

FINAL ORGANISATIONAL STRUCTURE

REGISTRY

VCEG Lead: Registrar & University Secretary

May 2025

Reviewed by:	• Registrar and University Secretary	29-05-25
	• Head of Registry Services	29.05.25
Approved by:	• Registrar and University Secretary	29-05-25

1. Introduction

- 1.1. This document outlines the final structure for Registry 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, of which about 40 related to Registry including the transfer of CAP administration into Registry.
- 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 Registry Services – We have received feedback on the definition of the responsibilities of the Student Registry Services Directorate.

ICT – Staff have asked for clarification of the responsibilities of ICT as the technical owner of systems.

Aylesbury Campus – we have Registry staff at the Aylesbury campus who are undertaking Estates & Facilities functions and responsibilities need to be clarified with E&F as we move forward with the new structure.

CAP integration – we are proposing to move the CAP administration of UK & TNE partners into the Operations Teams within Registry. We have received feedback on the following areas of concern:

- Staff in CAP have very close working relationships with their counterparts in partners organisations and there is concern that this business relationship will be lost with the integration.
- CAP staff have knowledge and understanding of the nuances of how each of the partnerships operate particularly around the distinction between validated and franchised. Again, there was concern that this would be lost with the integration.
- Concern was expressed that the JDs within the Operations Teams did not explicitly mention supporting students at partnerships and that CAP staff would be at a disadvantage when interviewing for roles either in the Operations Teams or the Assessment Team.
- Student numbers remain high within TNE partners and this area represents a significant income stream for the University and feedback has questioned why we are not investing in this area.
- Staff have questioned why we have a single separate role in the Operations Team for partnerships and apprenticeships.
- There is concern about the lack of consultation with partners on the restructure.

Research Graduate School (RGS) – Concern has been expressed that there is insufficient resource within RGS, in particular the administration of PGR admissions and that if this responsibility continues to sit with RGS then additional support will be required. There has been feedback that we could destabilise RGS if we reduce the G7 roles down from 1.5FTE to 1 FTE and that both members of staff make a considerable contribution to the delivery of the PGR student journey.

Delivery of Student Placements – We have been asked what responsibility the Operations Teams will have for EES placements given that they have a separate team within the Faculty. There are also concerns that there is insufficient staffing resource to administer HSS Placements within the Operations Teams.

Academic Regulations – Staff have asked where the responsibility for academic regulations will sit in the new structure. This responsibility is not explicitly addressed in the consultation.

Resource to manage the Exam function – We have received feedback to suggest that there is not sufficient resource to manage the Exams function. There is also concern about where Exam scheduling is sited.

Management of Assessments – Staff have expressed concern that there is insufficient resource to manage the assessment function despite the recent

efficiencies gained through the new Exam Board platform. There is particular concern around the management of assessments at partners. We must ensure that there is flexibility built into the Assessment Team so that staffing resource can be moved to different duties at peak times.

Management Information – We have been asked if it would be more helpful to move the Student Records information Analyst into Strategic Improvement and consolidate the management information function in one team.

Admissions function – The Registry manages the admissions of students to the HSS short courses and Registry services should start at Registration within the student journey. We have been asked whether this admissions function could be sited elsewhere.

Quality Assurance – We have received feedback that we need to ensure that there is sufficient resource allocated to academic governance, particularly given the reduction of G7 roles from 3FTE to 2FTE. Staff have argued that the reduction of the Quality Officers FTE from 2.6 to 1.6 is not sustainable and that this needs to be 2FTE in the new structure. We are also invited to consider support for UCIF curriculum content management system.

NHS External Returns – The post that has responsibility for supporting these returns is not included in the new structure and staff have asked whether this responsibility should move to the External Returns Team.

External Returns – we have received feedback suggesting that the External Returns team is best situated within the Student Records Office rather than as a separate team.

Scheduling & Attendance – staff have asked whether we should move the Scheduling and Attendance Team out of Student Registry Services Directorate and into the Directorate of Quality, Data & Systems.

GAP analysis – we have received feedback questioning where particular responsibilities sit within the new structure.

Titles – We have received a number of suggestions for change of job titles and minor changes to job descriptions.

Changes to restructure category – we have also received a number of suggestions that staff should be matched to roles in the new structure and that their categorisation should change.

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.

- **CAP Integration** – We recognise that we will need to ensure that the new Operations Teams are fully briefed on the management of individual partnerships. We have re-written the Senior Course Officer/Course Officer JDs to ensure clarity about the responsibility for partners. We have decided to make the G6 Partnerships & Apprenticeship role into a Senior Course Officer and all SCOs in this team will work on partnerships. We expect that by bringing management of partnerships into the larger Operations Teams we will have greater flexibility in the management of staffing resources to support partners at critical periods in the academic year. We have also rewritten the JDs for the Assessment Operations roles on the same principle. This will allow us greater flexibility in ensuring that assessments processes for partners are supported. We do recognise that TNE numbers continue to be strong. We expect that bringing TNE administration into the central teams will ensure that the administration of TNE is central to our service delivery and that other Registry services are more easily leveraged for support as they're within the same Directorate. Once we have agreed the new structure and appointed staff we will conduct a gap analysis to ensure that all aspects of CAP provision have been accounted for. We have redrafted the job descriptions to ensure that responsibilities are explicit in regard to partnerships to ensure that CAP staff will be competing on equal footing for the available roles in both the Operations Teams and the Assessment Teams.
- **Student Placements** – We have included a G5 post within one of the operations teams to support the delivery of HSS placements.
- **Academic Regulations** - We are suggesting that overall responsibility for regulations rests with the Director of Student Registry Services but that relevant teams will be responsible for regulation development. We will review this once we have the full management structure in place.
- **Exam Support and Resource for Assessments** – We have re-worked the configuration of the Assessments Team to ensure that there is cover for Exams and sufficient resource for Assessments. We have increased the FTE by 2 G5 posts.
- **Admissions Functions** – We will move the PGR admissions function to the central Admissions Teams. We will have further discussions with colleagues to ensure we have an efficient and effective process in place.
- **Quality Assurance** – We will amend the G7 Deputy Head of Quality to reflect a stronger role in the delivery of academic governance. The role will still be required to undertake the other duties outlined within the G7 role. We will increase the G6 FTE from 1.6 to 2.
- **NHS External Returns** – We propose moving the responsibility for returns to the External Returns team. In order to accommodate this, we have repurposed the new Student Records Data Administrator into a new post in the External Returns team to support the delivery of the NHS External Returns.

- **Student Systems Development Team** – we have removed the G6 Student Systems Administrator role from this team to fund additional resource elsewhere.
- **Academic Scheduling** – With the reconfiguration of the Assessments Team to include support for exam scheduling, we have modified the proposed G6 post to a Senior Scheduling Officer and have matched an existing member of staff to this role.
- **Transfer from CEFL** – We have reviewed the role of the Academic Administrator who is transferring from the CEFL team to Registry. Having reviewed the role of the Administrator it is clear that it would be more efficient to divide the duties across the relevant teams within Registry. Therefore we have removed the Academic Administrator role from the new structure and the current post holder is pooled for the available G5 posts.

4.3. Feedback relating to the following areas was also carefully considered, however this has not resulted in any changes to the original proposal

- **Research Graduate School (RGS)** – Given our intention to move PGR admissions to the central admissions team, we do not propose to increase the FTE within the Research Graduate School as we consider there is sufficient resource given the number of PGR students.
- **Management Information** – The Student Records Information Analyst will remain in the Student Records Office but will be titled Data Quality Analyst. The focus will be on data quality rather than management information.
- **External Returns** – We intend to continue with the proposal to separate out the External Returns function of the current SRO. This critical function needs to sit under the direct control of the Director to ensure that we have close oversight of progress of returns and the ability to react quickly and leverage additional resources when necessary.

5. Final structures

5.1. The organogram for the final structure for Registry is 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.

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

GRADE / CHANGE SCENARIO	A	B	C	D	E	F	RESIGNED	TRANSFER	OUT OF SCOPE	GRAND TOTAL
4		1	1		2	2				6
5	1	5	5		20		3			34
6	3	5	10	3	13				1	35
7	2	1	3		5					11
8	2		4							6
9			1							1
Spot	1		1			2		1		5
Grand Total	9	12	25	3	40	4	3	1	1	98

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 table below.

ROLE TITLE as of 11 March	GRADE	FINAL CHANGE CATEGORY	ROLE TITLE as of 1 August
FAST Administration Assistant	4	F	
FAST Registry Administrator	4	F	
Registry Services Assistant	4	E	Pooled for Registration Administrator
Tracking Assistant	4	B	Student Attendance Administrator
Academic Administrator	5	E	Pooled for Course Officer, Student Attendance Officer, Assessment Administrator (Faculty)
Collaborative Partnerships Administrator	5	E	Pooled for Course Officer, Student Attendance Officer, Assessment Administrator (Faculty)
HSS NHS Business Unit Administrator	5	E	Pooled for Course Officer, Student Attendance Officer, Assessment Administrator (Faculty)
HSS Programme Administrator	5	E	Pooled for Course Officer, Student Attendance Officer, Assessment Administrator (Faculty)
Programme Administrator (Placements)	5	C	Course Officer (Placements)
Programme Administrator	5	E	Pooled for Course Officer, Student Attendance Officer, Assessment Administrator (Faculty)
Quality Administrator	5	A	Quality Administrator
Registry Services Administrator	5	C	Assessment Administrator (Examination & Graduation)
Student Finance Officer	5	C	Student Finance Officer
Timetabling Co-ordinator	5	B	Timetabling Officer
Registry Services Assistant	5	C	Assessment Administrator (Examination & Graduation)
CATS Field Administrator	6	E	Pooled for Senior Course Officer, Assessments Officer (Faculty)
Collaborative Partnerships Officer	6	E	Pooled for Senior Course Officer, Assessments Officer (Faculty)

EST - All Field Admin	6	E	Pooled for Senior Course Officer, Assessments Officer (Faculty)
Faculty Quality Officer	6	A	Faculty Quality Officer
Field Administrator	6	C	Assessment Manager (Operations) (G7)
Quality Officer Collaborative Partnerships	6	D	Pooled for Quality Officer
Quality Officer External Examiners	6	D	Pooled for Quality Officer
Quality Officer Monitoring & Enhancement	6	D	Pooled for Quality Officer
Registry Officer Registration	6	B	Senior Registration Officer
Registry Services Officer (Exam Sched)	6	C	Assessments Officer (Exams)
Registry Services Officer (Exams)	6	C	Assessments Officer (Exams & Graduation)
Research Administrator	6	B	Senior Research Officer
Senior Administration Graduation	6	C	Assessment Officer (Graduation)
Senior Faculty Administrator	6	C	Senior Course Officer (Placements)
Student Attendance Manager	6	B	Senior Student Attendance Officer
Student Records Data Officer	6	C	Curriculum Systems Officer
Student Records Data Officer (Fees & Funding)	6	C	Student Records Officer
Student Records Information Analyst	6	C	Data Quality Analyst
Timetabling Systems Officer	6	C	Senior Scheduling Officer
Collaborative Partnerships Manager	7	C	Operations Manager 1
HSS Health & Contracts Coordinator	7	C	Operations Manager 2
Interim Graduation Manager	7	C	Assessment Manager (Examination & Graduation)
Research Officer	7	E	Pooled for Research Degrees Manager
Research Degrees Officer	7	E	Pooled for Research Degrees Manager
Senior Quality Officer	7	E	Pooled for Deputy Head of Quality
Senior Quality Officer (Governance)	7	E	Pooled for Deputy Head of Quality

Senior Student Records & Training Officer	7	B	Curriculum Systems & Data Quality Manager
Senior Student Records Data Officer - External Returns	7	A	Senior Student Records Data Officer - External Returns
Head of External Returns	8	A	Head of External Returns
Head of Scheduling and Attendance	8	A	Head of Academic Scheduling and Attendance
Operations Manager Business	8	C	Head of Operations
Operations Manager CATS/RGS	8	C	Head of Operations
Operations Manager HSS/EST	8	C	Head of Operations
Head of Assessments	8	C	Head of Assessments
Head of Student Records Office	9	C	Head of Curriculum Systems & Data Management (G8)
Academic Registrar	Spot	F	
Head of Academic Services	Spot	TRANSFER	
Head of Registry & Interim Head of Academic Services	Spot	C	Director of Student Registry Services
Head of Student Systems Development	Spot	F	
Registrar & University Secretary	Spot	A	Registrar & University Secretary

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

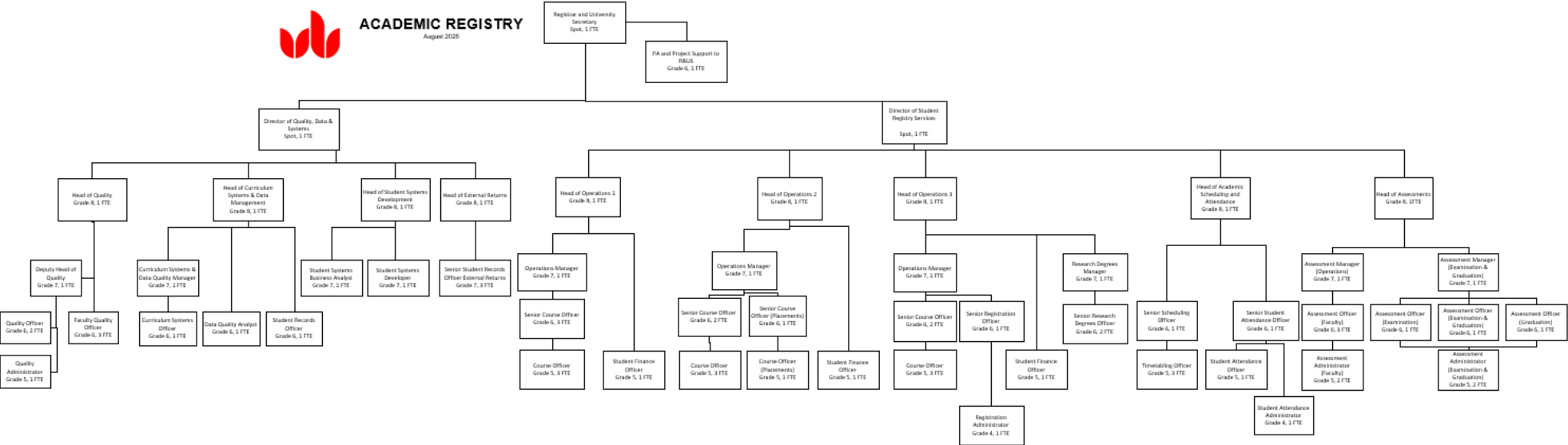
9.1. We're committed to supporting all our colleagues, and that means going beyond our legal responsibilities. While we have a duty to make reasonable adjustments to the selection and redeployment process for anyone with a disability — whether or not it's been formally disclosed — our aim is to create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





ACADEMIC REGISTRY

August 2025

