RESPONSE #108738575 SUBMITTED ON 29/03/18 08:44:44

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	MACKENZIE CONSTRUCTION LIMITED

1.2 Registered address for your organisation

Address 1	Burnfield Avenue
Address 2	*No answer given*
Address 3	Thornliebank
Town / City	Glasgow
Postcode	G46 7TL
Email	███████████████
Website Address	www.mackenzieconstruction.com

1.3 Main contact for this application

First Name	████
Last Name	████
Position	Development Manager
Telephone	██████████
Mobile	████████
Email	████████████

1.4 Bank account details

Name of Bank	████████████	REDACTED - OUT OF SCOPE
Account Name	████████████	

Bank Account Number	████████████	REDACTED - OUT OF SCOPE
Sort Code	████████████	
Number of signatories	████████████	

1.5 The legal status of your organisation

Legal Status	Company Limited by Guarantee
Other	*No answer given*
Charity No.	*No answer given*
Is your organisation a branch of another charity/body?	No
Company No.	73177
In what year was your organisation established?	1980

1.6 Is your organisation a Social Enterprise?

| Is your organisation a Social Enterprise? | No |

1.7 Annual income

| What was the income of your organisation in its last financial year? | 32000000 |
| | *No answer given* |

1.8 Geographical area

| In which local authority area is your registered office based? | Renfrewshire |

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

| What are the main aims and activities of your organisation? | Our Vision Statement is "to be the industry's safest, most trusted and progressive contractor of choice". Our strategy to achieve is through sustainable growth with appropriate systems, procedures and people in place to safely and effectively manage both existing and projected workload. A continuous programme of investment in our people and company infrastructure is critical. We are a people focused organisation reflected in our recent Investors in People Accreditations. We need to not only train and develop but ensure a robust succession plan is in place to ensure future success of the organisation. Our senior management & middle management teams have received |

management training and we are currently developing a programme of supervisory training for our junior management team. Staff retention has been a factor in contributing to the current challenge of an aging workforce which is a particular risk to our front line supervisory level given the knowledge and experience they have built up over the years. A key aim of the organisation for the next two years is to ensure we provide our front line supervisors with support ensuring that the knowledge and experience gained by our long serving employees is captured and shared and if appropriate develop alternative roles for existing employees who through capability issues can no longer carry out their current job function. Safe and efficient self-delivery is core to our business model achieved through training, development and promotion from within and enhanced by maintaining a positive company culture achieved through engagement, communication and empowerment.

1.10 Who are the people involved in your organisation?

How many Board members do you have?	4
How many volunteers are involved?	*No answer given*
How many full-time staff are employed?	220
How many part-time staff are employed?	5

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

Briefly tell us about their skills and experience.	Andy Dalrymple - Managing Director

Andy joined Mackenzie Construction in 1992 and through internal training and development achieved career progression including promotion to the current position of Managing Director in 2016.

☐ 1992 – 1995 : Site Agent
☐ 1995 – 2005 : Contracts Manager
☐ 2005 – 2015 : Contracts Director
☐ 2015 – 2016 : Construction Director
☐ 2016 – Present : Managing Director

Graduate in Civil Engineering with a post graduate Certificate in Industrial Management and a commitment to continual training and development.
Experience to date is centred on the successful management of initially individual civil engineering projects through to managing programmes of work and ultimately managing all company activities.
Currently committed to the sustainable growth of the company ensuring appropriate systems, procedures and people are in place to safely and effectively manage both existing and projected workload.
Safe and efficient self-delivery will remain at the core to the business model achieved through training, development and promotion from within and enhanced by maintaining a positive company culture achieved through engagement, communication and empowerment.

Mark Wilson - Contracts Director
- Over 26 years' experience in the construction industry and has been a part of Mackenzie Construction's team throughout
- Consistently delivered the projects on time and within budget to the satisfaction of our

clients

- Excellent general experience including roads, bridges, earthworks, streetscapes, hard & soft landscaping, water, drainage, infrastructure works, refurbishment, dealing with contaminated ground to a variety of elements in the civil environment.

Responsibilities:

- Overall responsibility for the management of a number of projects from Director Level.
- Ensuring site resources are available to meet the programmes of our projects
- Ongoing location and liaison with management and site staff.
- Maintaining effective Cost control of projects
- Quality Management
- Ensuring Health, Safety and Environmental Plans are in place for the work and implementation throughout the contract period.
- Liaison with client, local residents and key stakeholders where required
- Allocation of Sub-contractors

1.12 Independent Referee

Name	
Position	
Organisation	
Address 1	
Address 2	*No answer given*
Address 3	*No answer given*

Address 4   *No answer given*

Town   ████████████████████

Postcode   ██████████████████████

Telephone   ████████████████████

Email   ████████████████████████████

Relationship to your organisation   ███████████████████

2.1 Name of project   Development and Deployment of our Ageing Workforce

2.2 Project start/end date

Start date (dd/mm/yyy)   01/05/2018

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

2.3 Briefly describe your proposed project   Mackenzie's Proposal is to apply for support in terms of training and mentoring to address the challenges of an ageing workforce. ███████████████

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The application would be based on the below all of which would help to ensure a sustainable future for the company with capacity for growth.

1. Possible alternative roles for existing employees who through capability issues can no longer carry out their current job function.

2. Ensuring that the knowledge and experience gained by our long serving employees is captured and shared.

3. Ensure that through training and mentoring we have a robust succession plan in place particularly for site-based employees.

We anticipate working with an external provider over next 9-12 months to help to provide relevant and appropriate training and mentoring solutions for this demographic in line with our company ethos and culture.

We intend to implement a programme of training over 12 months over 20 sessions with 60 staff aged over 50 in attendance. Training will take place out with core hours.

2.4 Participant Groups   Older Workers (Those Aged Over 50)

2.5 Please describe the need or issue that   The population is getting older. In the next five to ten years, 19% of the construction
your project will address, including evidence workforce will retire. What's more, 22% of the workforce are over 50. An amazing 15% are
of need   over 60. Other sectors with more stable work and better pay are winning out (The
                                              Chartered Institute of Building CIOB).
                                              Around 20% of all construction vacancies are hard to fill because young people simply
                                              aren't attracted to the sector. Construction Industry Training Board (CITB) data tells us
                                              that teenagers score construction just 4.2 out of 10.

                                              Survey
                                              The Chartered Institute of Building (CIOB) has published a couple of reports on the
                                              subject. The latest, Exploring the impact of the ageing population on the workforce and
                                              built environment, surveyed nearly 1,000 members. The report found that, despite new

laws aimed at improving recognition of the ageing population and combating workplace discrimination, awareness of the older population and its influence on the built environment has slumped since the CIOB's first report in 2009.

The research argues that retaining ageing workers' knowledge and skills is crucial, and it sends a clear message to the Government – to be successful, construction needs much more investment and recognition of older workers.

Employers, it says, should overcome stereotypes and repurpose job descriptions to attract and retain older workers. The CIOB adds, though, that this shouldn't replace investment in training, and should work alongside measures to relieve the skills crisis. A healthy 57% of respondents agreed that this was 'very important' to keeping ageing workers, but very few suggested that their workplace had much in the way of flexible working, mid-life career reviews or succession planning. You know – those things designed to extend working lives.

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Mentoring

In the CIOB survey, the vast majority agreed that mentoring could be a great way of bridging the skills gap. However, only 63% said they believed this was a fixture in the workplace. The report argues that much more must be done to use older workers' experience and expertise to upskill younger colleagues.

Bridget Bartlett, Deputy Chief Executive of the CIOB, said: "The impact of the ageing population and the role of the ageing workforce have slipped down the agenda.

"However, if construction is to meet the skills crisis it faces and fill the 224,000 vacancies needed by 2019, employers should look to take additional steps to overcome the skills shortages they incur by reaching out to older workers.

"There is a huge opportunity to showcase to both young and old members of the workforce that construction isn't all hard hats and hi-vis and that off-site opportunities are aplenty. We demand technical skills as much as manual skills."

Our recent IIP Report and also work through Scottish Enterprise has emphasises the need to focus on this project.

2.6 Please show how your project would pay due regard to the principles within the Fair Work Framework, namely Effective Voice, Opportunity, Security, Fulfilment, Respect.	Effective voice requires a safe environment where dialogue and challenge are dealt with constructively and where employee views are sought out, listened to and can make a difference. Through this project we would be looking to increase employee voice by working with those aged 50+ in foreman and ganger positions to help to shape the future, whilst listening and understanding their needs for the short-medium term and where they could add most value going forward.

Opportunity - Fair opportunity can be supported in a variety of different ways: through recruitment and selection procedures, internship arrangements, training and development approaches and promotion and progression procedures and practices. This is what this project helps to encompass and address.

Security - Security plays an important role in behaviours and attitudes within workplaces and therefore can generate important benefits for employers. Where people feel secure, this can increase their willingness to adapt and change, their levels of commitment, on the chances of them 'going the extra mile' and on employer-employee trust. Through this programme we can continue to offer them security. |

Fulfilling work also provides the basis for people to go beyond what is required of them. It encourages creativity and innovation and can unleash the talents and capabilities that generate benefits for their employers through better performance, quality and responsiveness. We are looking for our people to be innovative and help drive change.

Respect as a dimension of fair work can be supported in a wide variety of ways: through organisational policies and practices on dignity at work, adoption and genuine engagement with respect as a key organisational value, communication, training, managerial and supervisory approaches, approaches to conflict resolution and employee voice. We would like to respect our ageing workforce and help them to help us for the future.

2.7 Will your project have a national or local remit?   **National**

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

The main activities for this project are:
Design and development of a programme of training to focus on self-awareness, feedback and mentoring skills for those aged 50+ to help to pass on knowledge and skills to younger workforce.
Communicate effectively the need for change and to get buy-in from site-based workers. Coordinate and organise 20 different workshop dates across a 9-12 month period on a saturday (out with core hours) to avoid disruption to business but also to be seen as an incentive for being paid extra to come to additional training required for the future.
To get feedback at Director Engagement Meetings each month, manasgement meetings and resources meetings whereby all levels of staff are feeding in. We would also look to survey the workforce prior and after the project to help to measure the success. Target would be to increase our Investors in people score in relation to our ageing workforce and the focus on our Investors in Young People strategy.

Targets: 60+ employees aged 50> who are highly technical operators to develop into mentors and coaches successfully allowing their roles to change and to bring on new people and helping to upskill the younger workforce. Utilisiing the wealth of experience (both in skills, knowledge and in life) will be paramount to the success of the company.

Work with this group to help increase engagement and innovation in the workplace for the future.

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

We will measure the activities of the programme by:
Project Planner document sent to all involved and updated by HR or Development Manager
Survey sent out prior and post project to measure success
MD Engagement meetings monthly - section created to discuss directly with those involved
Feedback section discussed at Weekly Resources Meetings and Weekly Managers Meetings
Feedback from the Workforce throughout the process and after each Workshop
Personal Development Plans being introduced into the wider workforce for the site based operatives
A section added to the Appraisal to help focus on the project
Clear KPIs agreed and discussed by Board of Directors at Monthly Meetings

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

The difference this will make to the individuals involved is helping them to create a legacy for the trade and the business as they work towards retirement age (when ever that may come). We want to reward those individuals who have worked hard on the tools for over 20-30 years with us and utilise them to help us to develop and upskill the existing and new workforce with their invaluable knowledge and experience gained over the last 20-30 years.

We want to increase engagement with this group of aged 50+ workers

We want to increase the skills, knowledge and capability across all of our workforce

We want to introduce a new sense of purpose to this group of individuals

We want to decrease the amount of 'older workers' leaving the business with no further career opportunities and with a lost sense of purpose after 20+ years service

We want to develop further opportunities within the business for those aged 50+ to add value and to help innovate for the future.

We want to reward our long serving and loyal workforce and allow them an opportunity to help partner with us to develop the workforce of the future

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

We will measure progress each month at our Managing Director's Workforce Engagement Forums where 15 of the site-based workforce come to a focus group with the MD and discuss issues, challenges and also get insights and feedback about business performance. At these Engagement Meetings we have a live on screen survey and touch pads for the 15 workers to vote and we will tailor our questions and content to track progress of this project throughout the 12 month duration and after. We will also hope to introduce Personal Development Plans throughout the entire workforce and capture feedback in the annual appraisal process. We introduced PDP's 4 years ago for all engineers and office based workers and would be looking to develop this and introduce across our site-based workforce also. We would also like to capture stories, photographs and case studies of where we see mentoring and coaching and a shift in mind-set from previous. We would capture these observations and success moments and highlights them in our company newsletter and also at our annual training day where the entire workforce come together to champion success and share best practice.

We would also anecdotally get feedback from all of the senior managers and their teams about progress, challenges as well as receiving direct feedback through questionnaires after each workshops and session to help to evaluate and measure progress towards the changes we require.

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

Our Challenges:
The challenges for this project will be to work with a workforce who have never experienced any soft-skills training and have only ever attended training to help technical skills previously. Challenge will be to capture their interest and for them to engage with the programme and it's purpose. And also training those 60 individuals who are adverse to a classroom environment. Another challenge will be the time to coordinate and manage the programme on top of other initiatives and day to day focusses.

Our Solutions:
We have recently engaged with a Development Consultancy who have helped us so far with leadership, management, OD solutions and support who have understood our culture and our way of working and who have integrated well into the business. We hope to utilise their skills, knowledge and experience to help us on this project to ensure we communicate effectively and engage effectively with almost half of our reliable and trustworthy and dependant workforce. If we pitch this programme at the wrong level it could have consequences on our people and on their performance.
We will also deploy our HR Manager and Development Manager with the time required to

effectively project manage this and get buy in from all senior management throughout the entire process also to help to design and possibly deliver the programme of training. Regular check-in's across the project at all levels of management will also be necessary to ensure progress is taking place.

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

We are not a third sector organisation.

We will however continue to work with Scottish Enterprise on developing our entire workforce and helping to produce a Talent Management plan in place for the organisation. We have already spend a considerable amount of resource and costs on developing leadership and management population over the last 4 years and we are now in a position to engage with our site-based workers and to tackle our challenge of an ageing workforce. We have increased engagement with the site-based workers and this is evident in our recent Investors in People Award of Gold in January this year. ████████

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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.

HR Manager - Shirley McInnes
Shirley will be the coordinator for the project and the day-to-day contact for all involved.

Board of Directors and Management Team (including MD, Contracts Director and 5
Contracts Managers)
The Management team will be involved at all stages and will work closely with HR and
Development Managers to ensure the project is a success.

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5.1

Staff Costs (excluding Volunteer costs) ██████████

Volunteer Costs ██████████

Direct Project Costs ██████████

Contribution To Overheads *No answer given*

Total Grant Requested ██████████

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.

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5.3 Is this project part of a bigger project? ██████

5.4 Can the project go ahead without other funding if the project is part of a bigger project? ██████

Please provide details:

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

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[redacted]

State Aid

5.6 It is a requirement of public funding   [redacted]
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?

Please list below any awards (include fiscal
year, funder, amount, date of award)
received by your organisation under the
European Commission's De Minimis
Regulation. This should cover awards
received in your current and last two
completed fiscal years.

Other funding

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

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

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6.1 Will your project mainly benefit people from a particular ethnic background?	**No**
A. White	*No answer given*
B. Mixed or Multiple Ethnic Groups	*No answer given*
C. Asian, Asian Scottish or Asian British	*No answer given*
D. African	*No answer given*
E. Caribbean or Black	*No answer given*
F. Other ethnic group	*No answer given*
6.2 Will your project mainly benefit people from a particular age group?	**Yes**
If yes, which age group? (Please select all that apply)	0-24 years,25-44 years,45-54 years,55-64 years,65+ years
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)	**Men (including trans men)**
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?	*No answer given*
6.8 Where did you hear about this fund?	**Third Sector Interface (TSI)**

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Name

Position

Date (dd/mm/yyyy)   28/03/2018

Has this application been authorised by a   Yes
Senior Management Committee member
or a Trustee/Director of the Board?

Name of management committee   **Andy Dalrymple**
member:

Position: **Managing Director**

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

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

A copy of your Equality and Diversity Policy if
available

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

Excel Budget Form (from section 5)

Attached Files