

FINAL ORGANISATIONAL STRUCTURE

**Marketing & Communications and Recruitment & Admissions
(formerly ROAM, Communications and the International Office)**

VCEG Lead: Adrian Dutch – Pro Vice-Chancellor International

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Approved by: 	• PVC International	27th May 2025
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1. Introduction

- 1.1. This document outlines the final structure for Recruitment & Admissions and Marketing & Communications (formerly ROAM, Comms and the IO) 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 around 15 responses for the three impacted areas of ROAM, Comms and the IO.
- 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:
 - No issues were raised with the overall move from the three existing directorates to the two proposed.
 - A number of queries relating to individual roles, grades, pooling and JDs.
 - Concerns were raised around the merging of Outreach functions into Home Recruitment, and other elements covered by postholders in that team

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.
 - Some changes to pooling following feedback
 - Some adjustments to vacant posts following feedback
 - Some adjustments to JDs and titles following feedback
- 4.3. Details of the changes are as follows:
 - 11 International Admissions Assistants were listed as “at risk” in the original document. This was incorrect and amended immediately after the consultation launched
 - The job title of Compliance Officer (x3) has been amended to Visa Advice & Compliance Officer
 - The post of Web Assistant has been created, replacing one vacancy of Marketing Assistant. The new post reports to the Web Editor
 - An additional post of International Compliance Assistant has been created, with some file checking responsibilities also moving into the compliance team. This has resulted in the removal of one post in the International Admin Assistant pool (and the removal of one candidate from that pool).
 - Line Management of the Copywriter has moved to the Head of Digital Marketing and Web
 - Changes to JDs are not substantive and largely as the suggestion of the postholder(s). None has resulted in regrading
 - One staff member appealed against their pooling and they have been reassigned to a different pool. As a result of this and other changes, they are no longer at risk.
 - Based on consultation feedback and after internal review, two further staff members were slotted into vacant posts.
- 4.4. Feedback relating to Outreach was also carefully considered, in consultation with the Director of LTE, with the result that an additional post has been created in Learning, Teaching and Libraries (LTL) for pre-16 outreach. Two staff have been pooled for the pre-16 Outreach Manager post but will also remain in their current pool. In addition, a second Pre-16 Outreach Coordinator post has been added in LTL which the Outreach Hub Officer will slot into.
- 4.5. Other feedback regarding operations, for example on TNE admissions, have been noted and may be taken forward after the restructure but do not require structural change.

5. Final structures

5.1. The organogram for the final structures for Recruitment & Admissions and Marketing & Communications 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 ROAM, Comms and the IO is as follows:

GRADE / CHANGE SCENARIO	A	B	C	D	E	F	RESIGNED	TRANSFER	VR SIGNED	GRAND TOTAL
4										0
5			22	3	10		1			36
6			19	5	6			2		32
7			3		4	3			1	11
8			2		2		1			5
9			3							3
Spot			1			2			1	4
Grand Total	0	0	50	8	22	5	2	2	2	91

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.

GRADE	ROLE TITLE as of 11 March	FINAL CHANGE CATEGORY	DIRECTORATE as of 1 August	ROLE TITLE as of 1 August
5	Communications Assistant	C	Marketing & Communications	Corporate Events and Press Assistant
5	Faculty Marketing Assistant CATS	C	Marketing & Communications	Marketing Assistant
5	Faculty Marketing Assistant HSS	C	Marketing & Communications	Marketing Assistant
5	Internal Communication Assistant	C	Marketing & Communications	Internal Communication Assistant
5	Marketing Assistant	C	Marketing & Communications	Marketing Assistant
5	Social Media Assistant	C	Marketing & Communications	Marketing Assistant
5	Student Recruitment Assistant	C	Marketing & Communications	Home Conversion Assistant
6	Communications Officer	C	Marketing & Communications	Communications Officer
6	Copywriter	C	Marketing & Communications	Copywriter
6	Digital Marketing Officer	C	Marketing & Communications	Digital Marketing Officer

6	External Relations Officer	C	Marketing & Communications	Corporate Events & Sponsorship Officer
6	International Marketing Officer	C	Marketing & Communications	International Marketing Officer
6	Marketing Finance Officer	C	Marketing & Communications	Marketing & Communication Admin Officer
6	Marketing Officer	C	Marketing & Communications	Home Marketing Officer
6	Web Editor	C	Marketing & Communications	Web Editor
7	Internal Communication Manager	B	Marketing & Communications	Internal Communication Manager
8	Web & Digital Marketing Manager	C	Marketing & Communications	Head of Web & Digital Marketing
9	Associate Director of Communications	C	Marketing & Communications	Associate Director of Communications
Spot	Director of ROAM	C	Marketing & Communications	Director of Marketing & Communications
5	Admissions Assistant	C	Recruitment & Admissions	Admissions Assistant
5	International Administrative Assistant (x 1)	C	Recruitment & Admissions	International Compliance Assistant
5	International Administrative Assistant (x11)	E	Recruitment & Admissions	Pooled for International Administrative Assistant
5	International Admissions and CAS Assistant	C	Recruitment & Admissions	Admissions Assistant
5	International Admissions Assistant	C	Recruitment & Admissions	Admissions Assistant
5	International Compliance Assistant	C	Recruitment & Admissions	International Compliance Assistant
5	International Finance Assistant	D	Recruitment & Admissions	Pooled for International Student Finance Assistant
5	International Reception Administrator	C	Recruitment & Admissions	Recruitment and Admissions Reception Administrator
6	Admissions Officer	E	Recruitment & Admissions	Pooled for Admissions Officer
6	Admissions Officer (UK Partnerships)	E	Recruitment & Admissions	Pooled for Admissions Officer

6	International Administrative Officer	C	Recruitment & Admissions	International Administrative Officer
6	International Admissions & CAS Officer	D	Recruitment & Admissions	Pooled for Admissions Officer
6	International Admissions Officer	D	Recruitment & Admissions	Pooled for Admissions Officer
6	International Finance and Agents Officer	C	Recruitment & Admissions	Recruitment & Admissions Administrative Officer
6	International Placements and Student Records Officer	C	Recruitment & Admissions	International Administrative Officer
6	International Student Advisor	C	Recruitment & Admissions	Visa Advice & Compliance Officer
6	International Student Finance Officer	C	Recruitment & Admissions	International Student Finance Officer
6	Student Recruitment Officer	C	Recruitment & Admissions	Student Recruitment Officer
6	Access and Outreach Support Officer	TRANSFER		
6	Outreach Hub Officer	TRANSFER		
7	Access Partnership Manager	E	Recruitment & Admissions	Pooled for UK Student Recruitment Manager and Pre-16 Outreach Manager (LTL)
7	Applicant Experience and Compliance Manager	C	Recruitment & Admissions	Admissions Support Manager
7	Collaborative Outreach Project Manager	E	Recruitment & Admissions	Pooled for UK Student Recruitment Manager and Pre-16 Outreach Manager (LTL)
7	Deputy Admissions Manager	C	Recruitment & Admissions	Admissions Systems & Operations Manager
7	Recruitment Manager	E	Recruitment & Admissions	Pooled for UK Student Recruitment Manager
8	Home Admissions Manager	C	Recruitment & Admissions	Head of UG Admissions
8	International Recruitment Manager	E	Recruitment & Admissions	Pooled for Head of Core Markets Student Recruitment

9	Head of Int Admissions & Compliance	C	Recruitment & Admissions	Head of Admissions & Compliance
9	Head of International Student Support	C	Recruitment & Admissions	Head of Recruitment & Admissions Support
7	International Recruitment Officer	F		
7	Deputy Head Int Admissions	F		
7	Deputy Head Int Compliance	F		
7	Media Relations Manager	F		
Spot	Assistant Director of Student Recruitment & Admissions	F		
Spot	Deputy Director of MARC	F		
Spot	Director International Office	F		

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
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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

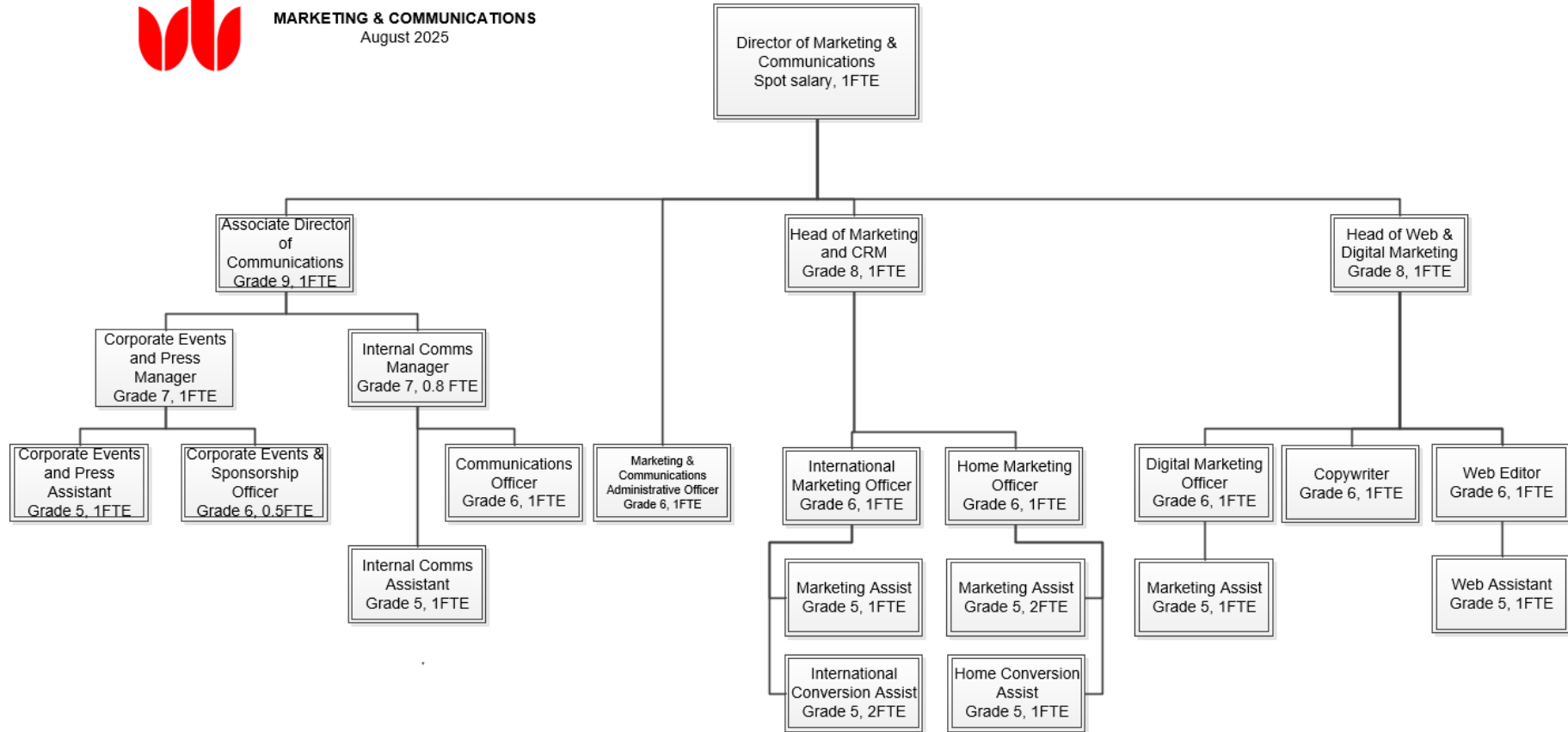
10.1. We are continuing work on our Equality Impact Analysis, with the second stage due to be completed after the 6th June when the voluntary redundancy scheme is concluded. People & Culture colleagues will help those leading the consultation to understand the data and think through potential impacts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



MARKETING & COMMUNICATIONS August 2025





RECRUITMENT & ADMISSIONS

August 2025

