

For the Attention of the Vice-Chancellor & President  
University of Nottingham  
Executive Office  
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Reference: CAT-0241379

**Dr Samantha Farrar**  
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<http://www.hse.gov.uk/>

Head of Operations  
Andrew Denison

Date: 2 July 2025

Dear Professor Norman,

**RE: Concerns about the Management of Work-Related Stress**

I am writing to you as HSE's Principal Inspector, Inspection Division, that covers the East Midlands following serious concerns that have been raised with us by the University and College Union (UCU).

The University and College Union has alleged that University of Nottingham is failing in its duty to manage the risk to employees from work-related stress. UCU has provided evidence of a problem affecting a significant number of workers and have linked this primarily to workloads, under resourcing and change. They claim that implementation of a voluntary redundancy scheme, a recruitment freeze, and an unrealistic workload model has resulted in resulting in high demands and workloads for academic staff. Individuals are working over their contracted hours, causing serious risk to their health and wellbeing. Requests for support from UCU have increased.

UCU claim that only the Institution Level Risk Assessment has been shared with them, and that supporting Business Unit Level Stress Risk Assessments have not been carried out. They further allege that there has been no interaction or consultation with staff on the risk assessment and that risks and issues, e.g. reducing staffing and new administrative systems, have not been considered.

UCU is dissatisfied with the response from management. They have therefore reported the matter to HSE.

I would welcome the University's view on these concerns and how you have satisfied yourself that the University is addressing them.

Your response should explain how the senior leadership of the University monitors and reviews its performance in relation to work-related stress to ensure:

There has been suitable and sufficient assessment of the risk;  
You have appropriate control measures and management arrangements in place to establish that your control measures are working; and  
There has been consultation with the University's employees.

This would be part of how the University complies with its duties under health and safety law, namely the Health and Safety at Work etc. Act 1974, Section 2, and the Management of Health and Safety at Work Regulations 1999, Regulations 3, 4, 5 and Schedule 1.

Could you provide me with a written reply on these matters, including any additional actions you are taking to address these concerns by Friday 8 August 2025.

Section 28(8) of the Health and Safety at Work etc Act 1974 requires me to inform your employees about matters affecting their health and safety. As such, I have sent a copy of this letter to the UCU as a representative of your employees.

Yours sincerely



**Samantha Farrar**

**HM Principal Inspector of Health and Safety  
Inspection Division**

cc University and College Union