

For the Attention of the Vice-Chancellor & President  
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Reference: CAT-0241379

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<http://www.hse.gov.uk/>

Head of Operations  
Andrew Denison

Date: 1 December 2025

Dear Professor Norman,

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

Thank you for your letter and email of 22 August 2025.

I have now had the opportunity to consider your response on behalf of the University.

You have outlined the University's approach to managing work-related stress and how you have consulted with the University's employees.

HSE does not routinely investigate all concerns that are reported to us; we make an assessment to target our limited resources based on the information provided.

After careful consideration of the information provided by UCU and the University, I can confirm that the Health and Safety Executive will not be taking any further action in relation to the concerns raised about workloads, demands and change. The consultation arrangements you have identified and implemented in relation to risk assessment, control measures and management arrangements appear reasonable and proportionate in the circumstances.

However, should HSE receive further concerns about the management of work-related stress, consideration will be given to whether an inspection is required.

When reviewing your response, I noted that you:

- do not include detail of which management standard(s) has/have been identified as the highest risk for work related stress
- use the staff survey as a monitoring mechanism rather than more specific measures of the effectiveness of controls
- rely on preventative measures which are not primary controls

I would remind you that you have a legal duty to carry out a proactive assessment of work-related stress risks, primarily at an organisation level and an individual level when necessary. Like any other risk assessment, a work-related stress risk assessment should include using a number of different data sources to identify who might be harmed and how; identifying and implementing control measures to reduce the risk; and using data to monitor if control measures are effectively reducing the risk. It is

important that employees are consulted throughout. Employers must take all reasonable steps to prevent or mitigate exposure to the causes of work-related stress and related ill health.

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