

FINAL STRUCTURE AND ACADEMIC STAFFING LEVELS

UNIVERSITY OF BEDFORDSHIRE BUSINESS SCHOOL

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1. Introduction

- 1.1. This document outlines the final structure and academic staffing levels for the University of Bedfordshire Business School (UBBS) following the launch of a proposed restructuring on 6 November 2025 and a consultation period from 6 November to 9 December 2025.
- 1.2. During the consultation period, feedback was provided through individual and group meetings, trade union colleagues, and via the Consultation Response and Change Team email accounts. In total, over 90 consultation response emails were received, of which approximately 30 related to UBBS.
- 1.3. The Vice Chancellor's Executive Group (VCEG) recognise that colleagues have taken considerable time and effort to respond to the consultation proposals, reflecting the high level of commitment among colleagues to ensuring the success of the University and its students. VCEG members are very grateful for all the feedback provided and have considered the feedback genuinely and transparently.
- 1.4. This document first references the original proposal to standardise Job Descriptions for academic staff. It provides a link to a summary of the feedback received and a link to the updated Job Descriptions as a result of the consultation.
- 1.5. This document then references the original proposal for a reduction in academic staffing levels in UBBS. It then considers the feedback that was received during the consultation period and identifies the outcome of that feedback in terms of any changes to the proposed structures and posts.
- 1.6. The document then outlines the final changes to structures and staffing levels and summarises the impact of the final changes on posts. It also provides information about next steps.

2. Proposal to standardise Job Descriptions

- 2.1. Details of the original proposal to standardise Job Descriptions for the following posts can be found [here](#).
 - Professor
 - Grade 9 Associate Professor
 - Grade 8 Senior Lecturer
 - Grade 8 Senior Tutor
 - Grade 7 Lecturer
 - Grade 7 Tutor

2.2. Feedback on the Job Descriptions was considered at the University level and can be found in the Overall Final Outcomes document for the University of Bedfordshire (UoB) [here](#).

2.3. The link to the updated standardised Job Descriptions can be found [here](#).

3. Summary of Feedback Received

3.1. A total of 30 substantive responses were received regarding the proposed restructuring of the University of Bedfordshire Business School (UBBS). Feedback focused on a number of priority areas, with several responses addressing multiple themes.

3.2. The feedback received has been considered genuinely and transparently. Detailed responses to the feedback can be found in the accompanying [feedback document](#).

3.3. Feedback resulting in changes

The following feedback has resulted in changes to the original proposals that were developed for the consultation.

a. Marketing and International Business

Feedback expressed support for keeping Marketing and International Business (IB) together in the same school and portfolio due to shared curriculum and teaching synergies. Additional feedback highlighted increased recruitment in Marketing supported by bursaries.

Outcome: Structural change to align International Business and Marketing in the same school. Change in reduction of posts by one to reflect improved recruitment for 2025/26 (see Section 7).

b. Accounting, Finance, and Economics

Recommendations included retaining key staff, widening pooling across Grades 7 and 8, and prioritising permanent staff to maintain continuity and Professional Statutory and Regulatory Bodies (PSRB) compliance. Feedback noted recent improvements in league tables and National Student Survey (NSS) scores and identified this as a growth area. There was also an emphasis in feedback on maintaining continuity for active cohorts and future course development, with senior expertise retained for teach-out and curriculum innovation.

Outcome: Grade 8 Pooling updated for Accounting, Finance and Economics to integrate Grade 8 finance and economics staff. Change in reduction of posts by one to reflect improved student recruitment for 2025/2026 (see Section 7).

c. Graduate School of Business (GSB)

Suggestions included reviewing the scale of reductions and expanding income-generating activities such as short courses, executive education, and industry partnerships to sustain capacity.

Outcome: Some of this feedback is being addressed at the University level (see section below). Change in reduction of posts by three compared to the original proposal to reflect improved student recruitment for 2025/2026 (see section 8).

d. Foundation Year

Feedback proposed recognising transferable skills, enabling flexible redeployment, and improving marketing visibility to support recruitment and progression.

Outcome: Some of this feedback is being addressed at the University level (see section below). Structural change to integrate Foundation Year with Apprenticeships. Both the Apprenticeships area and the Foundation area provide an integrated Faculty wide academic service and have distinctive pedagogical platforms to ensure students get the relevant knowledge and skills development.

e. Apprenticeships

Feedback welcomed the Grade 9 lead role being established and suggested refining the job description for Skills England and Ofsted compliance. Suggestions were made regarding how the provision can be developed to reduce academic workload and strengthen administrative support. It was proposed that these changes would provide a blueprint for enhancement for the University Apprenticeship Lead and the central Team. The exclusion of Apprenticeships from pooling was raised.

Outcome: Structure updated to include Foundation Year with Apprenticeships. A change to pooling was considered, but no changes made for a combination of reasons including the need for stability to ensure effective preparation for external OFSTED audit imminent in 2026 and the business pipeline from February 2026 that will generate short term growth in key skills located in the current team for project management and improvement.

- 3.4.** Whilst no specific feedback was received regarding General Business, due to positive student recruitment, there has been a change in the reduction of posts by one compared to the original proposal (see Section 6).

3.5. Other Feedback considered

- 3.5.1.** Other feedback relating to the following areas was also carefully considered, however this has not resulted in any changes to the original proposal.

a. Tourism and Aviation

Suggestions included reviewing workload distribution and staff reductions in 2025 and adopting collaborative approaches to maintain delivery standards and staff wellbeing.

Outcome: Considered but no structural change. The portfolio has a number of strands, travel, tourism, hospitality and aviation. Over the last few years, the course team have mounted a wide range of recruitment initiatives and bursaries have recently supported recruitment without significant impact on overall student recruitment. National statistics presented at the University Portfolio Symposium in September 2025 showed the declining national market. It is timely, therefore, to retain the Tourism and Aviation subjects but streamline the portfolio of courses and pathways.

b. Human Resource Management

Feedback on Human Resource Management (HRM) highlighted strong growth in student numbers driven by scholarships and international recruitment. It was suggested to retain sufficient specialist staff to protect Chartered Institute of Personnel and Development (CIPD) accreditation, ensure high-quality delivery and strengthen support for international students through targeted pastoral care and academic mentoring in order to safeguard progression and retention.

Outcome: Considered but no structural change. The proposal has taken account of the skills sets required and the CIPD PSRB requirements. The balance of Grade 8 and Grade 7 staff can maintain delivery of the professional curriculum. Our common core units are designed to provide the necessary international student support.

c. Staffing Model and Hourly Paid Lecturers (HPL) Use

Feedback suggested retaining more permanent staff for continuity and using hourly paid lecturers more selectively for flexibility and cost-effectiveness.

Outcome: Considered but no change to the original proposals which include a considerable reduction in the use of hourly paid lecturers for business reasons outlined in the original proposal. The revised proposal provides a change in the reduction of permanent posts by six FTE compared to the original proposal as a result of improved student recruitment detailed below.

d. Alternative structures and pooling

Feedback included suggestions for alternative structures of schools and portfolios, and alternative approaches to pooling. Some suggestions were made around a re-alignment of Undergraduate (UG) and Postgraduate Taught (PGT) staffing in subject areas and others suggested differing subject groupings including a reduction of schools to two. Questions were raised around the General Business pool and the exclusion of the Apprenticeship staff. This has been covered in the above section on Apprenticeships.

Outcome: Considered and partially adopted. Several amendments have been made in response to feedback including the retention of the alignment of Marketing and International Business, the rebalancing of the General Business portfolio by deploying the Foundation unit into the Apprenticeships area for the reasons given above. We did not retain the Marketing and International Business alignment with the General Business portfolio since August 2025. This could, as the feedback identified, build useful links to courses sharing a diet of common units. However, it would also lead to a sharp imbalance in the student numbers between schools. As a Faculty we will need to work more flexibly across portfolio and school boundaries. We have started this process, and the common shared units are achieving this collaborative working already. The location of the portfolios is less critical than the mode of working we have begun to adopt.

3.6. Further feedback being addressed at the University level

3.6.1. Further feedback received related to areas that are being addressed at the University level.

a. Staffing and Workload Planning

Feedback suggested aligning staffing levels with workload and growth opportunities through phased implementation, dynamic workload planning, and income-generating initiatives such as short courses and consultancy.

Outcome: The University has purchased and is currently implementing, Simitive, a new workload allocation management system. The use of Simitive will enable more dynamic and transparent implementation of the University's Academic Workload Planning Framework. The Pro Vice Chancellor Research and Innovation and the Research and Innovation Services team have been working with staff in faculties to increase income generation from short courses and Continuing Professional Development. In 2025 Academic Board approved a new Consultancy Policy designed to increase income from consultancy.

b. Research Capacity

Feedback emphasised retaining research-active staff to support the Research Excellence Framework (REF), research-informed teaching, and income generation, with proposals to include research outputs in selection criteria and create pathways for early-career researchers.

Outcome: A number of comments were received regarding the implications of the proposed restructuring for research, postgraduate research supervision and University's REF 2029 submission. The Pro Vice Chancellor Research and Innovation, the Research and Innovation Services team and senior academic staff have been undertaking a series of actions over the last three years to prepare for REF 2029 and planning is well advanced. The Pro Vice Chancellor Research and Innovation and the Research and Innovation Services team have been monitoring the implications for the University's REF 2029 submission of the consultation process and will continue to take mitigating actions.

c. Student Recruitment

Recommendations focused on a five-year recruitment strategy, improved digital presence, pre-master's pathways, and embedding Artificial Intelligence (AI) across curricula to enhance competitiveness.

Outcome: Considered outside of restructure; suggestions referred to marketing and recruitment teams. It is proposed that we consider the staff ideas once the re structure has taken place and we can develop the thinking. There is already significant dialogue between Schools and central recruitment to continually improve the Business School's digital presence and building the evidence around the strong career powered brand

UBBS already has made good headway in building a strong AI presence within Luton AI and directing the curriculum toward AI at the course and unit level in several areas of UG and PGT teaching

d. Growth Opportunities

Respondents proposed retaining staff in areas with strong growth potential, such as short courses and PSRB provision, and adopting phased implementation to support continuity.

Outcome: Considered outside of restructure; noted for future development.

e. Income Generation and Curriculum Innovation

Opportunities identified included expanding short courses, executive education, and consultancy projects, and introducing curriculum innovations such as business proposals and AI integration.

Outcome: Considered outside of restructure; referred to curriculum development teams.

f. Student Experience and Communication

Recommendations included hosting open forums, providing transparent updates, and involving students in feedback processes to maintain confidence and engagement.

Outcome: Considered outside of restructure; actions referred to student engagement planning.

g. Timing and Operational Planning

Suggestions included integrating workload planning into decisions, retaining staff in growth areas, and clarifying the University's long-term vision. Operational improvements such as streamlined processes and collaborative workspace allocation were also proposed.

Outcome: Considered outside of restructure; noted for operational review.

4. Impact of Changes

4.1. As part of the consultation process, the impact of the proposed changes were categorised 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.
2	Job descriptions are subject to minor changes but still considered suitable.	In scope but not at risk as minor changes	Colleagues are 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	Colleagues are '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 are 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.*

4.2. Following the consultation process, the breakdown of posts in each category for UBBS is as follows:

Change Category (Headcount)						
Grade	1	2	3	4	Staff member left	Grand Total
Grade 7		9	21	2		32
Grade 8		14	47		1	62
Grade 9	2	1	6			9
Spot Profs		2				2
Grand Total	2	26	74	2	1	105

4.3. Please note that the table focuses on posts. Decisions about Voluntary Redundancy are still being finalised and so the actual impact on colleagues may change up to 30 January 2026.

4.4. The following sections of the document consider the overall school and portfolio structure followed by the three schools in turn.

5. Final School and Portfolio Structure

5.1. Following the consultation several changes have been made to the school and portfolio structure in the original proposals. This includes the change of the School of Accounting, Law and Sustainable Tourism to the School of Accounting, Law, Marketing and Tourism to reflect the new portfolio structure. The other two school titles remain unchanged.

5.2. The final school and portfolio structure is shown in the table below, mapped against the current structure and original proposals.

Current School	Current Portfolio Structure	Proposed Portfolio Structure in Consultation Document Nov 2025	Final School Structure	Final Portfolio Structure
School of Business and Management	• General Business and Human Resource Management (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 Business and Management	• Leadership and Management and HRM • Apprenticeships and Foundation • <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	• School of Accounting, Law, Marketing and Tourism	• Accounting and Law • Marketing and Tourism*

Current School	Current Portfolio Structure	Proposed Portfolio Structure in Consultation Document Nov 2025	Final School Structure	Final Portfolio Structure
Graduate School of Business	• MBA Course suite including partnerships • MSc Course suite	• MBA Course suite including partnerships • MSc Course suite	• Graduate School of Business	• MBA Course suite including partnerships • MSc Course suite

** Marketing and Tourism portfolio includes Marketing, International Business, Aviation and Tourism*

5.3. The key changes to the structure from the original proposals include:

- a. International Business to join Marketing in a combined Marketing and Tourism portfolio in the School of Accounting, Law, Marketing and Tourism. For the preceding nine years International Business, Marketing, Aviation and Tourism were combined as a school numbers declined hence the school was disbanded in August 2025. This proposal maintains the subject alignment but at portfolio level. The synergies apparent with the School of Business and Management are real but if retained would create imbalance between school numbers and leadership capacity. The organisation and operation of the common core units will allow the necessary cross school planning and activities that will be necessary in the post structuring period.
- b. As proposed, Foundation will move from the School of Accounting, Law, Marketing and Tourism to the School of Business and Management, however it will now combine with Apprenticeships to form an Apprenticeships and Foundation portfolio. This reflects their cross-Faculty service to all subject areas and enables building on distinctive but common pedagogies in each area.

5.4. Principal Lecturers

- 5.4.1. The original consultation document proposed a reduction of 2 Grade 9 Principal Lecturer posts across the two Undergraduate schools (from 6 substantive Grade 9 Principal Lecturer posts to 4 posts). There is no change to this proposal, however the job titles of three of the posts have been updated to reflect the revised portfolio structure. The final pooling is shown in the table below.

5.4.2. Pooling for Grade 9 Principal Lecturers

Current School	Current Principal Lecturer title	Change Category	Pooled for
School of Accounting, Law and Sustainable Tourism	Aviation & Tourism	3	1. Leadership and Management and HRM 2. Marketing and Tourism
School of Accounting, Law and Sustainable Tourism	Accounting & Finance	3	1. Accounting and Law 2. Leadership and Management and HRM
School of Accounting, Law and Sustainable Tourism	Foundation Level Studies	3	1. Leadership and Management and HRM 2. Apprenticeships and Foundation 3. Marketing and Tourism
School of Accounting, Law and Sustainable Tourism	Law	3	1. Accounting and Law 2. Leadership and Management and HRM
School of Business & Management	Management and UG Course Suite	3	1. Leadership and Management and HRM 2. Apprenticeships and Foundation 3. Marketing and Tourism
School of Business & Management	International Business and Marketing	3	1. Leadership and Management and HRM 2. Apprenticeships and Foundation 3. Marketing and Tourism
School of Business & Management	Partnerships	N/A	Returning to Substantive Post
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.

Current School	Current Principal Lecturer title	Change Category	Pooled for
Graduate School of Business	Business Management and MBA Course Suite including partnerships	1	No Change. Not at risk.

5.4.3. The next sections outline any changes to staffing levels and pooling in the original proposals following the consultation process. The information is shown by school based on the new portfolio structure and is broken down further by subjects where relevant.

6. School of Business and Management

6.1. Leadership and Management and Human Resource Management (HRM) Portfolio

Following the consultation, the General Business and Human Resource Management (HRM) portfolio remains as current.

6.1.1. Leadership and Management

The original consultation document included a proposed reduction of 2 Senior Lecturer / Senior Tutor posts in General Business (from 6 FTE to 4 FTE). Following more positive actual and forecast student recruitment in Semesters 1 and 2 of 2025/26, the required reduction is now 1 Senior Lecturer / Senior Tutor post, resulting in a total of 5 FTE at Grade 8 in Leadership and Management, as shown in the table below.

6.1.2. The original consultation document also proposed a reduction of 3 Lecturer / Tutor posts (from 7 FTE to 4 FTE). There is no change to this proposal.

Leadership and Management	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer	5	-2	-1	5
Senior Tutor	1			
Lecturer	3	-3	-3	4
Tutor	4			
TOTAL	13	-5	-4	9

6.1.3. HR Management: There is no change to the original proposals for HRM, as shown in the table below:

HR Management	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer	3	-1	-1	2
Senior Tutor				
Lecturer	1	0	0	1
Tutor	0.5	0	0	0.5
TOTAL	4.5	-1	-1	3.5

6.1.4. There is no change to the pooling for colleagues in General Business and HR Management.

6.2. Apprenticeships and Foundation Portfolio

6.2.1. Apprenticeships: There is no change to the proposal to maintain current staffing levels in Apprenticeships, as shown in the table below.

Apprenticeships	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer	0.9	0	0	0.9
Senior Tutor	1.7	0	0	1.7
Lecturer	2	0	0	2
Tutor				
TOTAL	4.6	0	0	4.6

6.2.2. Following consultation feedback, considerable thought was given to the potential for pooling colleagues from other areas with the current Apprenticeship staff for the Apprenticeship posts, however it was decided not to change the pools for a number of business reasons requiring continuity of staffing. These reasons include the completion of imminent contracts for the Improvement Standard, Pro Project Management and Chartered Manager Degree Apprenticeship (CMDA), and the imminent 2026 review by the Ofsted Further education and skills education inspection framework

6.2.3. Foundation: There is no change to the original proposal to reduce staffing levels for Foundation by 1 Grade 7 Tutor, as summarised in the table below, and no change to the pooling.

Foundation	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer				
Senior Tutor				
Lecturer				
Tutor	3	-1	-1	2
TOTAL	3	-1	-1	2

6.3. The final structure for the School of Business and Management is summarised in the following table:

Business and Management – FINAL STRUCTURE	Leadership and Management and HRM	Apprenticeships and Foundation	Total FTE
Professor			
Associate Professor			
Principal Lecturer	1	1	2
Senior Lecturer	7	0.9	9.6
Senior Tutor		1.7	
Lecturer	5.5	2	9.5
Tutor		2	
TOTAL	13.5	7.6	21.1

6.4. A summary of the impact of the final structure by current role is provided in the table below.

CURRENT JOB TITLE	FINAL CHANGE CATEGORY	CHANGE IMPACT
GENERAL BUSINESS AND HRM		
G7 Lecturer in HRM	2	Standardised JD for G7 Lecturer. Not at risk.
G7 Lecturer in Management	3	Pooled for G7 Lecturer in Leadership and Management. At risk.
G7 Lecturer in Strategy	3	Pooled for G7 Tutor / Lecturer in Leadership and Management. At risk.
G7 Tutor in Business	3	Pooled for G7 Tutor / Lecturer in Leadership and Management. At risk.
G7 Tutor in Human Resource Management	2	Standardised JD for G7 Tutor. Not at risk.
G8 Senior Lecturer in HRM	3	Pooled for G8 Senior Lecturer in Human Resource Management. At risk.
G8 Senior Lecturer in Human Resource Management	3	Pooled for G8 Senior Lecturer in Human Resource Management. At risk.
G8 Senior Lecturer in Management	3	Pooled for G8 Senior Tutor / Lecturer in Leadership and Management. At risk.
G8 Senior Lecturer in Project Management	3	Pooled for G8 Senior Tutor / Lecturer in Leadership and Management. At risk.
G8 Senior Tutor in Business Systems	3	Pooled for G8 Senior Tutor / Lecturer in Leadership and Management. At risk.
Principal Lecturer (Management and UG Course Suite)	3	Pooled for Principal Lecturer. At risk.
APPRENTICESHIPS		
G7 Lecturer in Management	2	Standardised JD for G7 Lecturer. Not at risk.
G8 Senior Tutor (Business Management)	2	Standardised JD for G8 Senior Tutor. Not at risk.
G8 Senior Lecturer in Management	2	Standardised JD for G8 Senior Lecturer. Not at risk.
FOUNDATION		
G7 Tutor (Business)	3	Pooled for G7 Tutor in Leadership and Management (Foundation). At risk.

CURRENT JOB TITLE	FINAL CHANGE CATEGORY	CHANGE IMPACT
Principal Lecturer (Foundation Level Studies)	3	Pooled for Principal Lecturer. At risk.

6.5. A link to the job descriptions / detailed person specifications for Category 3 posts can be found [here](#).

6.6. A link to the standardised job descriptions for Category 2 posts can be found [here](#).

7. School of Accounting, Law, Marketing and Tourism

7.1. Accounting and Law Portfolio

7.1.1. Accounting, Finance and Economics: There is no change to the structure of Accounting, Law and Economics however there is an update to staffing levels. The original proposal included a reduction of 4 Senior Lecturers (from 7 FTE to 3 FTE) from the Accounting, Finance and Economics area. Following more positive actual and forecast student recruitment in Semesters 1 and 2 of 2025/26, the required reduction is now 3 Senior Lecturers from a combined pool of Accounting, Finance and Economics to give a final total of 4 FTE Senior Lecturers, as shown in the table below:

Accounting, Finance and Economics	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer	7	-4	-3	4
Senior Tutor				
Lecturer	4	0	0	4
Tutor				
TOTAL	11	-4	-3	8

7.1.2. The original proposal separated out the 6 Senior Lecturer posts for Accounting and Finance from the Senior Lecturer post for Economics, with the latter post to be deleted. Following consultation feedback, all 7 Senior

Lecturer posts for Accounting, Finance and Economics will be considered as a single pool. There are synergies between finance and economics teaching at the earlier course levels and a need to retain more specialised economics teaching at Level 5 and Level 6.

7.1.3. Law: There is no change to the proposals for Law in the original consultation document, as summarised in the table below.

Law	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer	6	0	0	6
Senior Tutor				
Lecturer	1	0	0	1
Tutor				
TOTAL	7	0	0	7

7.2. Marketing and Tourism Portfolio

7.2.1. As outlined in Section 5, the original proposal has been changed in response to feedback to include International Business with Marketing.

7.2.2. International Business: There is no change to the proposed reduction of 1 Senior Lecturer in International Business, as summarised in the table below, and there is no change to the proposed pooling.

International Business	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer	4	-1	-1	3
Senior Tutor				
Lecturer				
Tutor				
TOTAL	4	-1	-1	3

7.2.3. Marketing: The original proposal included a reduction of 1 Senior Lecturer and 2 Lecturers in Marketing. Following more positive student recruitment, there is no longer a business need to reduce the number of Senior Lecturers in Marketing, however the reduction of 2 Lecturers remains, as shown in the table below.

Marketing	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer	3	-1	0	3
Senior Tutor				
Lecturer	2	-2	-2	0
Tutor				
TOTAL	5	-3	-2	3

7.2.4. Aviation and Tourism: There is no change to the original proposal to reduce the number of Senior Lecturers for Aviation and Tourism by 2, as shown in the table below, and no change to the proposed pooling.

Aviation and Tourism	Current FTE	Proposed change (in consultation document Nov '26)	Final change (following consultation)	Final new structure FTE
Professor				
Associate Professor				
Principal Lecturer		See Section 5		
Senior Lecturer	5.8	-2	-2	3.8
Senior Tutor				
Lecturer				
Tutor				
TOTAL	5.8	-2	-2	3.8

7.3. The final structure for the School of Accounting, Law, Marketing and Tourism is summarised in the following table:

School of Accounting, Law, Marketing and Tourism – FINAL STRUCTURE	Accounting and Law	Marketing and Tourism	Total FTE
Professor			
Associate Professor			
Principal Lecturer	1	1	2
Senior Lecturer	10	10	20
Senior Tutor			
Lecturer	5		5
Tutor			
TOTAL	16	11	27

7.4. A summary of the impact by current role is provided in the table below.

CURRENT JOB TITLE	FINAL CHANGE CATEGORY	CHANGE IMPACT
<u>ACCOUNTING, FINANCE AND ECONOMICS</u>		
G7 Lecturer in Accounting and Finance	2	Standardised JD for G7 Lecturer. Not at risk.
G7 Lecturer in Economics	2	Standardised JD for G7 Lecturer. Not at risk.
G8 Senior Lecturer in Accounting and Finance	3	Pooled for G8 Senior Lecturer in Accounting, Finance and Economics. At risk.
G8 Senior Lecturer in Accounting and Finance	3	Pooled for G8 Senior Lecturer in Accounting, Finance and Economics. At risk.
G8 Senior Lecturer in Financial Technology	3	Pooled for G8 Senior Lecturer in Accounting, Finance and Economics. At risk.
G8 Senior Lecturer in Economics	3	Pooled for G8 Senior Lecturer in Accounting, Finance and Economics. At risk.
Principal Lecturer (Management and UG Course Suite)	3	Pooled for Principal Lecturer. At risk.
<u>LAW</u>		
G7 Lecturer in Law	2	Standardised JD for G7 Lecturer. Not at risk.

CURRENT JOB TITLE	FINAL CHANGE CATEGORY	CHANGE IMPACT
G8 Senior Lecturer in Law	2	Standardised JD for G8 Senior Lecturer. Not at risk.
Principal Lecturer (Law)	3	Pooled for Principal Lecturer. At risk.
<u>AVIATION AND TOURISM</u>		
G8 Senior Lecturer in Aviation	2	Standardised JD for G8 Senior Lecturer. Not at risk.
G8 Senior Lecturer in Aviation and Airport Management	2	Standardised JD for G8 Senior Tutor. Not at risk.
G8 Senior Lecturer in Tourism	3	Pooled for G8 Senior Lecturer in Tourism. At risk.
G8 Senior Lecturer in Tourism Management	3	Pooled for G8 Senior Lecturer in Tourism. At risk.
Principal Lecturer (Aviation & Tourism)	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.
G7 Lecturer in Marketing	4	Post deleted. At risk of redundancy. Added to redeployment register.
Senior Lecturer in International Business	3	Pooled for G8 Senior Lecturer in International Business. At risk.
Senior Lecturer in Business Communication	3	Pooled for G8 Senior Lecturer in International Business. At risk.
Senior Lecturer in Digital Marketing	2	Standardised JD for G8 Senior Lecturer. Not at risk.
Senior Lecturer in International Business Management	3	Pooled for G8 Senior Lecturer in International Business. At risk.
Senior Lecturer in Marketing	2	Standardised JD for G8 Senior Lecturer. Not at risk.
Senior Lecturer Intercultural Competence	3	Pooled for G8 Senior Lecturer in International Business. At risk.
Principal Lecturer (International Business & Marketing)	3	Pooled for Principal Lecturer. At risk.

7.5. A link to the job description / detailed person specifications for Category 3 posts can be found [here](#).

7.6. A link to the standardised job descriptions for Category 2 posts can be found [here](#).

8. Graduate School of Business (GSB)

8.1. There is no change to the portfolio structure in the original consultation proposals for the Graduate School of Business.

8.2. The original consultation proposed a reduction of 11 Senior Lecturers / Senior Tutors (from 24 to 13) and a reduction of 4 Lecturers / Tutors (from 11 to 7). Following a more positive shift in recruitment over two blocks, and a predicted hold in Block 3 recruitment, the required reduction has been updated to 10 Senior Lecturers / Senior Tutors and 2 Lecturers / Tutors, as shown in the table below.

Graduate School of Business	Current FTE	Proposed change (in consultation document)	Final change (following consultation)	Final new structure FTE
Professor	2	-1*	-1*	1
Associate Professor	1	0	0	1
Principal Lecturer	2	0	0	2
Senior Lecturer	23	-11	-10	14
Senior Tutor	1			
Lecturer	10	-4	-2	9
Tutor	1			
TOTAL	40	-16	-13	27

*One Professor is now located in Research Institute.

8.3. There is no change to the proposed reduction of HPLs from 14.3 FTE to 5 FTE (for emergency cover and TNE marking).

8.4. Pooling

8.4.1. There is no change to the proposed selection pools.

- Grade 8 colleagues will be pooled for the Senior Tutor / Senior Lecturer in Business and Management.
- Grade 7 colleagues will be pooled for the Tutor / Lecturer in Business and Management.

8.4.2. To ensure we can continue to deliver the postgraduate business portfolio effectively, the Graduate School of Business requires an appropriate balance of general and specialist expertise. We therefore need to ensure that deep specialist expertise is retained in the following areas:

1. Strategic Management and International Business – minimum 2 colleagues
2. Project Management, Logistics and Supply Chain – minimum 2 colleagues
3. Accounting, Finance and Economics – minimum 2 colleagues
4. Marketing – minimum 2 colleagues
5. Human Resource Management – minimum 2 colleagues
6. Business Analytics – minimum 1 colleague

8.4.3. To support this requirement, colleagues in the Graduate School of Business who fall into Category 3 will be asked to complete a modified [supporting statement](#). This statement will ask colleagues to identify up to two core specialist areas in which they believe they can demonstrate relevant expertise.

8.4.4. Beginning with the Grade 8 pool, the highest-scoring candidate(s) for each specialist area will be appointed. If a specialist area is not filled by a Grade 8 colleague, it will be offered to the highest-scoring Grade 7 colleague who can demonstrate that expertise.

8.4.5. Once the required specialisms have been covered, all other colleagues will be considered for the posts that remain in the pool. These posts require general expertise in teaching postgraduate business rather than deep specialist expertise.

8.4.6. A summary of the impact by current role is provided in the table below.

CURRENT JOB TITLE	FINAL CHANGE CATEGORY	CHANGE IMPACT
MBA		
G7 Lecturer in Project Management	3	Pooled for G7 Tutor / Lecturer in Business and Management. At risk.
G7 Lecturer in Strategic Management	3	Pooled for G7 Tutor / Lecturer in Business and Management. At risk.
G7 Tutor in Applied Business	3	Pooled for G7 Tutor / Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Business Management	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.

CURRENT JOB TITLE	FINAL CHANGE CATEGORY	CHANGE IMPACT
G8 Senior Lecturer in Human Resource Management	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Operations Management and Sustainability	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Strategy	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Tutor in Applied Business	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
Principal Lecturer (Business Management and MSc Course Suite)	1	No change. Not at risk
Professor in Business and Management	2	Standardised JD for Professors. Not at risk.
MSc		
G7 Lecturer in Business Management	3	Pooled for G7 Tutor / Lecturer in Business and Management. At risk.
G7 Lecturer in Digital Marketing	3	Pooled for G7 Tutor / Lecturer in Business and Management. At risk.
G7 Lecturer in Human Resource Management	3	Pooled for G7 Tutor / Lecturer in Business and Management. At risk.
G7 Lecturer in Project Management	3	Pooled for G7 Tutor / Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Business Analytics	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Accounting	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Accounting & Finance	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Business Management	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Finance	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in International Business	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Marketing	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
G8 Senior Lecturer in Strategic Management	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.

CURRENT JOB TITLE	FINAL CHANGE CATEGORY	CHANGE IMPACT
G8 Senior Lecturer in Strategy	3	Pooled for G8 Senior Tutor / Senior Lecturer in Business and Management. At risk.
Associate Professor	2	Standardised JD for Associate Professors. Not at risk.
Principal Lecturer (Specialist Masters & PG Co-ordinator)	1	No Change. Not at risk.
Professor of Information Systems	2	Standardised JD for Professors. Not at risk.

8.5. A link to the job description / detailed person specifications for Category 3 posts can be found [here](#).

8.6. A link to the standardised job descriptions for Category 2 posts can be found [here](#).

9. Next Steps

9.1. An overview of the timescales for the next steps is set out below.

Date	Action
Friday 23 rd January	Final structures shared Staff in categories 1-4 receive individual outcome letters
Friday 30 th January	Deadline to sign settlement agreement in respect of VR
Monday 2 nd February	Deadline to submit Supporting Statement Form for pooled posts
Tuesday 3 rd February onwards	Redundancy dismissal meetings commence
Tuesday 3 rd February for approximately 4 weeks	Interviews take place
From 1 st March	New structures implemented

Full details of the next steps for selection and redeployment can be found [here](#). This includes information on:

- Outcome letters
- Supporting Statement
- Voluntary redundancy

- Interview process
- Redundancy dismissal meetings
- Redeployment
- Trial period

10. Staff Support

10.1. It is appreciated that change can be an unsettling time for colleagues, whether or not they are directly affected by the restructure. Therefore, a significant amount of support is in place for colleagues. Detail of the staff support can be found [here](#).

11. Reasonable Adjustments

11.1. We're committed to supporting all our colleagues, and that means going beyond our legal responsibilities. While we have a duty to make reasonable adjustments to the selection and redeployment process for anyone with a disability — whether or not it has been formally disclosed — our aim is to create an inclusive and supportive environment for everyone. Should colleagues require any special arrangements, reasonable adjustments, or additional support at any stage of this process, please contact P&C@beds.ac.uk to discuss further.

12. Equality Impact Assessment

12.1. We have completed a Stage 2 Equality Impact Assessment (EIA) that can be viewed [here](#).

12.2. The EIA data analysis has been reviewed and used to inform the final proposal for the restructure and refine the mitigating actions that are being taken.

12.3. The next stage of the restructure process will be important in minimising the impact where possible on staff from diverse backgrounds who are disproportionately impacted.