

FINAL ORGANISATIONAL STRUCTURE

Education and Student Experience

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Reviewed by:	• Director of Student Experience	29/05/25
	• Director of Learning & Teaching Excellence	29/05/25
Approved by:	• PVC Education and Student Experience	29/05/25

1. Introduction

- 1.1. This document outlines the final structure for the Education and Student Experience Directorate following the launch of a proposed restructure on 11 March 2025 and a consultation period from 11 March to 2 May 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 270 consultation response emails were received, including over 40 responses for the Education and Student Experience area, plus a large number relating to the transfer of Reception for Estates and Facilities which are considered under Estates and Facilities.
- 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 for a restructure from 11 March 2025. 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, posts and job descriptions. The document then outlines the final structures, including organisation charts, and summarises the impact of the changes on posts. It also provides information about next steps.

2. Original proposed restructure

- 2.1. Details of the original proposed restructure, including the background to the restructure and the need to ensure the University remains sustainable and fit for the future, can be found [here](#).

3. Summary of Feedback Received

- 3.1. During the consultation period between 11 March and 2 May, feedback on the proposals was received via the Consultation Response and Change Team email accounts, as well as through individual, group meetings and trade union colleagues. A link to a summary of the feedback can be found [here](#).
- 3.2. The feedback can be summarised as follows:

Student Experience Directorate

- Concerns expressed about staffing in the SID team regarding grades, use of fixed term, job titles and descriptions, capacity and roles.
- Concerns expressed about the proposed reduction of staff in Student Money Advice (SMA) on the student experience potentially delaying response times.

- Feedback was raised with the proposed reduction of staff in the mitigation team potentially impacting the progression decisions for students, particularly in an area considered to be under-resourced. Questions were also raised around the timeline for automation
- Minor changes to job descriptions and grades were proposed within SID and the Careers and Employability Team.

Reception

- A significant amount of feedback was provided around the proposed move of the reception team to Facilities and Estates which is addressed within the Facilities and Estates consultation response and final structure paper.

Learning, Teaching and Libraries Directorate

- Concern was raised that the proposed staffing to support pre-16 outreach work was under-resourced to deliver the approved access and participation plan activities and targets.
- Feedback was provided about the concern of the redistribution of the library technical responsibilities and how the work will be carried out with potential loss of long-term institutional knowledge in this area.
- Staffing queries raised in the Digital Learning Team regarding the proposed relocation of the Library Digital Resource Managers to the Digital Learning Team and the reduction in the number of digital learning officers.
- Opportunities for part-time staff to increase their hours where there are commensurate vacant roles.
- The proposed Director LTL deputising arrangements were asked to be spread across the directorate rather than by one person and line management arrangements between the director and grade 9 roles was asked to be reviewed.
- Clarification regarding names of division within the LTL directorate (Academy / Library / Skills for Success).
- Concern regarding how 5.2FTE Academic Liaison Librarians can be evenly distributed across faculties.
- A line has been added into the Job Descriptions of the HoS and Associate Deans, Education and Student Experience, requiring postholders to work with the Academy as well as other key professional service areas to support the development and delivery of institutional excellence and access plans.
- A number of comments were made around the proposed merger of the Head of Academic Development and the Head of Evaluation and Enhancement roles and the parity of the balance.

- Feedback was provided in the Acquisitions areas where concerns were raised around the reduction in the capacity for delivery and the proposed loss of expertise in that area.
- Concerns were expressed in terms of reducing the number of grade 8 staff in the proposed new Educational Development Team.
- Minor changes to job descriptions and grades were proposed in both the library and Academy areas.

4. Reflections on the feedback

- 4.1. The feedback received has been considered genuinely and transparently. Detailed responses to the feedback can be found in the accompanying feedback document [here](#).
- 4.2. As a result of the feedback, the following changes have been made to the original proposals that were developed for the consultation.

Student Experience

- The Systems and Mitigation Officer will be retained.
- The current 1.0 FTE Student Money Advice Administrator will be retained to support the APP and increase in hardship funding.
- The Graduate Outcomes and Development Manager job description will be updated.
- A Grade 5 Student Information Desk (SID) post will be uplifted to Grade 6 to provide additional coordination work across Bedford and Luton campuses for the Student Information Desks in addition to the Campus Coordinator Grade 6 role to cover Milton Keynes, London and Birmingham sites.

Learning, Teaching and Libraries

The following actions were undertaken because of consultation feedback:

- Revisited proposed staffing in the Digital Learning Team
- Revisited proposed staffing in the Acquisitions Team
- Revisited proposed team name and staffing in the Educational Development and Evaluation Team
- Revisited proposed staffing to support pre-16 outreach
- Revisited proposed staffing in the Academic Liaison Librarian Team
- Revisited proposed Director LTL deputising arrangements
- Minor changes made to reporting lines and JDs
- Staffing will take into consideration the issues and feedback raised around the Library Technical work to carefully manage the work and allow sufficient time for handovers to take place.

4.3. Overview of changes made based on feedback

Student Support

Revised the proposed staffing:

Proposal	Final	Notes
Remove 0.4 FTE Student Money Administrator	Retain 0.4 FTE Student Money Administrator	Feedback stated: Delayed responses to ALF applications Document verification delays Impact on student retention Workload and capacity concerns due to reduction in cover
Remove 1.0 FTE Mitigation and Systems Officer	Retain 1.0 FTE Mitigation and Systems Officer	Feedback stated: Staff reduction due to the proposed automation No timeline for automation development Additional workload from system implementation Challenges with covering staff Workload currently covered to meet deadlines by TOIL and overtime
7.5 Grade 5 FTE to cover Bedford and Luton	Change to 6.5 Grade 5 FTE and 1FTE Grade 6 to cover Bedford and Luton	Operational difficulties with removal of Deputy SiD Manager

Additions to Job Descriptions:

Please see individual JDs for minor changes that have been made.

Proposal	Final	Notes
Graduate Outcomes and Development Manager	Graduate Outcomes and Development Manager	Add Bedford and Luton to location Adjust wording for management of GAP and SEL programmes to provide more clarity
Student Information & Advice Co-ordinator	Student Information Advisor	HERA competencies not changed minor suggestions included

Changes to Selection Pools

Current Post	Selection Pool Change	Notes
Personal Assistant UCMK	Status change from F to C	Slotted to MK Campus and Study Centre Co-ordinator

Deputy SiD Manager	Status change from F to C	Slotted to Information Advisor and Campus Co-ordinator
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Learning, Teaching and Libraries

Structure and reporting line changes

Proposal	Final	Notes
Attainment Skills and Outreach Coordinator	Pre-16 Outreach Coordinator	Moved from the Learning Development Team to the Educational Development and Evaluation Team to strengthen link with APP work. Line manager changed to Pre-16 Outreach Manager
Head of Academy and Library Services	Head of Academy and Library Services	Line manager changed to Director LTL
Library Discovery and Data Manager	Digital Learning Data Analyst	1.0FTE of the Library Discovery and Data Manager role reframed. This role will remain in the Digital Learning team and report to the Senior Learning Analytics and Data Manager.
Library Discovery and Data Manager	Digital Resources Librarian	1.0FTE of the Library Discovery and Data Manager role reframed. This role will report to the University Librarian. Moved from the Digital Learning Team into the Librarians and Acquisitions Team as seen to be better fit.
N/A – new role	Acquisition Officer	New role (1.0FTE – G5). This post will be in the Librarians and Acquisitions Team and report to the Acquisitions Manager.
N/A – new role	Pre-16 Outreach Manager	New role (1.0FTE – G7). This post will be in the Educational Development and Evaluation Team and report to the Head of Educational Development and Evaluation.

Job title changes

Proposal	Final	Notes
Attainment Skills and Outreach Coordinator	Pre-16 Outreach Coordinator	Title revised to better emphasise focus on delivering pre-16 outreach.
Deputy Director of Learning, Teaching and Libraries: University Librarian	University Librarian	'Deputy Director of Learning, Teaching and Libraries' removed to reflect that deputisation duties are shared across the LTL Leadership team rather than fall to one individual.
Head of Educational Development	Head of Educational Development and Evaluation	'And evaluation' added to emphasise responsibilities associated with evaluation

Library Discovery and Data Manager	Digital Learning Data Analyst	Comprising 1.0FTE of the proposed 2.0FTE Library Discovery and Data Manager role. N.B. The final outcome removes any Library Discovery and Data Manager roles.
Library Discovery and Data Manager	Digital Resources Librarian	Comprising 1.0FTE of the proposed 2.0FTE Library Discovery and Data Manager role. N.B. The final outcome removes any Library Discovery and Data Manager roles.
Senior Learning Technologist	Senior Learning Analytics and Data Manager	Title changed to better reflect nature of role.

Changes to FTEs

Proposal	Final	Notes
N/A	Pre-16 Outreach Manager	New 1.0FTE
N/A	Acquisition Officer	New 1.0FTE
Academic Liaison Librarian	Academic Liaison Librarian	FTE increased from 5.2FTE to 6.0FTE
Acquisition Assistant	Acquisition Assistant	FTE reduced from 2.0FTE to 1.0FTE.
Attainment Skills and Outreach Coordinator	Pre-16 Outreach Coordinator	FTE increased from 1.2FTE to 1.4FTE.
Educational Developer	Educational Developer	FTE reduced from 2.0FTE to 1.0FTE.
Senior Educational Developer	Senior Educational Developer	FTE increased from 1.0FTE to 2.0FTE.

Changes to JDs

Please see individual JDs for minor changes that have been made.

Proposal	Final	Notable changes
Attainment Skills and Outreach Coordinator	Pre-16 Outreach Coordinator	JD revised to reflect introduction to Pre-16 Outreach Manager
Deputy Director of Learning, Teaching and Libraries: University Librarian	University Librarian	Removal of strategic oversight of Library and Academy Services. Also resulted in grade change from spot C to G9
Head of Educational Development	Head of Educational Development and Evaluation	Responsibility for pre-16 attainment raising moved to Head of Educational Development and Evaluation. Responsibility for students as partners work added to JD.
Library Services Coordinator	Library Services Coordinator	Principal accountabilities expanded based on consultation feedback.
Senior Educational Developer	Senior Educational Developer	JD updated to indicate that the role holder will be responsible for leading specific strands of EDE delivery as agreed with Head of EDE (e.g. EPR).

Senior Learning Development Tutor	Senior Learning Development Tutor	Responsibility for pre-16 attainment raising moved to Head of Educational Development and Evaluation.
Senior Learning Technologist	Senior Learning Analytics and Data Manager	JD reframed based on consultation feedback.

Changes to selection pools

Current post	Selection pool change
Acquisition Assistant x2	Status changes from a C to a E. In pool for Acquisition Assistant x1.
Senior Academic Developer	Status changes from E to C. Slotted into Senior Educational Developer.
Senior Lecturer: Teaching, Learning and Digital Education	Status changes from E to C. Slotted into Senior Educational Developer.
Head of Academic Liaison	Status changes from F to C Slotted into Academic Liaison Librarian
Director LLRI	Status changes from C to F
Collaborative Outreach Project Manager	Pooled for Pre-16 Outreach Manager.
Access Partnership Manager	

4.5 Additional feedback was also carefully considered, however this has not resulted in any changes to the original proposal.

Student Experience

- Removal of Deputy SiD manager – feedback considered but due to changes in the wider SiD/Reception structure the post is no longer required. Responsibilities will be absorbed by the manager of the area and new Grade 6 post.
- Mitigation Team – feedback on changes to job description and request to not include direct student contact. This will remain in the job description as this is about improving the student experience and also the turnaround of applications, which would reduce the workload for the team and the amount of delays, misunderstandings and complaints caused by emails.
- Student Information & Advice Co-ordinator – feedback to change HERA competencies. Competences proposed by team is not a reflection of the job role.

Learning, Teaching and Libraries

- Digital Learning Officers – the move from 4.0FTE to 2.0 Digital Learning Officers has not changed despite feedback. The introduction of the 2.0FTE Learning Technologist roles serve to mitigate the reduction in Digital Learning Officers and will expand capability in the team to support blended and distance learning (as per institutional priorities).

- Learning Development Tutor (Computer Skills) – the job match categorisation of the Application Support Managers was not changed despite being requested.
- Library technical – concerns have been expressed regarding the proposal to transfer library technical functions to ICT and the Digital Learning Team. It is recognised that a carefully planned transition period will be required. However, the proposed transfer will go ahead to realise efficiencies across the University.

5. Final structures

5.1. The organograms for the final structure for the Education and Student Experience Directorate are provided in [Annex A](#).

5.2. Job Descriptions for each new or revised post in the final structure can be found [here](#).

6. Impact of Changes

6.1. As part of the consultation process, the impact of the proposed changes were categorised as follows:

Category	Impact on post	Status	Impact on colleague
A	No changes to Job Description (JD).	No change therefore out of scope	No impact - out of scope.
B	Minor changes to JD (e.g. Job Title).	Not at risk	Colleague is matched to updated post.
C	Changes to JD, but considered to be a suitable alternative.	Not at risk	Colleague is slotted into updated post.
D	No changes to JD, but more people than posts.	At risk	Colleague is 'pooled' with other at risk colleagues performing the same job.
			Post is ring fenced for at risk colleagues.
			Colleagues are selected through a written submission/ interview process.
E	Changes to JD, but still considered to be a suitable alternative & more people than posts.	At risk	Colleague is 'pooled' with other at risk colleagues performing the same job
			Post is ring fenced for at risk colleagues.
			Colleagues are selected through a written submission/ interview process.

F	Post is deleted and does not exist in the new structure.	At risk	Colleague added to redeployment register.
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6.2. Following the consultation process, the breakdown of posts in each category for the Education and Student Experience Directorate is as follows:

Student Experience

GRADE / CHANGE SCENARIO	A	B	C	D	E	F	TRANSFER	Out of Scope	Grand Total
4									0
5	3		3		5			3	14
6	3	1	4						8
7	15	1	5						21
8	2		1					1	4
9	1								1
Spot	1		1						2
Grand Total	25	2	14	0	5	0	0	4	50

SID

GRADE / CHANGE SCENARIO	A	B	C	D	E	F	TRANSFER	Out of Scope	Grand Total
4							5		5
5			11						11
6			1				2		3
7			1						1
8			1						1
9									
Spot									
Grand Total	0	0	14	0	0	0	7	0	21

Learning, Teaching and Library

GRADE / CHANGE SCENARIO	A	B	C	D	E	F	TRANSFER	Out of Scope	Grand Total
4			14		2	1			17

5			3		1				4
6			6	4			1	3	14
7			18			1		7	26
8			5			1		1	7
9			2		2				5
Spot			1			1			1
Grand Total	0	0	49	4	5	4	1	11	74

6.3. Please note that the table focuses on posts. Applications for Voluntary Redundancy are still being considered and so the actual impact on colleagues may change up to 6 June.

6.4. A summary of the impact by current role is provided in the tables below.

Student Experience / SID

ROLE TITLE as of 11 March 2025	GRADE	FINAL CHANGE CATEGORY	ROLE TITLE as of 1 August 2025
Employment Opportunities & Support Coordinator	5	A	Employment Opportunities & Support Coordinator
Student Engagement Monitor	5	E	Pooled for Administration, Communication and Websites Officer
Health & Wellbeing Administrator	5	E	Pooled for Health and Wellbeing Administrator
Student Advisor	5	C	Student Information Advisor
Student Money Administrator	5	A	Student Money Administrator
Student Support Administrator (Mitigation)	5	C	Student Support Mitigation Coordinator
Information & Systems Officer	6	B	Employability information Officer
Personal Assistant	6	C	Milton Keynes campus and study centre coordinator
Mitigation and Systems Officer	6	A	Mitigation and Systems Officer
Senior Student Money Administrator	6	A	Senior Student Money Administrator
Student Money Advisor	7	C	Student Money Advisor
Careers Consultant	7	A	Careers Consultant
Employment Opportunities & Support Manager	7	A	Employment Opportunities & Support Manager
Graduate Outcomes & Systems Manager	7	C	Graduate Outcomes & Development Manager

Health & Wellbeing Advisor	7	A	Health & Wellbeing Advisor
Mental Health and Wellbeing Advisor	7	B	Health and Wellbeing Advisor
Deputy SID Manager	7	C	Information Advisor & Campus Coordinator
Student Counsellor	7	A	Student Counsellor
Student Engagement Advisor	7	C	Student Engagement & Welfare Advisor
Student Experience Project Manager	7	A	Student Experience Project Manager
Assistant Head of Student Support (HWB)	8	A	Assistant Head of Student Support (HWB)
Senior Careers & Employability Manager	8	A	Senior Careers & Employability Manager
Student Experience Policy & Projects Lead Manager	8	C	Student Experience Policy & Projects Lead Manager
Head of Customer Service Excellence	8	C	Student Information and Advice Manager
Head of Student Support	9	A	Head of Student Support
Assistant Director Student Experience & Head of Career & Employability	Spot	A	Assistant Director Student Experience & Head of Career & Employability
Director of Student Experience	Spot	C	Director of Student Experience
Chaplaincy Assistant		OOS	
Deputy Lead Chaplain		OOS	Deputy Lead Chaplain
University Chaplain		OOS	University Chaplain
Senior Student Advisor	5	OOS	
Customer Service Advisor (Reception)	4	TRANSFER	
Customer Service Supervisor	6	TRANSFER	
SID Systems Administrator	6	TRANSFER	
Enquiry Management Business Lead	8	OOS	

Learning, Teaching and Libraries

ROLE TITLE as of 11 March 2025	GRADE	FINAL CHANGE CATEGORY	ROLE TITLE as of 1 August 2025
Information Assistant	4	C	Library Services Assistant

Information Assistant (out of hours)	4	C	Library Services Assistant
Acquisitions Assistant	4	E	Pooled for Acquisitions Assistant
IT Support Assistant	4	F	
Senior Acquisitions Assistant	5	C	Acquisitions Officer
LLRI Assistant (Aylesbury)	5	C	Library Services Officer
Learning and Teaching Excellence Administrator	5	E	Pooled for Administration, Communications and Websites Officer
Student Engagement Monitor	5	E	Pooled for Administration, Communications and Websites Officer
LTE Administration & Communications Coordinator	6	C	Administration, Communications and Websites Coordinator
Senior Information Assistant	6	C	Library Services Coordinator
Access and Outreach Support Officer	6	C	Pre-16 Outreach Coordinator
Outreach Hub Officer	6	C	Pre-16 Outreach Coordinator
Digital Learning Officer	6	D	Pooled for Digital Learning Officer
Academic Success Coach	6	OOS	
IT Officer	6	TRANSFER	
Academic Liaison Librarian	7	C	Academic Liaison Librarian
Head of Academic Liaison	8	C	Academic Liaison Librarian
Acquisitions Manager	7	C	Acquisitions Manager
Digital Resources Manager	7	C	Digital Resource Librarian
Learning & Teaching Excellence Research Fellow	7	C	Education & Student Experience Research Fellow
Lecturer - Academic Practice	7	C	Educational Developer
Learning Development Tutor	7	C	Learning Development Tutor
Applications Support Manager	7	C	Learning Development Tutor (Computer Skills)
Learning Development Tutor (Maths & Statistics)	7	C	Learning Development Tutor (Maths & Statistics)
Technical Services Manager	7	F	
Academic Success Tutor	7	OOS	Academic Success Tutor
Senior Digital Learning Officer	8	C	Senior Digital Learning Manager
Senior Academic Developer	8	C	Senior Educational Developer
Senior Lecturer - Teaching, Learning & digital Education	8	C	Senior Educational Developer

Learning Analytics Business Manager	8	C	Senior Learning Analytics & Data Manager
Senior Learning Development Tutor	8	C	Senior Learning Development Tutor
Head of Library Development	8	F	
Head of Learning Technology	9	C	Head of Digital Learning
Head of Library Services	9	C	Head of Library & Academy Services
Director of LLRI	Spot	F	
Head of Academic Development	9	E	Pooled for Head of Educational Development and Evaluation
Head of Teaching Evaluation & Enhancement	9	E	Pooled for Head of Educational Development and Evaluation
Director of Learning & Teaching Excellence	Spot	C	Director of Learning, Teaching & Libraries

6.5. A link to the job descriptions for posts categorised as B-E can be found [here](#).

6.6. A schedule of vacancies across the University can be found [here](#). Please note that this schedule will be updated regularly up to 31 July 2025 to reflect the latest vacancy position.

7. Next Steps

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

Date	Action
Friday 30 th May	Final structures shared Staff in categories B-F receive individual outcome letters
Friday 6 th June	Deadline to sign settlement agreement in respect of VR
Monday 9 th June onwards	Deadline to submit Application/ Redeployment Form and Supporting Statement Form(s) for new and vacant posts – see University Restructure Consultation Hub for specific deadline for each post
Friday 13 th June	Deadline to submit Application/ Redeployment Form and Supporting Statement Form(s) for pooled posts
Monday 16 th June onwards	Redundancy dismissal meetings commence
Monday 23 rd June for roughly 3 weeks	Interviews take place
Friday 1 st August	New structures implemented

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

- Outcome letters
- Opening up new and vacant posts
- Applications and shortlisting
- Voluntary redundancy
- Interview process
- Redundancy dismissal meetings
- Trial period

8. Staff Support

8.1. 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](#).

9. Reasonable Adjustments

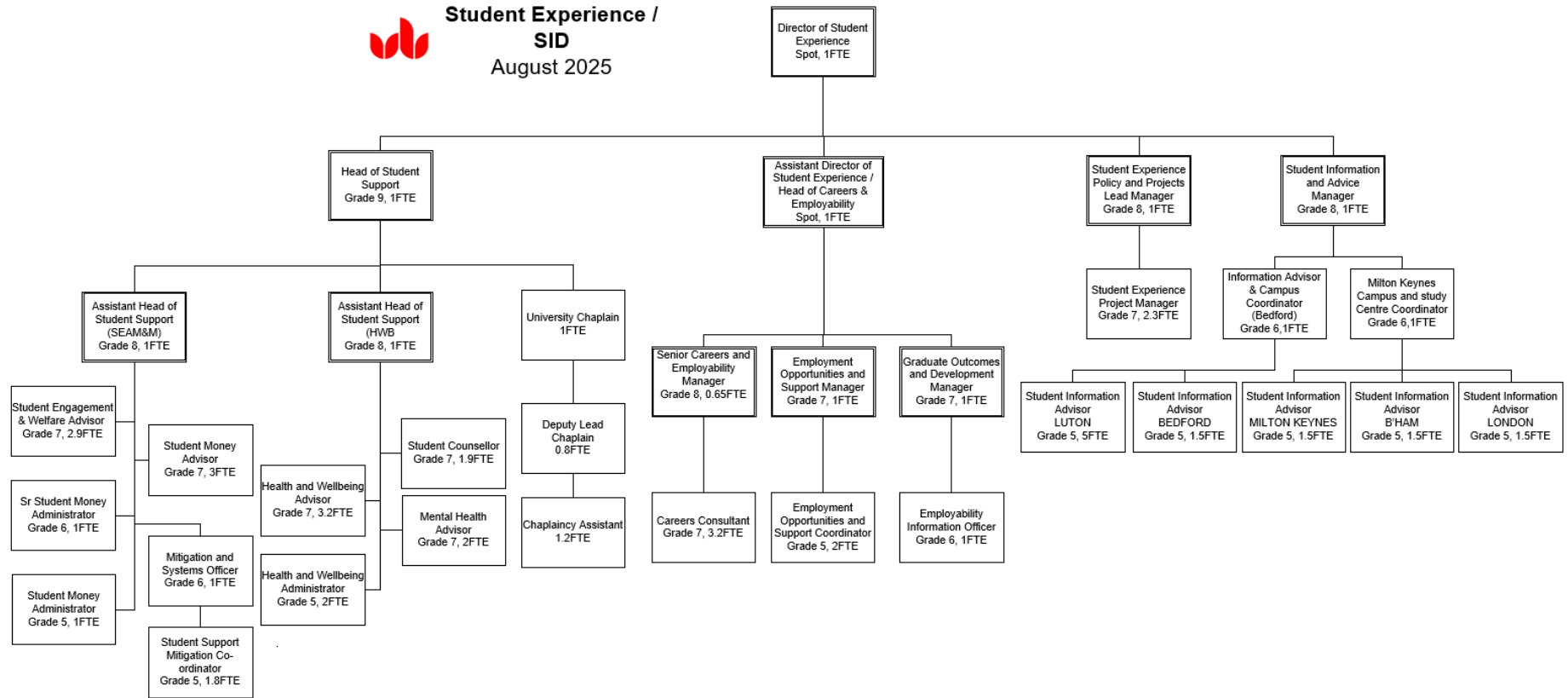
9.1. We're committed to supporting all our colleagues, and that means going beyond our legal responsibilities. While we have a duty to make reasonable adjustments to the selection and redeployment process for anyone with a disability — whether or not it's been formally disclosed — our aim is to create 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.

10. Equality Impact Assessment

10.1. We are continuing work on our Equality Impact Analysis, with the second stage due to be completed after the 6th June when the voluntary redundancy scheme is concluded. People & Culture colleagues will help those leading the consultation to understand the data and think through potential impacts and mitigating actions that might be undertaken.

10.2. The groups identified as being disproportionately affected at this point include women and Asian/ Asian British colleagues – this is at University level and may look different at a team level, or upon the next iteration of the EIA. We have taken steps to mitigate the impact on affected groups. One way we have done this is to emphasize that where roles are identified as full time in the final structures, we will consider flexible ways to fill them, such as part-time working. For further information around how we have sought to make the process more inclusive see: [Making the restructure process more inclusive](#).

Annex A – final structure





Learning, Teaching & Libraries
August 2025

