

University of Nottingham		Organisational (Institutional) Level Stress Risk Assessment	
Activity Title: Stress Risk Assessment for staff working at the University of Nottingham – This risk assessment captures high level controls but must be supported by Business Unit Level Stress Risk Assessments Please refer to Work-Related Stress Policy (SAF-POL-STR) for more guidance.			
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Review Period:		Related procedure references or links:	

Stress Risk Factors	Risk Evaluation (H, M, L)	Existing Control Measures (University Policy and Standards and expectations)	Risk Evaluation with controls (H, M, L)	Future Mitigations/Actions to manage risk
<p>DEMANDS</p> <p>Workload <i>demands in relation to the agreed hours of work are not adequate or achievable</i></p> <p>Competency <i>where skills and abilities are not matched to the job demands</i></p> <p>Working Patterns <i>like shifts, tight deadlines, or excessive hours expected</i></p> <p>Physical environment or violence <i>and concerns not addressed</i></p>	HIGH	<ul style="list-style-type: none"> All new staff receive a UoN induction which informs and directs them to University Policy and Guidance including the HR Website. Job descriptions are clear and employment contracts specify hours of work and terms and conditions. The Appraisal and Development Conversations (ADC) process, can be used to discuss workload with line managers and incorporated into regular conversation and feedback. Mandatory workload planning in academic areas using the Workload Planning Framework. Workload Planning User Group in place that ensures the development of the Workload Planning (WLP) system and process are informed by the views of academic and administrative users. 	MEDIUM	<ul style="list-style-type: none"> Responding to the Actions arising out of the People and Culture Survey via the People and Culture Strategy and Timelines and Key Milestones and in particular Performance Frameworks and Workforce Planning. Ongoing work aligned to HR Transformation Responding to the actions arising out of the Workplace Stress and Wellbeing Audit – Action planning and reviewing themes that need to be escalated from Business Unit to Faculty to UB level. The formation and work of Future Nottingham and Change



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		<ul style="list-style-type: none"> • Managerial and supervisory training is in place to allow workload to be managed in all areas. Workload is also monitored through the People and Culture Survey and Workplace Stress and Wellbeing Audit/Survey. • UoN Risk Management – Work Related Stress is identified on the UoN Risk Register and reported to the Health and Safety Committee. • Workplace risk assessments and DSE assessments in place as well as adequate health and safety support and space allocation. • Finance and budgetary processes allow for forward planning • The UoN offers a strong internal organisational development function and offering <u>Learning and Development</u> - staff training/coaching/supervision and the <u>Leadership and Management Academy</u> which supports leaders • The university has guidance on <u>work life balance</u> and has recently introduced the <u>agile working framework and associated guidance</u> • There is a <u>Dignity at Nottingham Policy</u> and a Student Code of Conduct as well as a confidential way to report issues through <u>Report and Support</u>. • Staff have the opportunity and are engaged to have their say about the way work is carried out through surveys, Vice Chancellor Surgeries, Town Hall Briefings and Q&A's as well as other local mechanisms. 		<p>Management Framework and in particular the pre-project essential documentation (e.g. Change impact assessment)</p> <ul style="list-style-type: none"> • For more information on the survey's results and <u>organisational key actions</u> to help us meet objectives of the <u>People and Culture Strategy</u>, please visit the <u>People & Culture SharePoint site</u> • The arrangements for lone working and out of hours working have been identified on the UoN H&S Risk Register and are due for review.



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<p style="text-align: center;">CONTROL</p> <p>Inappropriate pace of work <i>Lack of control of pace of work, e.g. say when breaks can be taken</i></p> <p>Skills <i>Lack of encouragement to use and develop skills and initiative in work</i></p> <p>Work Patterns <i>Poor consultation over work patterns</i></p>	HIGH	<ul style="list-style-type: none"> UoN have produced a Flexible Working Policy and Performance at Work Awareness and compliance with University Policy and Guidance that effects control (e.g., Flexible Working Policy, Performance at Work, HR website) The Appraisal and Development Conversations (ADC) process, can be used to discuss control over pace of work and planning future development with line managers and incorporated into regular conversation and feedback The Organisational and People Development Team (HR) provide and deliver people development to meet the university’s strategic objectives. UoN work in partnership with Trade Unions and Consultative Committees and a Recognition Agreement is in place to ensure there are effective staff consultation systems and clear strategies to increase participation in the decision making process. A Staff Wellbeing theme group is in place which supports the development and delivery of the Staff Wellbeing and Mental Health Strategy, in line with the University’s People and Culture Strategic Delivery Plan 2023-26 and building on the findings of the 2023 People and Culture Survey. This group includes union representation. 	MEDIUM	<ul style="list-style-type: none"> Future Nottingham is a programme that is going to look at everything we do so we can prioritise our efforts, simplify processes and make better use of our resources. Workshops to empower staff to influence the decision-making process. University Executive Board members are hosting a series of consultation events discussing the ambition of Future Nottingham, gathering your thoughts and ideas to help guide the direction and scope of the programme. Continue to work on our Wellbeing priorities for 24/25: Wellbeing resources: We will connect our full student and staff provision for wellbeing to ensure there is a coherent understanding of the resources we offer, and why or how you use them Understanding and learning from the lived experiences of our university community We will create opportunities to listen, hear and understand the valuable lived experiences of our staff and

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				<p>students. We will use this knowledge to make changes to the way we do things so that we can become truly inclusive and that all members of our university community feel a sense of belonging</p> <ul style="list-style-type: none"> • <u>Wellbeing and Mental Health Strategy for Staff</u>
<p>SUPPORT</p> <p>Colleagues <i>Inadequate support from colleagues</i></p> <p>Managers <i>Inadequate support from managers</i></p> <p>Support available and accessible <i>unaware of support available or how to access it</i></p> <p>Feedback <i>Regular and constructive feedback not received</i></p>	MEDIUM	<ul style="list-style-type: none"> • Managers have access to the <u>Leadership and Management Academy</u> – which supports new managers and leaders at UoN. • Managers and staff have an awareness and comply with University Policy and Guidance (e.g., Sickness Absence Policy, Special Leave Policy, Flexible Working Policy) as well as <u>Manager Mental Health Support Guide</u> • There is a range of Support and advice available for staff and managers from the <u>HR website</u> and <u>Staff Wellbeing</u> webpages and <u>Wellbeing News</u> site • The Employee Hub is a single location which provides information, guidance and access to everything relating to employee benefits, recognition and wellbeing. 	LOW	<ul style="list-style-type: none"> • Staff intranet and improved communications being developed • Development of Staff Wellbeing Framework in line with the Wellbeing and Mental Health Strategy • Identify line managers in Unicore • Compliance with the training elements of the Work Related Stress Policy for line managers. Training for line manager in identifying and managing work related stress



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		<ul style="list-style-type: none"> • Employee Assistance Programme (EAP) provides free confidential support 24hrs a day, 7 days a week. • Additional support services available to staff include Occupational Health Service, University Counselling Service, Network of Mental Health First Aiders, Employee Assistance Programme. Online mental health service- <i>'Togetherall'</i> • There is regular communications to all staff through staff news. • Town Halls • Regular <u>Staff Information Fairs</u> hosted by Organisational Development team showcasing the range of resources and opportunities for staff • A range of <u>staff support networks</u> are available e.g., Carers' Network, Women's Staff Network, Disability Staff Network as well as Chaplaincy and Faith Support • Trade Union support from UCU, Unite and Unison • <u>Appraisal and Development Conversations (ADC) process</u>, incorporating regular conversation and feedback. • <u>Occupational Health</u> - The University of Nottingham has contracted with Optima Health Ltd for the provision of Occupational Health services to staff and students. If you have concerns about your health and how this is impacting on your work, or if you have 		<ul style="list-style-type: none"> • An occupational health manager was employed by UoN in June 2024 to ensure the contract is managed appropriately and deal with any concerns. • The <u>Staff Intranet</u> is being developed (launched Aug 2024) and will continue to be improved. • A new SharePoint site on <u>workplace adjustments</u> for staff had been published following a rapid improvement event on adjustments and training for both Staff with adjustment needs and this managers



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		<p>concerns about a team member, then seeking OH support and advice may help.</p> <ul style="list-style-type: none"> • Employees Reward and Benefits - Employee Hub (benefits platform). These include discounts, Cycle to Work, private medical insurance, car-leasing scheme, wellbeing incentives/perks and more. • Learning Technology, UoN Libraries - offer a range of support and consultation in pedagogy, technology and media to help improve teaching and assessment across the university. Working in collaboration with academic staff and professional services staff supporting teaching, our aim is to improve the student experience by enhancing their virtual learning environment 		<ul style="list-style-type: none"> • <u>People and Culture Strategy and Timelines and Key Milestones</u> and in particular Performance Frameworks and Workforce Planning. HR Transformation • Future Nottingham • Change Management Framework and in particular the pre- project essential documentation (e.g. Change impact assessment) • WRS Survey and oversight/support of actions for Business Units



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<p>RELATIONSHIPS</p> <p>Behaviours <i>Unacceptable behaviours, conflict and low morale</i></p> <p>Sharing of Information <i>Poor collaboration and support</i></p>	HIGH	<ul style="list-style-type: none"> Awareness and compliance with University Policy and Guidance that effects relationships (<u>HR website</u> e.g., Grievance Procedure, Dignity at Nottingham Policy, Complaints Procedure) Our <u>University Values</u> <u>Report and Support</u> Mandatory Equality and Diversity Training <u>Guidance on Expectations and Behaviours – Building a Culture for Success</u> <u>Engagement Champions Network</u> and People and Culture surveys Organisational Development can offer support to teams/departments e.g. Open conversations 	MEDIUM	<ul style="list-style-type: none"> To continue to utilise data e.g. People and Culture Survey, Heatmap, Unicore, to inform decision making To build on existing control measures and embed in Future Nottingham
<p>ROLE</p> <p>Conflicting requirements. <i>Conflicting requirements placed on employees</i></p> <p>Job role and responsibilities. <i>Roles and responsibilities not understood</i></p> <p>Requirements <i>Unclear requirements placed upon employees</i></p>	HIGH	<ul style="list-style-type: none"> Induction training for all new starters HR job description template and advice Range of training available from Learning and Development to support staff in their role University strategy The Getting in Shape – Lean Team offer expertise in Lean methodology and can collaborate with departments or cross-university teams at all levels to address identified current issues with potential for improvement. Organisational and People Development Team strategic work for the delivery of organisation and people development to meet the University’s strategic objectives. Working with teams across HR to support a programme of continuous organisational performance improvement, which 	MEDIUM	<ul style="list-style-type: none"> Future Nottingham



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		<p>helps achieve the ambition of becoming a high performing organisation. There are two strands to our team; learning and development and organisational development, who work on a variety of topics including EDI, leadership development, training and development, wellbeing and mental health cultural work, change management and programmes of work such as Open Conversations.</p> <ul style="list-style-type: none">• The Researcher Academy (RA), part of Research & Innovation, is the network for researchers, and staff who support them. We work together to promote a healthy research culture and community, to cultivate researcher excellence, and develop creative partnerships that enable researchers to flourish		



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<p>CHANGE</p> <p>Information <i>Information and reasons for change are not understood</i></p> <p>Consultation <i>Consultation on change and opportunities for staff to influence proposals</i></p> <p>Impacts <i>Impacts of changes to jobs not understood</i></p> <p>Timescales <i>Timescales not clear</i></p>	HIGH	<ul style="list-style-type: none"> The university has a Change management framework. <u>UoN Change Management Framework</u> SharePoint Site provides colleagues with tools, guidance and best practice around leading, supporting and managing those affected by Change. Planning Performance and Strategic Change (PPSC) Directorate enables the University to deliver its strategy, performance objectives, plans, projects and statutory requirements. The directorate is made up of three functions one of which – Projects and Change provides coordination, support and best practice to change initiatives across the university through effective Project Management, underpinned by supportive Change Management. <u>Leadership toolkit Change Management</u> UoN Internal Comms Trade Unions The Getting in Shape – Lean Team offer expertise in Lean methodology and can collaborate with departments or cross-university teams at all levels to address identified current issues with potential for improvement. 	MEDIUM	<ul style="list-style-type: none"> Future Nottingham Strategic Change working group to tie together work around change programmes