

30<sup>th</sup> January 2026

ARU UCU Executive

ARU Chelmsford  
Bishop Hall Lane  
CM1 1SQ  
[www.aru.ac.uk](http://www.aru.ac.uk)

Dear ARU UCU Executive,

Thank you for your letter dated the 23<sup>rd</sup> December 2025 and for sharing the results of the recent UCU survey. We appreciate the time and effort taken to gather feedback from colleagues and recognise the importance of addressing workload concerns within the School of Nursing (SoN). Following the Christmas break, we have taken time to explore the issues raised in your letter and provide the following response.

We acknowledge that some AWBMs in the SoN currently reflect workloads over 100%. As you recognise in your letter, from time-to-time situations occur where staff provide interim support to cover workload for colleagues e.g., for sick leave or maternity leave. Currently in the SoN 10.9% of School staff are over 100% most of which are Deputy Heads of School and Course Directors. This increase was seen in December 2025 due to the marking period, prior to this the staff were under 100%. Line managers arranged to meet these staff in January to explore any individual concerns. Those colleagues who are on sick leave and maternity leave are due to return later in trimester two and three and the workload will reduce further. The school is actively reviewing workload allocation across the teams, to ensure greater balance and timely adjustments to align with the AWBM agreement. All DHoS are meeting with their cluster staff at the start of trimester two to review workload and update any further changes to the AWBM.

We have been holding regular listening events with staff in the School of Nursing to provide an open forum for discussion and feedback. A school away day was held on the 4<sup>th</sup> September 2025 and a previous event held on the 2<sup>nd</sup> April 2025. The most recent session on 5 January 2026 was scheduled and the date shared with staff before the Christmas break. These sessions will continue on an ongoing basis. Additionally, every month we hold an online School catch up meeting to share information and provide regular opportunities for staff to raise any issues they have. Colleagues can also contact their line manager directly to arrange to meet to discuss individual matters as they arise.

Triangulating feedback from the school listening events does not appear to fully align with the UCU survey responses, and we are keen to understand more about the data. Specifically, we would appreciate clarification on:

- The number of colleagues who responded to the survey.
- The campus split associated with those responses.

This information will help us identify where issues are most acute and allow us to provide timely and targeted support.

We are committed to working collaboratively to address concerns and improve the working environment for all colleagues. However, without understanding where these issues sit, it is challenging to take meaningful action. We would therefore encourage individuals to raise concerns with us directly if UCU is unable to share this information.

Thank you again for bringing these matters to our attention. We look forward to continuing constructive dialogue and working together to ensure a positive experience for all our staff.

Sincerely,



**Professor Jackie Kelly**

Pro Vice Chancellor and Dean  
Faculty of Health, Medicine and Social Care

Cc: Janine Rusbridge, HR Director (Interim)