9 Portfolio Leaders and three G8 Portfolio Leaders who are acting up. As a result of the proposed changes to portfolios outlined above it is proposed that the six substantive Grade 9 Principal Lecturers in the UG Schools are pooled to apply for the four positions proposed through these changes. See proposed Pool structures provided below. The three Grade 8 staff in acting up roles (2.4 FTE) will revert to their substantive positions at the relevant anniversary dates. As stated, the PGT area is proposed to remain outside of this change as there are no immediate changes proposed to the PGT portfolios focussed on a distinct agenda of growth and time is needed for this to be realised. The distinctive model of PGT delivery through Block mode study also creates a ring-fenced area of resourcing.

Pooling for Grade 9 Principal Lecturers

Current School	Current Principal Lecturer title	Change Category	Pooled for
School of Accounting, Law & Sustainable Tourism	Aviation & Tourism	3	1. General Business (General Business, HRM, International Business, Foundation and Partnerships) 2. Aviation, Marketing and Tourism
School of Accounting, Law & Sustainable Tourism	Accounting & Finance	3	1. Accounting and Law 2. General Business (General Business, HRM, International Business, Foundation and Partnerships)
School of Accounting, Law & Sustainable Tourism	Foundation Level Studies	3	1. General Business (General Business, HRM, International Business, Foundation and Partnerships) 2. Faculty Apprenticeship portfolio 3. Aviation, Marketing and Tourism
School of Accounting, Law & Sustainable Tourism	Law	3	1. Accounting and Law 2. General Business (General Business, HRM, International Business, Foundation and Partnerships)
School of Business & Management	General Business and HRM	3	1. General Business (General Business, HRM, International Business, Foundation and Partnerships) 2. Faculty Apprenticeship portfolio 3. Aviation, Marketing and Tourism
School of Business & Management	International Business and Marketing	3	1. General Business (General Business, HRM, International Business, Foundation and Partnerships) 2. Faculty Apprenticeship portfolio 3. Aviation, Marketing and Tourism
School of Business & Management	Partnerships	N/A	Returning to Substantive Post

Current School	Current Principal Lecturer title	Change Category	Pooled for
School of Business & Management	Apprenticeships	N/A	Returning to Substantive Post
Graduate School of Business	Specialist Masters & PG Co-ordinator	1	No Change. Not at risk.
Graduate School of Business	Business Management and MSc Course Suite	1	No Change. Not at risk.

7. School of Business and Management

- 7.1. The School of Business and Management was created on 1 August 2025, bringing together the old School of Leadership and Management, the Marketing and International Business portfolio from the old School of Aviation Marketing and Tourism and a small part of the Graduate School of Business Senior Leader Apprenticeship integrated in a new overarching Faculty wide Apprenticeship Portfolio.

The School currently has four portfolios as follows:

- General Business and HRM
- International Business and Marketing
- Apprenticeships
- Partnerships (LSC and TNE)

- 7.2. Numbers in the old School of Leadership and Management (which most closely aligns to the current School of Business and Management) have fallen by over half from 743 FTE in 2022/23 to an expected position of 333 FTE in 2025/26. Each of the constituent parts of the School including Marketing and International Business portfolio show a similar scale of decline in student numbers.

- 7.3. The School currently has 33.1 FTE staff, split across subject areas as shown in the table below.

School of Business and Management

	G7 Tutor	G7 Lecturer	G8 Senior Tutor	G8 Senior Lecturer	G9 Principal Lecturer	G9 Associate Professor	Professor	Grand Total
General Business	4	3	0.5	5	1			13.5
General Business (Apprenticeships)		2	1.7	0.9				4.6
HRM	0.5	1		3				4.5
International Business				4				4
Marketing		2		3				5
Marketing / International Business					1			1
Partnerships			0.5					0.5
Grand Total	4.5	8	2.7	15.9	2			33.1

Notes: G9 PL Apprenticeships (0.9FTE) considered in substantive G8 post

7.4. **It is proposed that the School of Business and Management** is restructured to comprise the following portfolios:

- General Business (General Business, HRM, International Business, Foundation and Partnerships)
- Faculty Apprenticeship portfolio
- Partnership Portfolio until September 2026 (LSC and TNE)

7.5. Student numbers in the areas covered by the General Business portfolio have fallen as outlined above with a sharp decline in International Business predicted this year together with falls in HRM after the closure of the Milton Keynes Campus.

Current staffing

General Business and HRM Portfolio Staff by level	Current FTE	Proposed Change FTE	Proposed Structure FTE
Professor	0	0	See table below “Proposed New Portfolio Staffing FTE”
Associate Professor	0	0	
Principal Lecturer (See Table 6.9.)			
Senior Lecturer	8	-3	
Senior Tutor	0.5		
Lecturer	4	-3	
Tutor	4.5		
TOTAL	17	-6	

Proposed New Portfolio Staffing FTE

General Business, HRM, International Business, Foundation and Partnerships) Staff by level	General Business	HRM	International Business	Foundation	Proposed Structure FTE
Professor	0	0	0	0	0
Associate Professor	0	0	0	0	0
Principal Lecturer (See Table 6.9.)					
Senior Lecturer	3.5	2	3		8.5
Senior Tutor					
Lecturer	4	1			7.5
Tutor		0.5		2	
TOTAL	7.5	3.5	3	2	16

7.6. In making these proposals, careful consideration has been given to the subject expertise required to teach the courses in the portfolio. The pooling for the portfolio is based on specialist knowledge including PSRB (CIPD and APM) and other specialist

expertise including proven current apprenticeships experience and understanding of business analytics expertise.

- 7.7. It is proposed that there is a reduction in the number of teaching staff in International Business and Marketing, reflected in the Proposed Change FTE column below. This reflects a continued reduction in student recruitment.
- 7.8. It is proposed that International Business will transfer to the General Business portfolio which includes the following areas: General Business, HRM, International Business, Foundation and Partnerships, and Marketing will transfer to the Aviation and Tourism portfolio; to create a new Aviation, Marketing and Tourism portfolio.

Current Staffing

International Business and Marketing Portfolio Staff by level	Current FTE	Proposed Change FTE	Proposed Transfers Out
Professor	0	0	0
Associate Professor	0	0	0
Principal Lecturer (See Table 6.9.)			
Senior Lecturer	7	-2	5
Senior Tutor	0	0	0
Lecturer	2	-2	0
Tutor	0	0	0
TOTAL	9	-4	5

Proposed changes to the Apprenticeships Portfolio

- 7.9. There is no proposal to change the overall staffing requirement.

Apprenticeships Portfolio Staff by level	Current FTE	Proposed Change FTE	Proposed Final Structure
Professor	0	0	0
Associate Professor	0	0	0
Principal Lecturer (See Table 6.9.)			
Senior Lecturer	0.9	0	0.9
Senior Tutor	1.7	0	1.7
Lecturer	2	0	2
Tutor	0	0	0
TOTAL	4.6	0	4.6

Proposed changes to the Partnerships Portfolio

7.10. It is proposed that:

- Partnerships will remain as a separate portfolio until September 2026 and the end of the partnership with LSC. At that time, it is proposed that the Partnerships portfolio transfers into the General Business portfolio.
- The member of staff acting up to the Partnership PL post (0.5 FTE) will revert to their substantive post at this time.
- Staff working in the London School of Commerce (LSC) study centres are out of scope, as they are being considered as part of a separate process resulting from the end of the partnership with the LSC.

Summary of Proposed Staffing Changes for the New Proposed School of Business and Management

7.11. The overall proposed changes for the School of Business and Management are summarised in the table below, including transfers in and transfers out.

School of Business and Management Staff by level	Current FTE	Proposed Reduction	Proposed Transfer In	Proposed Transfer Out	Proposed FINAL FTE
Professor	0	0		0	0
Associate Professor	0	0		0	0
Principal Lecturer (See Table 6.9.)					
Senior Lecturer	15.9	-5		-2	11.6
Senior Tutor	2.7			0	
Lecturer	8	-5		0	9.5
Tutor	4.5		+2	0	
TOTALS	31.1	-10	2	-2	21.1

7.12. A provision of 2 FTE HPL staff has been made to support the proposed structure.

7.13. A summary of the impact of the proposed changes to posts in the School of Business and Management is provided in the table below.

CURRENT JOB TITLE	CHANGE CATEGORY (see Page 4)	CHANGE IMPACT	LINK TO JD (if applicable)
<u>GENERAL BUSINESS AND HRM</u>			
G7 Lecturer in HRM	2	Standardised JD for G7 Lecturer. Not at risk.	Grade 7 Lecturer JD
G7 Lecturer in Management	3	Pooled for G7 Lecturer. At risk.	Grade 7 Lecturer JD
G7 Lecturer in Strategy	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Lecturer JD
G7 Tutor in Business	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Tutor JD
G7 Tutor in Human Resource Management	2	Standardised JD for G7 Tutor. Not at risk.	Grade 7 Tutor JD
G8 Senior Lecturer in HRM	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Human Resource Management	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Management	3	Pooled for G8 Senior Tutor / Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Project Management	3	Pooled for G8 Senior Tutor / Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Tutor in Business Systems	3	Pooled for G8 Senior Tutor / Lecturer. At risk.	Grade 8 Senior Tutor JD
Principal Lecturer (Management and UG Course Suite)	3	Pooled for Principal Lecturer. At risk.	
<u>INTERNATIONAL BUSINESS AND MARKETING</u>			
G7 Lecturer in Digital Marketing	4	Post deleted. At risk of redundancy. Added to redeployment register.	Grade 7 Lecturer JD
G7 Lecturer in Marketing	4	Post deleted. At risk of redundancy. Added to redeployment register.	Grade 7 Lecturer JD
Senior Lecturer in International Business	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
Senior Lecturer in Business Communication	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD

CURRENT JOB TITLE	CHANGE CATEGORY (see Page 4)	CHANGE IMPACT	LINK TO JD (if applicable)
Senior Lecturer in Digital Marketing	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
Senior Lecturer in International Business Management	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
Senior Lecturer in Marketing	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
Senior Lecturer Intercultural Competence	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
Principal Lecturer (International Business & Marketing)	3	Pooled for Principal Lecturer. At risk.	
<u>APPRENTICESHIPS</u>			
G7 Lecturer in Management	2	Standardised JD for G7 Lecturer. Not at risk.	Grade 7 Lecturer JD
G8 Senior Tutor (Business Management)	2	Standardised JD for G8 Senior Tutor. Not at risk.	Grade 8 Senior Tutor JD
G8 Senior Lecturer in Management	2	Standardised JD for G8 Senior Lecturer. Not at risk.	Grade 8 Senior Lecturer JD

8. School of Accounting, Law and Sustainable Tourism

- 8.1. The School of Accounting, Law and Sustainable Tourism was created on 1 August 2025, bringing together the old Schools of Accounting, Finance and Law and a portfolio from the School of Aviation Marketing and Tourism.
- 8.2. It is proposed that, going forward, the School of Accounting, Law and Sustainable Tourism comprises the following portfolios:
 - Accounting and Law
 - Aviation, Marketing and Tourism
- 8.3. Student numbers in the old School of Accounting, Finance and Law have fallen by a third between 2022/23 and 2025/26. A similar pattern exists for the portfolio of Aviation and Tourism where student numbers have fallen and are predicted to fall further by 30-40 % in the same period. The Foundation area has similarly reduced progressively in line with other course provision and accelerated by the teach out at LSC. The majority of students are now banded in the lowest fee band from AY25/26 which presents an additional financial sustainability question over this area and the cost base to support it.
- 8.4. The School currently has 30.8FTE academic staff allocated to teaching, as shown in the table below.

Current Structure

School of Accounting, Law and Sustainable Tourism								
	G7 Tutor	G7 Lecturer	G8 Senior Tutor	G8 Senior Lecturer	G9 Principal Lecturer	G9 Associate Professor	Professor	Grand Total
Accounting, Finance, Economics		4.0		7.0	1.0			12.0
Aviation & Tourism				5.8	1.0			6.8
Law		1.0		6.0	1.0			8.0
Foundation Studies	3.0				1.0			4.0
Grand Total	3.0	5.0		18.8	4.0			30.8

Notes: Law - counts G9 PL (on secondment) and G8 SL (acting up) in their substantive posts

8.5. The proposed changes have been considered at the portfolio level as outlined below.

Proposed changes to the Accounting Portfolio

8.6. It is proposed that there is a reduction in the number of teaching staff in Accounting, Finance and Economic area, in addition to the Portfolio Lead post change outlined in Section 6.2 above.

Accounting, Finance and Economics Portfolio Staff by level	Current FTE	Proposed Change FTE	Proposed Structure FTE
Professor	0	0	0
Associate Professor	0	0	0
Principal Lecturer (See Table 6.9.)			
Senior Lecturer	7	-4	3
Senior Tutor	0	0	0
Lecturer	4	0	4
Tutor	0	0	0
TOTAL	11	-4	7

Proposed changes to the Law Portfolio

8.7. It is proposed that Law is combined with Accounting to form a new Accounting and Law portfolio, as outlined above.

- 8.8. Apart from the Portfolio Lead post change outlined in Section 6.2, it is proposed that there are no changes to staffing levels in Law to reflect staff departures during the summer period and the increasing of the course offer; LLM SQE in Ay25/26.

Law Portfolio Staff by level	Current FTE	Proposed Change FTE	Proposed Structure FTE
Professor	0	0	0
Associate Professor	0	0	0
Principal Lecturer (See Table 6.9)			
Senior Lecturer	6	0	6
Senior Tutor	0	0	0
Lecturer	1	0	1
Tutor	0	0	0
TOTAL	7	0	7

Proposed New Portfolio

Accounting and Law Staff by level	Accounting	Law	Proposed Final FTE
Professor	0	0	0
Associate Professor	0	0	0
Principal Lecturer (See Table 6.9)			
Senior Lecturer	3	6	9
Senior Tutor	0	0	
Lecturer	4	1	5
Tutor	0	0	
TOTAL	7	7	14

Proposed changes to Aviation and Tourism Portfolio

- 8.9. Student numbers in the former School of Aviation, Marketing and Tourism have fallen by over a quarter since 2022/23.
- 8.10. It is proposed that the Aviation and Tourism portfolio combines with Marketing to form a new Aviation, Marketing and Sustainable Tourism portfolio.
- 8.11. This takes account of a boost in International Marketing numbers for AY25/26. There is no current evidence of growth in the other two areas of the new portfolio.
- 8.12. It is proposed that there is a reduction in the number of teaching staff in the current Aviation and Tourism portfolio and marketing staff to reflect consistently declining student numbers since 2022/23.

Current Portfolio

Aviation and Tourism Portfolio Staff by level	Current FTE	Proposed Change FTE	Proposed Structure FTE
Professor	0	0	0
Associate Professor	0	0	0
Principal Lecturer (See Table 6.9)			
Senior Lecturer	5.8	-2	3.8
Senior Tutor	0	0	0
Lecturer	0	0	0
Tutor	0	0	0
TOTAL	5.8	-2	3.8

Proposed New Portfolio

Aviation, Tourism and Marketing Staff by level	Aviation	Tourism	Marketing	Proposed Final FTE
Professor	0	0	0	0
Associate Professor	0	0	0	0
Principal Lecturer (See Table 6.9)				
Senior Lecturer	2	2	2	6
Senior Tutor	0	0	0	
Lecturer	0	0	0	
Tutor	0	0	0	
TOTAL	2	2	2	6

Portfolio 4 Foundation

8.13. It is proposed that Foundation Studies ceases as a standalone portfolio and combines with General Business, HRM, and International Business, along with Partnerships (after September 2026) to form a combined General Business portfolio in the School of Business and Management.

8.14. It is proposed that there is a reduction in the number of teaching staff in the current Foundation portfolio:

Foundation Portfolio Staff by level	Current FTE	Proposed Change FTE	Proposed Transfer Out
Professor	0	0	
Associate Professor	0	0	
Principal Lecturer (See Table 6.9.)			
Senior Lecturer	0	0	
Senior Tutor	0	0	
Lecturer	0	0	
Tutor	3	-1	2
TOTAL	3	-1	2

Summary of Staffing Changes for the New Proposed School of Accounting, Law and Sustainable Tourism

School of Accounting, Law and Sustainable Tourism Staff by level	Current FTE	Proposed Reduction	Proposed Transfer Out	Proposed transfer In	Proposed FTE
Professor	0	0	0	0	0
Associate Professor	0	0	0	0	0
Principal Lecturer (See Table 6.9.)					
Senior Lecturer	18.8	-6	0	2	14.8
Senior Tutor	0	0	0	0	0
Lecturer	5	0	0	0	5
Tutor	3	-1	-2	0	0
TOTALS	26.8	-7	-2	2	19.8

8.15. A provision of 2 FTE HPL staff has been made to support the proposed structure.

8.16. A summary of the impact of the proposed changes to posts in the School of Accounting, Law and Sustainable Tourism is provided in the table below.

CURRENT JOB TITLE	CHANGE CATEGORY (see Page 4)	CHANGE IMPACT	LINK TO JD (if applicable)
ACCOUNTING, FINANCE AND ECONOMICS			
G7 Lecturer in Accounting and Finance	2	Standardised JD for G7 Lecturer. Not at risk.	Grade 7 Lecturer JD
G7 Lecturer in Economics	2	Standardised JD for G7 Lecturer. Not at risk.	Grade 7 Lecturer JD
G8 Senior Lecturer in Accounting and Finance	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Accounting and Finance	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Economics	4	Post deleted. At risk of redundancy. Added to redeployment register.	
Principal Lecturer (Management and UG Course Suite)	3	Pooled for Principal Lecturer. At risk.	
LAW			
G7 Lecturer in Law	2	Standardised JD for G7 Lecturer. Not at risk.	Grade 7 Lecturer JD
G8 Senior Lecturer in Law	2	Standardised JD for G8 Senior. Not at risk.	Grade 8 Senior Lecturer JD
Principal Lecturer (Law)	3	Pooled for Principal Lecturer. At risk.	
AVIATION AND TOURISM			
G8 Senior Lecturer in Aviation	3	Standardised JD for G7 Lecturer. Not at risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Aviation and Airport Management	3	Standardised JD for G8 Senior Tutor. Not at risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Tourism	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Tourism Management	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
Principal Lecturer (Aviation & Tourism)	3	Pooled for Principal Lecturer. At risk.	
<u>FOUNDATION</u>			
G7 Tutor (Business)	3	Pooled for G7 Tutor. At risk.	Grade 7 Tutor JD
Principal Lecturer (Foundation Level Studies)	3	Pooled for Principal Lecturer. At risk.	

9. Graduate School of Business

- 9.1 As discussed above there are no immediate plans to amend the structures of the MSC / MBA portfolios within GSB.
- 9.2 However, in considering the overall staffing position it is proposed to look at the staff base as a single unit. There are staff with general business and strategy backgrounds in both portfolios and there are staff holding specialist subject skills (accounting and finance, Fin tech, Marketing, HRM, analytics, logistics and supply chain) that are deployed in both portfolios. Therefore, it is proposed to consider the staffing and skills sets required from the School in totality to support provision going forward. Staff from both portfolios will be pooled into one to achieve the staff reductions necessitated by a 76% reduction in the student population.
- 9.3 The Graduate School of Business was created in 2022, bringing all postgraduate courses together and until August 2025 comprised three portfolios, MBA, MBA Partnerships and the MSc suite.
- 9.4 The Graduate School of Business will continue forward with the following portfolios:
- MBA (including partnerships)
 - MSc
- 9.5 Student numbers in the Graduate School of Business have fallen by 76% between 2022/23 and 2025/26 with the commensurate loss of student fee income. The speed of this change from record high points due to the International Student recruitment situation now requires urgent reassessment together with the traditionally high use of HPL's to support teaching and TNE.
- 9.6 The School currently has 40 FTE staff headcount. In addition, the School has [14.3] FTE Hourly Paid Lecturers (see table below).

Graduate School of Business

	Tutor	Lecturer	Senior Tutor	Senior Lecturer	Principal Lecturer	Associate Professor	Professor	Grand Total
MBA	1	2	1	10	1		1	16
MSc		8		13	1	1	1	24
TOTAL	1	10	1	23	2	1	2	40

- 9.7 The proposed changes have been considered at the school level as outlined below.
- 9.7.1 We are proposing that whilst the two portfolios remain distinctive in course delivery, that the restructuring provides an opportunity to review the skills and experiences necessary to operate the courses in their current and foreseeable future formats. There has always been flexibility as to the deployment of staff between the portfolios as demand has fluctuated. Therefore, all staff from GSB will be pooled to assess the best profile of staff given the balance of general and specialised unit expertise required from the courses.

Summary of Proposed Staffing Changes for the Graduate School of Business

9.7. The overall proposed changes for the Graduate School of Business are summarised in the table below:

MBA / MSc Portfolio Staff by level	Current FTE	Proposed Change FTE	Proposed Structure FTE
Professor	2	-1*	1
Associate Professor	1	0	1
Principal Lecturer (See Table 6.9.)	2	0	2
Senior Lecturer	23	-11	13
Senior Tutor	1		
Lecturer	10	-4	7
Tutor	1		
TOTAL	40	-16	24

*One Professor is now located in Research Institute.

9.8. It is proposed that the HPL previously set at 14.3 FTE will reduce to 5 FTE HPL for emergency cover and TNE marking mainly.

9.9. A summary of the impact of the proposed changes to posts in the Graduate School of Business is provided in the table below.

CURRENT JOB TITLE	CHANGE CATEGORY (see Page 4)	CHANGE IMPACT	LINK TO JD (if applicable)
MBA			
G7 Lecturer in Project Management	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Lecturer JD
G7 Lecturer in Strategic Management	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Lecturer JD
G7 Tutor in Applied Business	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Tutor JD
G8 Senior Lecturer	3	Pooled for G8 Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Business Management	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Human Resource Management	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Operations Management and Sustainability	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD

CURRENT JOB TITLE	CHANGE CATEGORY (see Page 4)	CHANGE IMPACT	LINK TO JD (if applicable)
G8 Senior Lecturer in Strategy	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Tutor in Applied Business	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Tutor JD
Principal Lecturer (Business Management and MSc Course Suite)	1	No change. Not at risk	N/A
Professor in Business and Management	2	Standardised JD for Professors. Not at risk.	Professor JD
MSc			
G7 Lecturer in Business Management	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Lecturer JD
G7 Lecturer in Digital Marketing	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Lecturer JD
G7 Lecturer in Human Resource Management	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Lecturer JD
G7 Lecturer in Project Management	3	Pooled for G7 Tutor / Lecturer. At risk.	Grade 7 Lecturer JD
G8 Senior Lecturer in Business Analytics	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Accounting	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Accounting & Finance	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Business Management	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Finance	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in International Business	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Marketing	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Strategic Management	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
G8 Senior Lecturer in Strategy	3	Pooled for G8 Senior Tutor / Senior Lecturer. At risk.	Grade 8 Senior Lecturer JD
Associate Professor	2	Standardised JD for Associate Professors. Not at risk.	Associate Professor JD

CURRENT JOB TITLE	CHANGE CATEGORY (see Page 4)	CHANGE IMPACT	LINK TO JD (if applicable)
Principal Lecturer (Specialist Masters & PG Co-ordinator)	1	No Change. Not at risk.	N/A
Professor of Information Systems	2	Standardised JD for Professors. Not at risk.	Professor JD

10. Overall Impact of Changes for the Faculty

UoB Business School	Current (Headcount)	Proposed Change	Proposed
G7 Tutor	9	-10	22
G7 Lecturer	23		
G8 Senior Tutor	4	-22	40
G8 Senior Lecturer	58		
G9 Principal Lecturer	8	-2	6
G9 Associate Professor	1	0	1
Professor	2	-1*	1
Grand Total	105	-35*	70

*One Professor is now located in Research Institute. Additionally, there are proposed to be nine HPLs; five in GSB, two in B&M, two in ALST.

- 10.1. The Faculty is proposing a 33% reduction in teaching staff in response to a 62% decline in student enrolments over the past two years. The assessment of reductions across staffing areas has been informed by a careful review of the skills and experience required to sustain delivery of a vibrant and high-quality course portfolio within the CAH2 subject areas of Business and Management and Law. The current proposal also takes into account natural staff attrition that has occurred since the establishment of the present structures on 1 August 2025. While significant reductions have been made to the Hourly Paid Lecturer (HPL) requirement, a level of HPL capacity has been retained to ensure flexibility in responding to staff absences, TNE marking, and specific areas of specialist subject expertise.

11. Consultation timescales

- 11.1. The consultation period will start on 6 November 2025 and will run to 9 December 2025.
- 11.2. All colleagues in change categories 1-4 will receive an individual letter setting out their personal position. Colleagues in categories 3 and 4 will be invited to an individual consultation meeting with an appropriate manager.
- 11.3. Where selection processes are required for colleagues in ringfenced pools, they will be held in February.
- 11.4. Any feedback on the proposals in this consultation should be submitted to ConsultationResponse@beds.ac.uk.
- 11.5. After the launch meeting, all colleagues impacted by the proposals will be sent a letter explaining what this potentially means for them. Colleagues at risk of redundancy will be invited to a one-to-one consultation meeting with the Executive Dean or their nominated representative.
- 11.6. Further details about the consultation process and timescales can be found in the overarching consultation document [Consultation Document](#)

12. Impact on Posts

- 12.1. The consultation process identifies a significant number of proposed changes to faculty and departmental staffing structures across the University. The [Overview of the Impact of Change on Posts](#) document identifies what the different proposed categories mean for each colleague. If you feel that a post has been put into the wrong category, this should be discussed with your line manager in the first instance and provided as feedback in the consultation process.
- 12.2. Full details of the categories are found here [[Overview of the Impact of change on posts](#)]. The document also identifies the protection relating to pregnancy and family leave.

13. Redundancy Selection

- 13.1. For colleagues in ringfenced pools, or in the redeployment pool, it is appreciated that this can be a stressful period. The proposed selection process has been designed to be as transparent and open as possible, ensuring that selection decisions can be made based on clear criteria. A guidance note on the selection process is found here [[Redundancy Selection Criteria](#)].

14. Redeployment

- 14.1. Supporting colleagues who are at risk of redundancy will be a key priority as we seek to avoid compulsory redundancies as far as possible. Full details of the redeployment process can be found here [\[Redeployment\]](#).

15. Staff Support

- 15.1. It is appreciated that change can be an unsettling time for colleagues, whether or not they are directly affected by proposals. Therefore, a significant amount of support will be in place for colleagues throughout this process. Detail of the staff support can be found here [\[Staff Support During Org Change\]](#).

16. Voluntary Redundancy

- 16.1. During this change process, we will be offering a voluntary redundancy scheme which is open to all colleagues in the Faculty if their post is “in scope” of the proposals, whether or not their post is at risk, subject to eligibility criteria. This voluntary process will support our aim of avoiding compulsory redundancies wherever possible. Details of the voluntary redundancy scheme can be found here [\[Voluntary Redundancy Scheme\]](#).

17. Equality Impact Assessment

- 17.1. Full details of the Equality Impact Assessment can be found here [\[Equality Impact Assessment\]](#).

18. Frequently Asked Questions

- 18.1. This is a complex process and unsettling period for colleagues across the university. It is appreciated that there will be a lot of questions, and as such a number of FAQs have been developed, and these will be updated on a regular basis throughout the consultation period. The FAQs can be found here [\[FAQ\]](#).