

RESPONSE #107336577 SUBMITTED ON 28/03/18 16:45:49**WEF Voluntary Action Fund Online Application Form**

Page 1 of 8 - Fund Name: Workplace Equality Fund

Click here to name this section**1.1 Legal name of your organisation**

Legal name of your organisation Family Friendly Working Scotland (parent charity's legal name is Working Families)

1.2 Registered address for your organisation

Address 1	Robertson House
Address 2	152 Bath Street
Address 3	No answer given
Town / City	Glasgow
Postcode	G2 4TB
Email	ffws@workingfamilies.org.uk
Website Address	https://www.familyfriendlyworkingscotland.org.uk/

1.3 Main contact for this application

First Name	Nikki
Last Name	Slowey
Position	Joint Programme Director
Telephone	[REDACTED]
Mobile	[REDACTED]
Email	[REDACTED]

1.4 Bank account details

Name of Bank

[REDACTED]

Account Name

[REDACTED]

**REDACTED - OUT
OF SCOPE**

Bank Account Number

[REDACTED]

Sort Code

[REDACTED]

Number of signatories

[REDACTED]

<p>REDACTED - OUT OF SCOPE</p>

1.5 The legal status of your organisation

Legal Status **Company Limited by Guarantee**

Other *No answer given*

Charity No. **SC045339**

Is your organisation a branch of another charity/body? **Yes**

Company No. **4727690**

Name of parent company/body **Working Families**

In what year was your organisation established? **2014**

1.6 Is your organisation a Social Enterprise?

Is your organisation a Social Enterprise? **Yes**

1.7 Annual income

What was the income of your organisation in its last financial year? **169450**

No answer given

1.8 Geographical area

In which local authority area is your registered office based? **Glasgow**

1.9 What are the main aims and activities of your organisation?

What are the main aims and activities of your organisation? **Our mission is to create and support working culture change in Scotland that builds economic success and improves the lives of families.**

Family Friendly Working Scotland (FFWS) works with employers, government, families and others to promote a flexible and family friendly working culture. This is a way of working which delivers business success enabling working families to have a good balance

between work and family life.

Spanning boundaries between private, public and third sectors, we offer practical support and share best practice with employers. We also raise awareness of the issues and benefits of flexible, family friendly working.

Acting as a nucleus, FFWS promotes innovative and sustainable ways of working that are good for families and the Scottish economy.

Family Friendly Working Scotland is part of the Working Families charity group and receives core funding from The Scottish Government as well as generating additional income to run its activities. Family Friendly Working Scotland is supported and directed by a Steering Group in Scotland which consists of: Working Families, Fathers Network Scotland, Parenting Across Scotland and The Scottish Government .

1.10 Who are the people involved in your organisation?

How many Board members do you have?	8
How many volunteers are involved?	1
How many full-time staff are employed?	No answer given
How many part-time staff are employed?	3

1.11 Describe the make up of your Board of Trustees/ directors.

Briefly tell us about their skills and experience.

Family Friendly Working Scotland Steering Group:

Sarah Jackson, OBE, CEO of Working Families and co-founder of FFWS. One of the UK's leading experts on work-life balance. Expert on family policy, communications, campaigns and research.

Sam Pringle, Director, Fathers Network Scotland and co-founder of FFWS: Expert in issues for fathers. Has experience in the private sector and is a family coach and trainer.

Clare Simpson, Manager, Parenting Across Scotland and co-founder of FFWS. Specialist in family and childcare policy in Scotland.

[REDACTED]

Working Families board:

•Tim Oliver, Chair | In post since April 2016 | Retired solicitor and business founder, extensive experience serving on/chairing the boards of schools, a sixth form college, university and prison. Tim gives the board at least a day per week of his time.

•Fiona Stark, Vice Chair | In post since March 2012 | Former Director of Corporate Affairs for E.ON UK, leading on the legal, strategy, communications and energy policy/regulation areas.



•Nikki Walker, Treasurer | In post since June 2012 | Accountancy graduate and fellow of CIMA, undertook variety of senior roles at Cisco including Managing Director for Diversity and Inclusion for Europe, CWT Everywoman in Technology Awards Inspiration of the Year 2011, business founder.

•Helen Humphreys | In post since April 2016 | Experienced corporate affairs director specialising in reputation and issues management, experienced change manager, former Group Internal Communication Director for Lloyds Banking Group.

•Gemma Rosenblatt | In post since April 2016 | Research specialist at the Advertising Standards Authority in 2015, formerly led the Electoral Commission's research programme, worked in research roles at the Hansard Society and Fawcett Society.

•Mary Starks | In post since April 2016 | Director of Competition at the Financial Conduct Authority (FCA) – a three-day-a-week job-share.

•Jennifer Thomas | In post since April 2016 | Head of Internal Communications and Experience at Direct Line Group.

•Rachel Verdin | In post since April 2016 | Over 14 years' experience working within the trade union environment supporting, negotiating for and representing members in both the public and private sectors

1.12 Independent Referee

Name	[REDACTED]
Position	[REDACTED]
Organisation	[REDACTED]
Address 1	[REDACTED]
Address 2	[REDACTED]
Address 3	No answer given
Address 4	No answer given
Town	[REDACTED]
Postcode	[REDACTED]
Telephone	[REDACTED]
Email	[REDACTED]
Relationship to your organisation	[REDACTED]



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2.1 Name of project **Breaking down barriers to employment and inequalities in hard to reach sectors via a flexible, family friendly working approach**

2.2 Project start/end date

Start date (dd/mm/yyyy) **01/05/2018**

Project end date (dd/mm/yyyy) **31/03/2019**

2.3 Briefly describe your proposed project **Our project will build on our current work with employers to develop a more flexible, family friendly approach to working, which benefits people, business and the Scottish economy. It will address employment barriers, inequality and lack of progression in the workplace.**

We will support four businesses; one large and three SMEs from the construction, STEM, finance and furnishing sectors: [REDACTED]. They are based in: Glasgow, Edinburgh, Elgin and Huntly. Companies will also have access to a project mentor- [REDACTED] leading the way in agile working.

The project will impact most on women and older workers and will reach 2435 employees and 16 managers directly, and hundreds indirectly via post-project events/mentoring/membership.

Focusing on good flexible and family friendly working practice and recruitment, the project will offer practical HR and culture change support, bespoke line manager training, access to toolkits and policies, knowledge-sharing events, peer support and mentoring. This will lead to a more inclusive, productive working environment benefiting employees and employers.

The project will include:

- A kick off 'good practice' event
- Practical toolkits, advice and support from an HR specialist
- Line manager training
- Access to 4 expert sessions
- Peer support
- Mentoring
- A commitment to giving back i.e. SME mentoring, speaking engagements, video case studies, PR

This pilot project will enable us to test and build a robust delivery model and collateral through a newly formed Membership Offering, supporting many more businesses.

2.4 Participant Groups **Women, Older Workers (Those Aged Over 50)**

2.5 Please describe the need or issue that your project will address, including evidence of need **The project will address many barriers to employment and career progression that are caused by a lack of flexible/family friendly working. The project will focus on the need for people - particularly women and older workers - to access fair, flexible/ family friendly work which enables them to become and remain productive members of the workforce and better enable a balance of their work and home lives.**

[REDACTED]

Specific evidence:

Our research

- a) Our research demonstrates Scottish employees view the availability of flexible/family friendly working as key to their access to employment, career progression, happiness and productivity; 90% say quality of life is better with flexible working (2017 Poll)
- b) Our study of 230,000 job adverts showed that 53% of job seekers in Scotland view flexible working as key to applying for a new job, but only 1 in 8 jobs are advertised as flexible (2017 Flexible Jobs Index).
- c) Our direct employer feedback (via event feedback, online surveys, award entries, anecdotal) tells us that a deeper level of support is desirable.

Women

"A lack of flexible working is one of the key causes of the gender pay gap." - Close the Gap

Women are paid less than men in Scotland (on average £182.90/ week). The full-time pay gap is 18.4% in the private sector and 23.1% among senior employees. Women account for 49% of the labour market; 42% of women in Scotland work part-time compared to 13% of men. Women are more likely to have caring commitments. Many women are working below their skill level and often downgrade in exchange for flexibility (Labour Market Data/ ONS). Part-time workers are also often perceived as less committed, ambitious and productive.

Older workers

There are a high numbers of older workers who would like to work fewer hours (over-employment). The number of overemployed older people has grown considerably over the past decade. Some pensioners are working full-time to avoid having to downgrade skill level and therefore pay. (ONS)

Pre-retiral workers are working longer, but shouldn't have to downgrade seniority to work flexibly. Greater flexibility will enable a more inclusive working environment, releasing opportunities for older workers (and consequently younger workers).

Societal Change

"Our Strategy needs to take account of the evolving economy and societal change if we are to ensure our labour market remains resilient and adaptable to the future needs of employers and workers. (Labour Market Strategy)

"Support for flexible jobs is seen as vital as is the end to discrimination i.e. on the grounds of disability or pregnancy." (Fairer Scotland Action Plan). A FFWS poll highlighted that men, women, parents and non-parents all reported that they either already work flexibly, or would if they could (75%, 82%, 84%, 72%).

2.6 Please show how your project would pay due regard to the principles within the Fair

Our organisational mission and this project align with 4 principles of the Fair Work Framework: opportunity, fulfilment, respect and security. We support the Convention, contributing to consultations and have made pledges in the Fairer Scotland Action Plan.

Work Framework, namely Effective Voice,
Opportunity, Security, Fulfilment, Respect.

Opportunity

The framework highlights the need to support workers at all stages and that access to employment varies significantly by gender. Women are x3.5 more likely to work part-time work which often negatively impacts access to training/career development. Having children affects the likelihood of women being in employment and accessing senior roles, particularly for lone mothers/mothers of young children.

We will help employers adapt to more family friendly/flexible ways of working, increasing opportunity for women/those with caring responsibilities to access employment and progress. We will encourage a 'flexible by default' position for recruitment.

Fulfilment

The Framework highlights that fulfilment arises from: serving a purpose, using skills, exercising control over the size of your role, career development and a supportive, diverse workplace. Fulfilling work results in greater engagement and unleashes creativity which drive productive workplaces.

We will support employers to look at job design ensuring roles are clearly aligned to organisational objectives, workload is manageable and there is flexibility where possible. This will foster wellbeing, diversity, greater sense of control and progression.

Respect

The framework references respect at work comprising respect for family life and work-life balance. The UK has one of the highest incidences in Europe of women working part-time which is principally to reconcile work with caring responsibilities.

We will support employers to consider employee work-life balance and to leverage business benefits of flexible working. We will help employers to embed flexibility and flexible recruitment and create a respectful, family-friendly culture.

2.7 Will your project have a national or local remit?

National



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3.1 Fund Outcomes

Outcome 1	Employment opportunities and progression in the workplace are improved for participant groups and consideration is given to how this can be embedded into the workplace to ensure lasting change
Outcome 2	Knowledge, skills, policies and practices are improved in order to address employment inequalities, discrimination and barriers/challenges within the workplace
Outcome 3	A more inclusive working environment is created and continued through employees and employers working in partnership

3.2 Describe the project activities to be carried out and any targets for these

Phase 1 of the Project (months 1-2)

- Recruit an HR Specialist
- Finalise digital survey/ analysis provider

Phase 2 of the Project (months 3-4)

- Introductory communications between HR Specialist and participating employers
- Develop project collateral including developing digital survey/analysis technology
- Base line testing with employers and employees to establish where each organisation is at in relation to flexible and family friendly working – consulting staff, line managers, senior leaders and HR leaders
- Individual timelines and project plans developed with employers around delivery of training, coaching, events etc
- Set up online video conferencing room for project partners [REDACTED]
- Organise kick off event

Targets Phase 2:

o Staffing, project collateral, project plans and baseline information from employers - all complete. Video conference and digital technology set up. Kick off event organised.

Phase 3 of the Project (months 5-10)

- Run kick off 'good practice' event to talk about the issues - [REDACTED] which already demonstrates good practice across their business
- Distribution of practical tools, one-to-one support and coaching to employers from an experienced HR specialist on flexible and family friendly working
- Bespoke, one-to-one monthly advice and coaching on flexible recruitment from an HR specialist. Then test 'Happy to Talk Flexible Working' logo on job adverts.
- 1-2 bespoke training sessions per business for line managers on flexible and family friendly working
- Facilitate ongoing peer-to-peer support between project partners
- Mentoring organised from [REDACTED] and other companies already doing this well
- 4 virtual expert sessions co-designed with participating employers on topics required by their business i.e. employment law, age inclusive working, carers in the workplace, utilising technology for remote working.
- A wrap up B2B Knowledge sharing event – each of the 4 participating employers share

their learning with peers from a range of sectors.

- Employee and Employer case studies produced and Project PR to promote project outcomes and help other companies.
- Each participating organisation commits to mentor another SME at an earlier stage of their journey to flexible and family friendly working and we begin the matching process. Each of the 4 participating organisations at this point transition from the pilot to one year of membership with Family Friendly Working Scotland to ensure they continue momentum.
- End of project testing with employers and employees to establish where each organisation is at now in relation to flexible and family friendly working, consulting staff, line managers, senior leaders and HR leaders.
- Evaluation of project

Targets Phase 3:

- o Progress demonstrated against baseline data including flexible recruitment numbers, employee engagement, line manager feedback etc.
- o Direct support provided for 4 senior leaders and 12 line managers to transition their business to greater flexible and family friendly working.
- o Direct benefit for a total of 2, 435 employees in Scotland (total employees of all partner businesses).
- o Indirect benefit to thousands of other companies and the general public via the 4 project case studies and corresponding media coverage.
- o Engage and influence 40 new business leaders at our end-of-project business to business event
- o 4 NEW SMEs identified to be mentored – important legacy of project as benefits of creating a family friendly workplace cascade to a new layer of leaders and employees.

3.3 How will you measure that the activities you plan to carry out are being achieved?

An independent, self-motivated HR Specialist experienced in change management, training and flexible working will be recruited to manage the day-to-day activities of the project. Our Programme Directors (job share) are experienced in project management and weekly management time has been built into the project to enable the Director to oversee this project and offer support to the HR Specialist. Wider support and project collateral will be provided by Working Families, one of the FFWS founding partners and their experience in managing projects of this type will be drawn upon. The CEO of Working Families (and FFWS Chair) is one of the leading experts on work-life balance issues in the UK.

As with all FFWS projects, this project will have a robust project plan which will include all deliverable activities, timelines, budget and targets. We have built in additional admin support time to an existing part-time staff member's role to support the HR Specialist coordinate employer activities and communication.

There will be weekly 'check ins' between the HR Specialist, who will be responsible for delivering, and the FFWS Programme Director to ensure all activities are being achieved to a high standard on time and on budget. All project events will be supported by the wider FFWS team.

3.4 What difference/change will take place for the beneficiaries as a result of your project activities?

Project beneficiaries will be both the employers and the employees of the 4 businesses involved in the project as well as thousands of other employees via the wider FFWS employer network. The overarching change will be that the organisations have moved towards greater flexible and family friendly working and that their working policies and practices are improved. They will have greater knowledge, confidence and skills to make this way of working a reality for employees in the longer term.

Longer term change for the 4 businesses will mean:

- A more diverse workforce offering employment and progression in the workplace for all



employees, particularly women and older workers.

- Increased productivity, employee engagement and wellbeing alongside improved retention and recruitment.
- A greater variety of different working patterns which will be more accepted within the company culture
- Flexible recruitment becoming more of a norm

We will continue to connect with the organisations for at least a year after the funded project ends via free access to our new membership offering, enabling us to monitor longer term change as a result of the project.

This project will be used as a pilot to inform the development of a training, consultancy and coaching element to the new FFWS membership offering to employers across Scotland. This has the potential to reach thousands more employees and 100+ employer members over the coming 1-3 years.

What difference are the participating employers hoping for?

[REDACTED]: "We provide services and products to our customers 24/7, 365 days meaning our business needs bring challenges to being more flexible with our workforce. All decisions are made on business need and we hope our participation in this pilot will bring fresh ideas on having more flexibility for our workforce while maintaining the services and products we provide."

[REDACTED]: "We believe our employees are our greatest asset and recognise our responsibility to ensure they are afforded appropriate development throughout their employment. It is hoped that through this Pilot Programme, the company can reflect on any business benefits we currently have and to consider further opportunities which will strengthen our overall responsibility as a considerate employer."

[REDACTED]: "The activities offered will help us become more engaged, help my management team, enable us to become excellent employers, retain staff long term and have a team invested in the growth and progression of the business."

3.5 How will you measure progress towards achieving the changes/difference made?

In each organisation we will consult with a range of stakeholders in the early stages of the project, to ensure the most accurate data and information is revealed in relation to how flexible and family friendly the organisation is, their aspirations and challenges.

Stakeholders will include:

- Senior leaders
- HR managers
- Line managers
- Employees

We will specifically look at:

- Company culture
- Line Manager mindsets
- Employee engagement
- Communication/awareness in relation to flexible and family friendly working opportunities
- Family friendly and flexible working policies
- Job design and recruitment

This will allow us to identify challenges and understand if there are any differences in perception between senior leaders, line managers and staff.



We will conduct a full evaluation of the project with participating employers at the end of the project to enable us to build on this pilot project. We will check back in with the four participating employers at 12 month and 18 month post project points. This will enable us to monitor any change/difference that has been made as a result of the project.

3.6 What will be the challenges of this project and how will you overcome them?

Challenge 1: This project is helping organisations undertake transformational change, which by its nature, disrupts ingrained perceptions and introduces new ways of working/thinking and processes. We anticipate 'fear of change'. While we have buy in from our employer representatives, they in turn need to achieve cross organisational buy in from senior leadership, line managers and employees to transition to a more flexible and family friendly working culture.

Overcome how: At the early stage of project delivery, our HR Specialist will support and coach our representatives to influence buy in and alleviate fear. Our HR Specialist will work with each employer to support them to secure a senior sponsor and employee representative(s) from within their organisation and help them effectively communicate the project and the company's commitment to positive change across the business.

Challenge 2: Every organisation is unique therefore the challenge is to understand the needs of each participating employer, particularly within the limited timescale, to ensure they get impact and value. **Overcome how:** To mitigate this challenge we have already asked each participating organisation a series of questions to fully understand what they hope to get from the project and their reasons for participating. We will continue to listen to the needs of participating employers and shape delivery to ensure their needs are being met. 4 bespoke expert sessions will delivered as part of the project using our networks of employer experts, to further support the specific needs of each employer.

3.7 How will your organisation work in partnership with other public, private and third sector organisations to achieve greater outcomes?

Family Friendly Working Scotland prides itself on our partnership and collaborative approach which is inherent within our organisation. This project is based on collaboration and partnership in many ways:

- We engage directly with 400+ employers each year via our existing events and services. We often draw on their expertise to provide B2B support to other employers

- Participant employers committed to providing mentoring for at least one other organisation

- An end of project event will engage around 40 new organisations.

- The pilot will enable us to develop a robust programme which we aim to roll out to 10 further organisations 2019-2020.

- [REDACTED]

- [REDACTED]. We anticipate that some of these organisations will be brought in to project delivery to host an 'expert sessions'.

- The relevant expertise of our Steering Group, [REDACTED]

- [REDACTED] will be drawn on throughout the project

- We will continue to engage with existing partnership across sectors to ensure we reach the largest number of employers possible [REDACTED]



4.1 How many staff will be employed on this project?

Staff Details



4.2 Tell us about the key duties, relevant skills and experience of staff to be funded by this project.

Project Management

The project will be managed by one of the FFWS Programme Directors. Four hours per week have been allocated for specifically managing this project. This time will form part of the Director's current role as will meet existing organisational objectives to develop a wider membership offering to employers across Scotland. This pilot will inform that offering.

Key Duties:

- Managing HR Specialist and project assistant
- Managing project budget
- Reporting to funder
- Ensuring project activities are being delivered on time, to budget and to a high standard.

Skills:

Flexible and Family Friendly Working and people, project and budget management.

Experience:

- Working knowledge of the family friendly and flexible working agenda including working directly with employers
- Working knowledge of relevant Scottish Government policies and priorities.
- Project management, service delivery, working with funder, collaboration and partnership working.

Project Delivery

The project will be delivered by an HR Specialist. The HR Specialist will work with us on freelance advisory basis and we will secure 2.5 days of their time per week over 8 months.

Key Duties:

- Delivering all aspects of the project activities
- Adhering to project budget
- Reporting to Programme Director

Skills:

Implementing flexible and family friendly working and communication.

Experience:

- Human resource management
- Delivery of change management programmes
- Practical implementation of flexible and family friendly working in a business setting.
- Coaching
- Project delivery
- Partnership working

Project Support



The project will be supported by the FFWS Programme Assistant. 5.5 hours per week have been allocated for specifically assisting with this project – this time is ring fenced over and above current remit and working hours (which are part time enabling this flexibility)

Key Duties:

- Sending out communications on behalf of HR Specialist
- Coordinating events
- Coordinating training and coaching sessions
- Supporting the production of collateral including case studies

Skills:

Communications, event coordination and management and administration.

Experience:

- Working knowledge of the family friendly and flexible working agenda including working directly with employers with employers on this.
- Organising and delivering events
- Writing B2B communications
- Maintaining databases and spreadsheets
- Supporting the delivery of similar projects



5.1

Staff Costs (excluding Volunteer costs) [Redacted]

Volunteer Costs *No answer given*

Direct Project Costs [Redacted]

Contribution To Overheads [Redacted]

Total Grant Requested [Redacted]

5.2 Please tell us if there is anything we should know about the figures in the budget, include an explanation or breakdown to show how main costs were calculated. [Redacted]

5.3 Is this project part of a bigger project? **No**

5.4 Can the project go ahead without other funding if the project is part of a bigger project? **No**

Please provide details: [Redacted]

5.5 When this funding ends how will the grant continue to have a lasting impact? [Redacted]

[REDACTED]

State Aid

5.6 It is a requirement of public funding bodies to ascertain the State aid risk in any award of public funding. Are you currently in receipt of any awards or have you received an award in the past two fiscal years?

[REDACTED]

Other funding

5.7 Do you currently receive funding from another Scottish Government Fund?

[REDACTED]

If yes, please provide details of the funding you receive. Please include Date of Award, Amount and Name of fund

[REDACTED]



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6.1 Will your project mainly benefit people from a particular ethnic background?	No
A. White	<i>No answer given</i>
B. Mixed or Multiple Ethnic Groups	<i>No answer given</i>
C. Asian, Asian Scottish or Asian British	<i>No answer given</i>
D. African	<i>No answer given</i>
E. Caribbean or Black	<i>No answer given</i>
F. Other ethnic group	<i>No answer given</i>
6.2 Will your project mainly benefit people from a particular age group?	No
If yes, which age group? (Please select all that apply)	<i>No answer given</i>
6.3 Will your project mainly benefit disabled people?	No
6.4 Will your project mainly benefit people of a particular gender?	Yes
If yes, which? (Please tick all that apply)	Women (including trans women)
6.5 Will your project mainly benefit people who identify as transgender?	No
6.6 Will your project mainly benefit people who are lesbian, gay or bisexual?	No
6.7 Will your project mainly benefit people of a particular religion or belief?	No
If yes, which specific religion or belief?	<i>No answer given</i>
6.8 Where did you hear about this fund?	Other (please specify)
Other method	Scottish Government colleagues



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Name	Nikki Slowey
Position	Joint Programme Director (Family Friendly Working Scotland)
Date (dd/mm/yyyy)	28/03/2018
Has this application been authorised by a Senior Management Committee member or a Trustee/Director of the Board?	Yes
Name of management committee member:	Nikki Slowey (FFWS) and Sarah Jackson (Working Families)
Position:	Programme Director (FFWS) and CEO (Working Families)



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A copy of your Memorandum and Articles or Constitution, or other governing document, signed and dated

[Redacted]

Most recent independently examined or audited accounts, or verified statement of income and expenditure (if a new organisation, most recent bank statement)

[Redacted]

A copy of your Equality and Diversity Policy if available

[Redacted]

A copy of your vulnerable adult policy if your project is working with vulnerable adults *No answer given*

Excel Budget Form (from section 5)

[Redacted]

Attached Files

[Redacted]

[Redacted]

[Redacted]



[REDACTED]



