

Question/Comment	Answer
Apologies if this has already been shared, but when will the outcome of the Hybrid Working pilot be shared?	The pilot will conclude at the end of the year, and we will be conducting a survey in January to get feedback on it. A communication has been sent which goes into more detail.
Aware hybrid working is a trial but would a return to mandatory on site working be a backward step (people retention etc) considering the advantages of reduced commuting, life-work balance and being a digital first community?	The feedback from colleagues is very supportive of the principle of hybrid working and ENU recognises this. We plan to conduct one more survey in January and following that will communicate the agreed approach to all colleagues.
Do the non-union staff have a voice with regard to pay & benefits considering they are in the majority?	Non-union members can of course express their opinions on the recent offers made by ENU, but only union members can vote to either accept or reject any offer. ENU has historical recognition agreements in place with EIS and UNISON and they state that both unions must agree to any offers made.
Can someone please let us full time on campus every day are having the Hybrid Working set up forced upon us? Full time staff need to have a space to call their own without having to move their cup, pens, etc off desks every night only to put them out the next day! I understand the need for the docking solutions to use the managed laptops but why can't those who are in full time can't be allocated a desk with a small set of under desk drawers that they can call their own (so to speak)? The mental health & wellbeing of those staff has not been taken into account in this exercise - these set ups are meant for staff who are on campus 1 or 2 days a week (if they are lucky) and not every day! Also the fact that so many desks are being skipped and not reused, even if they are the smaller desks - surely this goes against the sustainability effort the University says it is working towards?	<p>Hybrid working is intended to provide flexibility for both colleagues and the University to encourage a healthy work-life balance.</p> <p>Due to the nature of some roles, some colleagues' jobs require them to be on campus full-time; some colleagues prefer to be on campus each working day and we do our best to accommodate desks/hot-desks taking into consideration or space constraints.</p> <p>We have introduced a clear desk policy to ensure that we keep our office environment clean and everyone has been provided with a locker to store their personal belongings. There are no plans to reintroduce drawers.</p> <p>Where possible, furniture is reused internally within the University. Where immediate reuse is not possible, items that are still of use to the University are stored for future use.</p> <p>Good quality items that the University can no longer use are offered to external charities. However, there is absolutely no demand for some of the items that are currently being removed, including larger and curved desks. Any items of furniture that are removed for disposal are broken down into component pieces and recycled by the University's contracted waste supplier.</p>

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<p>As professional services "professionalise", the "academic as 'A' customer" has been missed. More forms, generic accounts and standard reply's saying "contact your programme leader". These are being forwarded and one thinks just humanise your response and answer the question. Getting a form from MyNapier does not require a PL discussion, support yes but many are just asking for basic guidance. The academic burden has had a sharp increase during and post covid.</p>	<p>Professional services have introduced generic accounts over a number of years as a means of ensuring resilience when staff are absent and to ensure cover during peak period. All are staffed by colleagues who endeavour to provide a helpful and human response, personalising and adapting replies as appropriate.</p> <p>We have recently developed My Napier to make it easier for students to navigate without assistance and, to the best of our knowledge, there are no new forms/processes pointing students towards their PLs; the plan is to try and reduce unnecessary academic burden. Where processes advise students to speak with PLs / PDTs it is to ensure they receive appropriate academic advice.</p> <p>SLT has been reviewing a range of options to support students on non-academic matters, such as navigating support services, and this will develop further over 2023.</p> <p>If you have examples of unnecessary forms/processes that affect academic colleagues, please provide this feedback to the appropriate service director, who will be happy to consider improvements.</p>
<p>"Do the non union staff have a voice with regard to pay & benefits considering they are in the majority?" There would be no negotiations and you would not be offered any additional benefits, etc if the Unions were not participating in their actions - you'd only get what the University was offering!!</p>	<p>See answer to question #3.</p>
<p>Why was the decision made to record a Q&A about union negotiations without any of the union reps there too?</p>	<p>ENU leadership has freedom to freely communicate with its employees without obtaining permission from the Trade Unions. All communications including the recent Q&A video are intended to provide accurate facts to all employees to ensure full and clear understanding for everyone at ENU whether they be TU members or non-members. We are</p>

	all employees first, regardless of TU membership.
I appreciate we have exceeded our target for International students, but I have concerns about the experience some of these students are having...stories of lack of accommodation which has meant that students have been commuting from East Kilbride, Glasgow, Renfrew etc. Are there any plans to increase our student accommodation, or keep an allocation for overseas students who often turn up once all the student accommodation has been taken?	This is an issue we are very conscious of and to address some of the current challenges we have taken out a new nomination agreement in January to increase accommodation for overseas PGT students and we are in discussions regarding a further agreement for September starts to increase our offering. We often find that many of our overseas students are looking for accommodation in the private sector.
Can we have better forecasts for PG numbers and plan for this in advance in WAM? Some programmes have experienced considerable growth without regard for resource requirement. Do planning, recruitment, Heads talk to one another?	Yes as part of the planning process these discussions take place on an on-going basis. There have been challenges in some areas in relation to staff recruitment and we are actively looking to address this at the moment. There are regular meetings that occur throughout the year - School Boards and planning meetings - where Deans and Directors discuss such issues.
Is this student retention a similar issue across the sector?	Anecdotal reports from across the sector are that other HEIs are also experiencing retention issues following the Covid19 pandemic and during the current cost of living challenges. Edinburgh Napier will benchmark against available sector data when available – there is always a lag in the publication of this data, and this will be reported at appropriate University committees.
Retention - Having a degree is becoming less important getting a job in many industries, why spend 4-5 years for a degree when there are other ways to move into the industry, technology is one example of this where the digital world offers a huge learning opportunity.	The employment market is definitely changing as are trends within tertiary education. It is therefore important that Edinburgh Napier continues to innovate and develop its academic portfolio to meet that changing demand from students and industry, such as through the delivery of Graduate Apprenticeships, Upskilling courses, micro-credentials and CPD. Our new Curriculum Management environment and the ENhance framework will help support us in this.
How will the new tertiary education framework impact on ENU and our provision especially given the student numbers displayed today?	It is too early to say what the impact of the new Tertiary Quality Enhancement Framework will be. We are actively contributing to the discussions through the co-creation workshops organised by SFC. This co-creation phase continues until March 2023 with implementation thereafter.

<p>Isn't it likely that the broader issues we are seeing within society (cost of living, stagnating wages, public services being squeezed) highlighted at the start are having an impact on retention/student enrolment? Edinburgh is an expensive city to live in and even if students are local/living at home, they likely still need to work to support themselves.</p>	<p>It is likely that these factors contribute to retention and recruitment and the University is continuing to explore ways in which it can assist students with accommodation and cost of living challenges. In some instances, this is through discussion with the other HEIs in Edinburgh and with local / national government.</p>
<p>Massive congratulations on the university environmental performance and shortlisting for THE awards. I'm proud to work in a university that cares for the future. Thank you. do you agree with me, that we can achieve net zero and equip our students to be empowered to be those difference makers in work and as citizens?</p>	<p>It was heartening to see the work of the university community recognised by our peers through the THE shortlist. Yes, we can achieve net zero – it's going to be challenging to change and adapt all our behaviours and operations to deliver to our agreed timescale, but we owe it to each other and future generations to deliver on our 2030 goals and ensure that our graduates have the understanding, knowledge, capabilities and commitment to live and work sustainably into the future.</p>
<p>Do the nurses, rail workers, teachers etc., have a point? Our students will be going to work in the public sector and we need to communicate with them about the state of the sectors, including our own. Do we support them in their case for industrial action?</p>	<p>The University fully recognises the rights of colleagues across all sectors to take industrial action if they feel this is appropriate. We would encourage all students to remain aware of what is happening across society and in the sectors they work/seek to work.</p>
<p>It is a bit disappointing the Unions are not accepting the pay offer which is very reasonable. It feels they are being obstructive. It would be interesting to know what exactly the Unions would like the university to offer.</p>	<p>We agree that the offer made is very reasonable in all the circumstances and one of the best in Scotland, with a mix of consolidated and non-consolidated payments, along with a reduction in weekly working hours in Professional Services and holiday parity. We have been negotiating with the Trade Unions since September but to date they have rejected our offers including the final offer made on 17th November. This offer remains available.</p>
<p>Students, specially International ones, struggle a lot not having "in person" reinforced support on campus during the first weeks. They ended up asking whoever is around on campus (just few departments that might not be involved with their needs (Finance, Visa, Accommodation...)) Just because the technology is "there" doesn't mean that they have the knowledge or skills to make the most of it. For the fees that they pay, they seem to be neglected (and front-facing people overwhelmed with queries, questions, ques, and stress). How is that a good experience for their first weeks in here and for staff that can't</p>	<p>Following feedback in Trimester 1 (22/23) there will be a greater on-campus presence by professional service colleagues in the first three weeks of trimester 2 to assist our students, particularly international students who are new to the country. This will include face to face matriculation, visa and finance support. School Offices / iPpoints & Receptions are also a good means of support for students and the staff will be happy to assist any students who need support.</p> <p>The Visa and International Support team have been available in-person to support our International Students since August 2020</p>



<p>do their basic tasks because these gaps take over?</p>	<p>following the original lockdown. Recognising the need for more face to face opportunities they along with colleagues in Student Administration and Finance will be holding Matriculation Guidance Centres across our campuses in January.</p> <p>Centres will be operational as follows:</p> <p>Week 1 Monday 16 January 2023: Craiglockhart Tuesday 17 January 2023: Sighthill Thursday 19 January 2023: Merchiston</p> <p>Week 2 Monday 23 January 2023: Merchiston Wednesday 25 January 2023: Sighthill Thursday 26 January 2023: Craiglockhart</p> <p>Week 3 Monday 30 January 2023: Merchiston Thursday 2 February 2023: Craiglockhart Friday 3 February 2023: Sighthill</p> <p>Further details of the Matriculation Advice Centre will follow in January 2023.</p> <p>The Visa and International Support team will also have staff based at 5b29 in Sighthill five days a week.</p>
<p>What is happening to the old furniture, equipment, hardware etc at Sighthill? Will this be recycled or donated to the local community or charities?</p>	<p>Our aim is to keep enhancing our green credentials and for instance our old IS equipment is disposed of, where possible, through an accredited disposal/ accreditation service.</p> <p>Where possible, furniture is reused internally within the University. Where immediate reuse is not possible, items that are still of use to the University are stored for future use.</p> <p>Good quality items that the University can no longer use are offered to external charities. However, there is absolutely no demand for some of the items that are currently being removed, including larger and curved desks. Any items of furniture that are removed for disposal are broken down into component pieces and recycled by the University's contracted waste supplier.</p>

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<p>Will there be a change from the F2F L&T strategy given the issues with retention, for 23/24? Or are we sticking with the F2F only?</p>	<p>We encourage colleagues to explore blended L & T approaches and are offering support through DLTE. Please contact N.Karodia@napier.ac.uk directly, or DLTE or your Head of L & T to find out more.</p>
<p>We hear about student retention but do we have data on staff retention, especially in the current climate where in some roles people could earn more?</p>	<p>Staff labour turnover is of course something which we monitor on a monthly basis, and retention of staff is a high priority for all employers including ENU.</p> <p>Labour turnover rates at ENU are below the UK average figure (our current attrition rate is 13%) and we continue to focus on ways to further improve the retention of all staff.</p>
<p>What are the guidelines followed by moderators to choose what questions are made visible to everyone?</p>	<p>We aim to publish all questions that are relevant. Due to time restrictions we cannot pose all the questions to the Principal or panel. We try to ensure that we address the widest cross section and not be dominated by one topic. However, in light of time of the above all the questions are shared with relevant answers online, post event.</p>
<p>If anyone wants to know why the unions have rejected the most recent offers, please speak to the union who represents your staff. They would happily provide you more context. It's clear the most recent "Fireside Chat" is meeting its real objective by creating division between union and non-union staff amidst what have been derisory pay offers, without any opportunity for the unions to refute the "claims" made in the chat</p>	<p>UNISON have formally rejected ENU offers including the final one on 17th November. All colleagues received the nationally negotiated pay increase (between 3% for the vast majority of staff and 7% for those on the lowest salary) in August 2022.</p> <p>The offers made were <i>in addition</i> to this increase and if accepted would have been paid to colleagues before the Xmas break. All communications by ENU on this subject have been entirely factual and with the intention of ensuring that all colleagues fully understand the specific terms of the offers .</p>
<p>Given the issues in retention, will the University look to revisit HyFlex or recorded classes to offer a more flexible student experience?</p>	<p>The issues are complex. Hyflex is likely to be the exception as an approach with blended L & T the default approach. We also have to be mindful of UKVI requirements.</p>
<p>The most recent pay offer was still real terms pay cut for all staff and meant that those at the top of the pay scales would receive the largest</p>	<p>ENU participates in national collective bargaining (across the UK) whereby UCEA (the Universities and Colleges Employers</p>

<p>pay rise. Why has the university not offered to increase the pay for those at the bottom of the salary scales who are affected by the cost-of-living crises the most?</p>	<p>Association) and Trade Unions negotiate pay settlements annually. Despite this, and in recognition of the economic climate and our genuine desire to support all colleagues, we made an offer over and above the 2022 nationally agreed pay settlement. This included additional consolidated and non-consolidated payments for all colleagues in Grades 1 – 7, along with other improved terms and conditions. We had hoped that this offer would have provided all colleagues with additional support in the current climate.</p>
<p>Would a people forum to represent the majority of staff help the leadership team understand if pay & benefits were acceptable?</p>	<p>Non-Union members have expressed a view that there is not a forum for their opinions to be heard with regards to the offers ENU has made. Some form of employee forum for non-Union members could provide a vehicle for those colleagues to share their thoughts and views. This is something that we will consider in 2023.</p>
<p>Just a note on the non-Union comments. Unions are critical in a democracy. We come together for the collective benefit, a Union speak for us for all. Why undermine the union efforts to get the fairest deal? Colleagues lost two days pay - for us all. If you don't like the negotiation/action then join a union, inside you have a strong voice? We always need a professional union to stand up for us all. Without them, we will have a whole different way of life.</p>	<p>All colleagues can of course choose to be members of a Trade Union or not. This is an entirely free choice and is down to each individual to decide.</p> <p>The University fully supports and recognises the important role played by Trades Unions and is keen to further develop our partnership with them.</p>
<p>Everyone has the option to join a union and vote for the offers so please don't place the blame on members who are losing money striking in order to get better pay and other improvements for everyone.</p>	<p>Blame is not something that at any time has been mentioned. Members of the Trade Unions recognised at ENU have chosen to vote to reject the offer and it is their right to do so.</p>
<p>The people forum is laughable. That's a union but without the protections.</p>	<p>A statement not a question.</p>
<p>Some of those staff who are on campus all of the time do not have the choice though so this should maybe be thought about?</p>	<p>Not sure what this means - possibly related to shared space? Do contact staffcommunications@napier.ac.uk if you would like to share your views further.</p>
<p>Would the ULT be prepared to meet with Unison on camera to do a Q&A/discussion that isn't just one-sided?</p>	<p>We meet regularly with our Trade Union representatives and maintain an open and transparent dialogue together. We don't see any real added value in this particular suggestion at this time.</p>
<p>RE: Union question The unions are very keen to negotiate a deal</p>	<p>A statement not a question.</p>

<p>that puts money in the pockets of staff and tackles the cost of living crisis. However, the September non-consolidated offer wasn't accepted because staff would have no guarantees over that money in the next financial year. The consolidated offer in November wasn't accepted because it failed to tackle low pay.</p> <p>The University previously tabled £1500 non-consolidated, with some improvements to terms and conditions. UNISON members rejected this because it was clear a permanent, consolidated pay rise was affordable. Eleven dispute resolution meetings followed, and it seemed like real progress was being made. At the eleventh hour, the University shocked our negotiators by producing an offer that stripped out key elements for low and middle earners, leaving them with less than the £1500 previously offered, while higher earners received hundreds of pounds more. UNISON could not possibly accept this revised offer, with a 90% rejection when members were consulted.</p> <p>Unison voted to reject because we believe the pay offer should be equitable across all staff. We asked for the lowest paid to have their spinal points moved up two increments so the lowest paid were supported through the cost-of-living crises.</p> <p>The unions are organising an open meeting on Monday for any staff member to attend if you would like more information. More information will be circulated soon.</p>	
<p>Are we really going to chuck out perfectly fine furniture? Simply ask individuals what they want to do. Not a one size fits all.</p>	<p>Where possible, furniture is reused internally within the University. Where immediate reuse is not possible, items that are still of use to the University are stored for future use.</p> <p>Good quality items that the University can no longer use are offered to external charities. However, there is absolutely no demand for some of the items that are currently being removed, including larger and curved desks. Any items of furniture that are removed for disposal are broken down into component pieces and recycled by the University's contracted waste supplier.</p> <p>The University will continue to seek further opportunities to reuse furniture, working with</p>

	<p>charities within Edinburgh and beyond. If colleagues are aware of any alternative opportunities please contact Jamie Pearson, Environmental Sustainability Manager at j.pearson@napier.ac.uk</p>
<p>I have taken part in strikes as I worry about staff on lower pay grades in the current environment. People in our University should not have to choose between heating or eating, but that is the eventual logical outcome if pay continues to not rise anywhere near in line with inflation. I feel like the University has made it clear that it has the money to help, but is choosing not to do so. That hurts.</p>	<p>ENU has made a fair and reasonable offer in all the circumstances and has genuinely tried to provide financial support to all colleagues in the current economic climate; it is one of only a very small number of universities in Scotland that has offered an additional fully consolidated increase.</p>
<p>What happens if the government follows through on switching off tier 4 student visas, unless to "good" universities? Whatever that means.</p>	<p>There's been a lot in the press over the past couple of weeks about international students and noise coming from Number 10 on this issue and this has been an area where we've seen policy changes in the past. We think there may be some changes around Tier 4 visas in terms of dependants which might be an area the Government looks to tighten. In terms of our strategy, diversity within our international portfolio is really important. As well as our international recruitment to campus, we are prioritising our growth in terms of transnational education and Global Online students. And within our international student recruitment on to campus, making sure that it is sustainable in terms of having a range of different countries that our students are coming from.</p>
<p>Would the moderator please share with us the basis by which they choose which comments and questions to share in the chat?</p>	<p>We aim to publish all questions that are relevant. Due to time restrictions we cannot pose all the questions to the Principal or panel. We try to ensure that we address the widest cross section and not be dominated by one topic. In light of the above, all the questions are shared with relevant answers online, post event.</p>
<p>Will there be a review of the parking permits available following the travel survey to offer new staff the opportunity to park on campus where public transport is not suitable?</p>	<p>There are no staff on the waiting list for permits so demand is currently being met. As mentioned in another question, we will be introducing increased EV charging points at Sighthill by the end of March and will look to increase our offering on other campuses too.</p>
<p>What more can we do for widening access students as a university to encourage them to come to university with the financial implications and increase in children living in</p>	<p>We have a range of support available through our WP team and also through our Wellbeing and Student Funding Team and different programmes of support for different students such as those coming from care-experienced</p>

<p>poverty in Scotland? Are there any grants internally available?</p>	<p>backgrounds and estranged students so there's quite a lot of support out there. We've been lucky to receive quite a bit of government funding as well in this area. It's a really important priority area for the University and one we're looking to continuously improve. We also work with the Development and Fundraising team on what more we can do.</p>
<p>Can we have a look at the availability of meeting and events space please on our campuses. I fully appreciate that Timetabling takes priority for teaching space BUT it is frustrating when spaces is booked for teaching commitments and then not used and we are left struggling to gain space for events/training/meetings etc A process to be able to release space back if not required for teaching would be good, especially at the end of term when teaching slows down.</p>	<p>All academic staff who book spaces but do not subsequently require it are encouraged to let their school timetable administrators know so that the rooms can be released. This allows other colleagues to use the locations for meetings and other events. Spaces can be booked using resource booker.</p>
<p>The 'people forum' suggested sounds like a trades union, but without any form of democracy underpinning it. How would that be a good thing, and how would you get any form of fair representation of views?</p>	<p>This suggestion has been made by those colleagues who chose not to be TU members and who want to be able to share their views and opinions. This is something that the university will consider in 2023.</p>
<p>Have you thought about making career development for prof services based around a merit basis so they can move up the grades in the same role? This may help with retention as you can do all the peer learning and training you like, but at end of day, people still also want a financial reward. They do this at UoE.</p>	<p>ENU's approach to career development for Professional Services is continuing to develop.</p> <p>Career development is about how we take responsibility for and manage our own career. It is a series of activities which include defining a Personal Development plan aligned to career aspirations, and tapping into different development methods, such as training activities, secondments, work shadowing and mentoring/coaching to acquire new knowledge, skills and experience.</p> <p>By engaging in these types of activities we are better prepared to take advantage of career opportunities as and when they arise at ENU.</p> <p>It is also very important to differentiate between career development in Professional Services from the Academic Promotions process already in place for Academic staff.</p> <p>The Academic Promotions process is a standard, unique approach used by all UK universities which applies purely to the academic population.</p>

	<p>Academic promotions are based on the recognition of an individual's achievements, impact, esteem and research within their chosen discipline against the academic framework. Within Professional Services promotion opportunities normally happen when a role becomes available and the individual's skills, experience and qualifications match the requirements of the role.</p> <p>It is not standard practice to have a comparable process in Professional Services so we are not planning something similar here. However it is worth noting that during the last year, 42 internal promotions of professional services staff were made as staff moved role.</p> <p>The main objective of our career development work is to support Professional Services colleagues with clearer routes for career development, aligned to their personal career aspirations.</p> <p>When someone in Professional Services is successful in obtaining a promotion this will normally result in an increase in grade and corresponding salary.</p>
<p>As a university, we have the opportunity to engage with a wide range of stakeholders and run international conferences, but it is still difficult to book conference rooms in advance - even outside teaching semesters. For example, at the current time, we cannot book large lecture spaces after 28 May 2023 at the current time. Could we look at improving our long-term planning of events, so we can plan ahead?</p>	<p>The current Timetabling Policy prioritises learning and teaching activities during our three Trimesters, however we can look to refine our processes around how far in advance spaces can be booked for external events. This approach will need to be balanced with ensuring we have sufficient space available for on-campus exams.</p>
<p>ENU were once again ranked number one for sustainability in Scotland which is great. One thing we severely lack is EV Charging points. The one at Sighthill is still out of commission. Is there an update on when we will get some new charge points? Thanks!</p>	<p>The good news is that we have now raised the order for 10 new charging points at Sighthill and they should be installed by the end of March at the latest. We are progressing options and plans for the other campuses.</p>
<p>If staff retention is improving why unilaterally attempt to add a 2 week notice period to the latest 'final' pay offer when it had not been discussed in any of the previous negotiations? Is this not a sticking plaster to hold on to staff rather than genuinely looking at why there is high turnover?</p>	<p>The recent final offer included a condition, if accepted, to increase the notice period of staff in Grades 5 – 7 and key staff on Grade 4 to 12 weeks. Recruitment is currently a significant challenge in some areas and disciplines. Having a longer notice period when staff are leaving ENU provides more time to recruit a replacement and thus helps support</p>



staff within a team. In addition increasing the notice period actually provides greater employment protection for the employee.

For those on 4 weeks' notice, statutory notice periods increase each year after 4 years' service; as an example, an employee whose contract states a 4 week notice period and who has 10 years' service will automatically have a statutory 10 week notice period.

We did not attempt to unilaterally change notice periods – we included this as part of our final offer.

Retention continues to be a challenge for employers and there are many factors which contribute including training and career development opportunities, workload, and so on.

We also use exit interview data to understand more clearly reasons why people move to other jobs.