

Inside this issue...

**Made in Scotland
Finalists** Page 2

OAK News Page 3

**Galloway & MacLeod
Celebrating 100
years!** Page 4

20/20 Page 4

**Help to Grow
John Anderson** Page 5

**New
Appointments** Page 6 & 7

**Network ROI
Fresh new look** Page 8

EO Podcasts Page 8

**Dazzle
& Inkspot** Page 9

**SAEOA
Tendani
Nelwamondo** Page 10

**Childbase
Mike Thompson** Page 10

**First Friday
Lunch and Learn**

2nd July
12noon - 1pm

Trustee Training

23rd July
9.30am - 11.30am



Exciting times at Stewart Buchanan Gauges!

It will be all change for one of Scotland's respected employee-owned businesses Stewart Buchanan Gauges is famous the world over for the design and manufacture of gauges and valves from its factory in Kilsyth, just outside Glasgow. The company supplies a diverse range of sectors including automotive, energy, health and food and drink.

The company started in the 1870s and became employee-owned in 2011. Frank Phair, the family owner, opted for employee ownership because 95% of the workforce lived within 5 miles of the factory. A sale to a trade buyer would inevitably have led to relocation, possibly overseas, with a potentially devastating impact on the mainly local workforce. Since the move to employee ownership, the company has grown from strength to strength, with significant increases to both profitability and turnover.

In order to ensure the company always had sufficient funds to innovate and grow, the employee buyout was financed over a long

period. In fact, 25th June 2021, EO Day, marks the final payment to the Phair family. This is 7 months earlier than scheduled. The employees will enjoy a handsome bonus to mark the occasion and there will be other (socially-distanced!) activities planned.



Stewart-Buchanan Gauges Ltd
AN EMPLOYEE-OWNED COMPANY

This decision was taken to ensure the company would be debt free moving into the next stage in its development and there are plans for further innovations in future. Managing Director, Stephen Nicol joined the business 35 year ago and is now looking forward to his retirement in September 2022. The business is currently embarking on a major

(Continued)

reshuffle of the company’s management team.

Stephen says “It has been a real privilege to lead such a fantastic company over such an exciting period of its history. I have been lucky to be part of a loyal workforce with almost no staff turnover, all of us committed to making Stewarts as successful as it can be. Going forward, it will be an interesting adventure as we look to explore new markets, driven by a new managing Director, with the full support of our employee owners. I look forward to watching the company continue to grow, while maintaining all the benefits employee ownership has delivered over the last 10 years.”



Employee-owned exporters finalists in Made In Scotland Awards



Two of Scotland’s best known employee-owned manufacturers, Clansman Dynamics and Chemco International, were finalists in the recent Business Insider Made in Scotland Awards held on 10th June. Unfortunately, both were pipped at the post and didn’t win the top prize on the night. Still an amazing achievement in the face of stiff competition.

Host Fred Macaulay commented on how good it was to see excellent employee-owned companies contesting the awards and said the standards had been very high. Well done to both Chemco and Clansman for doing so well. To be shortlisted for such prestigious awards really helps put employee ownership front and centre of Scotland’s business community.



OAUK News

What a great First Friday chat we had in June! The hour went so quickly with most of the conversation around the trustee role and the different ways of doing things in each company. We all agreed that it would be good to actually meet in person when we can. Until then, we'll have to content ourselves with Zoom and the next session will be Friday 2nd July.

The First Friday chats are restricted to elected employees and there had been some requests to do something similar for leaders within employee-owned firms. We trialled this in March by inviting a number of MDs/CEOs to a virtual breakfast session. Barry Mathieson, leadership coach who has over 30 years of employee ownership experience, helped facilitate the session and it was well received. This was another quick hour and despite the diverse range of the 10 companies represented, we found that most EO leaders wrestled with the same challenges. We agreed it was worthwhile and we will continue discussions focusing on selected themes each time.



The biggest frustration of the Covid restraints for me has been the lack of opportunity to meet with companies and talk to employee owners.. The fruit and veg wholesalers', Swansons, move to employee ownership was carried out entirely virtually, with all meetings by video call or telephone. It was an absolute joy to attend their first Trustee meeting in person. Wonderful to meet



recently appointed Trustees, Pauline Fiddes, Frank Stewart and Gillian Milne and also Founder Magnus Swanson. And great to see that the company has already added employee-owned to the livery of the vans that travel about the Highlands, spreading the message far and wide!

And Scotland is continuing to be noticed internationally. I've been asked to speak on the growth of employee ownership in Scotland at the Beyster Institute Annual Symposium. The Beyster Institute is based at the University of California, San Diego and is viewed as a centre of excellence in employee ownership, working to advance the understanding and practice of employee ownership as an effective and responsible business model. Unfortunately, I don't get a trip to sunny California as this year's event will be virtual but I am very much looking forward to it.

Closer to home, I'll be sharing a virtual platform with Douglas Roberts of Lindsays' Solicitors at an event organised by Glasgow Chamber of Commerce on 22nd June. So many businesses are still totally unaware of the Employee Ownership Trust and the benefits it can bring for companies. You can find out more [here](#). Of course, all of these events help raise awareness but I still maintain that the strongest arguments for employee ownership come from the companies who have done it. That's why the CDS podcast series, featuring so many of our fantastic employee-owned businesses, are so effective. If you haven't tuned in yet, [have a listen](#). Great stories, well told!

Until next time,

- Carole

carole@ownershipassociates.co.uk

01786 611066

Galloway & MacLeod Celebrate 100 Years!

Stonehouse based agricultural feed manufacturer, Galloway & MacLeod, have celebrated their Centenary with a birthday cake cut by employee trustee, Margaret Ferguson, exactly 100 years after the company was inaugurated on 12th of May, 1921, when the business was established in Glasgow.

The company moved to Stonehouse in 1924 when it took over Cander Mill – a water powered mill producing oatmeal and grinding farmers grist. Indeed, the company, through takeovers, the company can trace its origins back to 1872, having taken over some older businesses through the years. The company has since expanded, and now maintains a broad portfolio of feeds, fertilisers, and seeds to farm and equine customers throughout the country from its four-acre site in Stonehouse. Galloway & MacLeod also operate a retail unit onsite selling a wide range of animal food and accessories. The company has been part of enormous changes in the agricultural industry; remaining at the forefront of innovation, particularly in animal nutrition.

Galloway & MacLeod became employee-owned in 2010, when the MacLeod family



considered their succession options. A sale to a larger agri business would no doubt have led to closure of the Stonehouse site. As a very local business, Ralph MacLeod, Managing Director at the time, was adamant that wouldn't happen. Ralph is now Chair of the board, and Donald Harvey has been Managing Director for 10 years.

Donald says, "It is good to be part of a business with such a rich heritage, yet is so focused on the future. We work closely with our customers all over the UK, making sure they get the very best products for their livestock. Our success is down to the great team we have here. The MacLeod family handed us a terrific opportunity when they sold the company to us. We are all committed to working hard to preserve that legacy."

20/20 Recognised for Success

Project management experts, 20/20, have been shortlisted for the UK Business Awards in no less than 4 categories! These are :

Best Place to Work - SME

Health & Wellbeing

Best Business Response to the Crisis (COVID 19) - SME

E-Learning

Employee Trustee, Phil Jefferies who is Business Development Manager at 20/20, is quietly confident. He says, "As an employee owned organisation everyone here at 20/20 makes a positive contribution to its success. Well done to

everyone in the team and please keep your fingers crossed for us!" The results will be announced on 8th July

The company is also in the running for the Customer's Choice Award which is voted on by customers.

Good luck, 20/20!



Would your business like Help to Grow?

The Help to Grow programme is a new initiative aimed at equipping the leadership of SMEs with the skills required to lead a successful business. It is a practical management training programme delivered by world-class business schools, accredited by the Small Business Charter. The 12-week programme is 90% funded by the UK Government and has been designed to allow participants to complete it alongside full-time work.

The prestigious Business School at Strathclyde University has been selected as one of the providers of the programme, which will be led by John Anderson, Head of SME Growth & Board Development. John has long been an enthusiast for employee-owned organisations and was recently appointed as Chair of the Board of Directors at Merlin ERD, and says,

“At **Strathclyde Business School**, we are very excited to be delivering Help to Grow in Scotland and, having worked with colleagues in other **Small Business Charter** business schools across the UK in its design, I know that it will provide an excellent opportunity for the leaders of SMEs in Scotland to develop themselves and their businesses. This is not a simply a training course but an opportunity to work with business schools with a proven track record of helping SMEs to grow and which are experts in delivering practical programmes with real impact. Over 12 weeks, and at a heavily subsidised £750 per participant, Help to Grow provides a great value and accessible first step in leadership education for owners.

It is a great addition to our portfolio of practical, accessible and relevant programmes for ambitious growth companies which includes **Productivity through People** and the **ScaleUp Institute** endorsed **Growth Advantage Programme**, which has help over 80 business owners grow their businesses since 2015.”

Indeed, several leaders of Scottish employee-owned firms are graduates of these programmes and will vouch for their impact and value.

The Help to Grow is a part-time course with eight two-hour online teaching sessions supporting you to build your capabilities in leadership,



John Anderson

innovation, digital adoption, employee engagement, marketing, responsible business and financial management. By the end of the programme you will develop a business growth plan to help you lead your business to release its potential. There will be four classroom sessions using the MBA teaching method of analysing real-life case studies, one-to-one mentoring support to develop a personalised business plan and peer group calls to share challenges with fellow owner managers.

In order to join the programme, your business must be:

- Be a Small or Medium-sized Enterprise (SME) based in the United Kingdom.
- From any business sector, employing between 5 and 249 people.
- Have been operational for at least one year.

And the applicant must:

- Be a decision maker or member of the senior management team within the business, such as Chief Executive, Finance Director, Operations Director etc.
- Commit to completing all sessions.

The programme is 90% funded by the UK Government and fee payable by participants is £750. The first Help to Grow cohort at Strathclyde Business School is scheduled to start on Wednesday 25th August and you can find out more about the course modules and dates, as well as apply by clicking [HERE](#).

John is happy to discuss the details of the programme and you can contact him directly at: john.c.anderson@strath.ac.uk

New Appointments



Kim Rattke - Administrator, Quantics Consulting Ltd.

I'm excited to have been chosen as the first EOT representative for Quantics. I've been with the company for four years. In that time I've always been impressed by the care the owners have shown for their employees. I look forward to being an integral part of taking that care to the next stage, as we become the beneficiaries, as well as important drivers, of the organisations success. I'm keen to get involved in the Trustee network and gather wisdom from the groups experience. Catch ya on slack. -Kim



Alex Stewart – Mechanical Design Engineer, Stewart Buchanan Gauges

Hobbies – Football, Snooker & Tropical fish keeping. I also have a 9 year old daughter and 7 month old son who keep me on my toes!!!

“I have been working for Stewarts since January 2018. I had previously worked for a large Engineering company going through times of mass uncertainty and redundancies and this has made me appreciate the close knit employee ownership culture which exists at Stewarts. It is a structure and culture which I quickly settled into and began to feel passionately for and was one in which I wanted to engage within. It is a massive honor and privilege to be voted onto the Trustee Board at Stewarts by my fellow colleagues and owners and one which I am committed to giving my full effort to maintain and build upon the EO culture within the company. Also within my Engineering and Design role I felt it key that the company put continuous improvement and new product design to the forefront of its strategies to ensure the company remains competitive and safeguard its future success.“



Adam Maley - Sales, Stewart Buchanan Gauges

My name is Adam Maley and I have worked in the Sales Department for Stewart Buchanan Gauges for nearly 9 years. I was elected to the Board of Trustees earlier this year. Outside of work, my interests include films and TV shows, travel was a big part of my life pre-pandemic, hopefully I will be jetting off again in the near future!

The company has been employee owned since before I joined, and I have experienced first-hand the raft of opportunities that we, the employee owners, have working at Stewart Buchanan, in both short terms and long term planning. Having a voice in the path my business is taking is something that I appreciate is not available in most other companies. This year will be Stewart Buchanan's tenth year of employee ownership, which is a testament to the success of this business model.

Collective Architecture elects new employee Trustees

Collective Architecture held their latest elections for employee elected EBT Trustees in May, with the announcement being made at their monthly whole company meeting online, well in advance of the next Trustee meeting on EO Day (Friday 25th June).

The successful candidates for the next 2 years are new trustees Jonita Karablikova and David Perez with Tom Warren being re-elected for a second term. They join the 3 existing employee elected trustees who have 1 more year of their term in post, together with Independent Trustee John Alexander of the Baxi Partnership.

Tom said, "it's a great privilege to be re-elected and to be able to continue to support the Trust as we continue to make improvements to our governance and help strengthen the employees voice as beneficiaries."

Founded in 1997, with offices in Glasgow and Edinburgh, Collective Architecture was established by the founding members to pursue the themes of participation and sustainability in architecture. Our output ranges from intimate community installations to large scale urban regeneration. We are the first Scottish employee owned architecture practice, established to reward and involve staff in practice development, bringing care and commitment to every aspect of our work. Our ethos encourages individuals to express themselves and research issues which are of relevance to both their work and to the wider society. We share our learning where staff teach, lecture and guest at schools of architecture in the UK and across the world. We have won many national and international awards including AJ Architect of the Year 2018.

We are the first architecture practice to drive cultural change on construction waste management from design to construction by joining the Construction Waste Portal. Our specialist division Collective Energy was established in 2020, to offer key services and advice around how to make buildings, places, processes and communities more sustainable and effective.



New Look for Network ROI

UK wide IT Managed Services Provider, Network ROI, announced a fresh new look to its branding. The aim is to better reflect the company's values as an employee-owned business and the growing range of IT, communications and cyber security services which have been realigned to better fit the needs of our growing client base.

Keith Bevan, CEO AT Network ROI said: "As we come out of the pandemic, organisations need a company they can not only turn to for advice as they adapt their business models, but they need an IT services provider that can help them plan for future growth and enable them to transform their operations".

Bevan said: "Typically, small and medium sized organisations often lack the in-house skills to navigate this complexity. Our vision is to partner with organisations in getting a greater return on investment (ROI) and it starts with rethinking their strategic goals, that's where we come in, helping them to plan out their bounce back strategies with confidence."



Network ROI's new brand assets include new icons for our core services, with simple bold graphics to convey multifaceted solutions in an understandable way.

The rebranding includes a new logo, refreshed brand colours and a new tagline "Together, we get IT" dually reflecting our employee ownership togetherness and technical expertise. Network ROI has further plans to redevelop their website and build their portfolio of client case studies.

Visit networkroi.co.uk to find out more about the solutions they offer.

Employee Ownership Podcasts

As the growth of the employee ownership continues to accelerate, Co-operative Development Scotland has added 9 new episodes to its podcast series, The EO Podcas.. Listen to these new episodes to hear directly from business owners, employees and employee ownership advisers. The series aims to raise awareness of the wide-ranging benefits that employee ownership can offer those considering a move to the model. Hear direct from employee-owned Mediascape, Cameron Interiors, Guard Archaeology, ESPL, Pacific Building, GS Brown, and ITWorx as well as a range of employee ownership expert advisers.

View the schedule, listen to the episodes, and subscribe [here](#).



www.cdsblog.co.uk/the-employee-ownership-podcast

co+operative
development
scotland



Patricia Foy joins board of Dazzle & Inkspot

Regular readers will be aware that the much-loved Hamilton family business, Dazzle & Inkspot, transferred to employee ownership recently. As part of that process, the directors decided to appoint the first non family member to the board. Patricia Foy, who joined the business in 1999, becomes a Director of the successful company. Patricia is thrilled at her promotion. She says “I was absolutely shocked when Martin told me I was going to become director, but it’s a great achievement. It’s so nice to be recognised for my hard work and a privilege to be entrusted to take over a business which has been in the same family for over 50 years.

“I started as a sales assistant in Dazzle & Inkspot’s stationery department 22 years ago, and worked my way up to become retail manager, becoming head of online retail five years ago. Up until now I thought I’d come as far as I was going to go.

“Over the last year, I had already taken on a lot of additional responsibility as we progressed the online sales element of the business, this is the next step up.”

Managing Director, Martin Super, is confident the board have made the right decision. He says, “Employee ownership was the right decision for us for a variety of reasons, but being able to



appoint Patricia as director is certainly one of the main ones.

The family business is incredibly precious to us and we wanted it left in capable hands. Patricia has largely overseen our transition to online sales over the last few years and her direction and drive have been key in helping Dazzle & Inkspot Ltd continue to thrive.

I have every faith that she will do a great job as director.”

Trustee Training - 23rd July 9.30 - 11.30AM

This two hour session aims to equip Trustees to fulfil what is a pivotal role within the employee-owned company. The session is in two parts and is delivered over Zoom. You can join for both parts, or if you have already attended Part 1 or a previous session, you’re very welcome to join only for Part 2.

Part 1: Information giving – legal duties of trustee, responsibilities, the Trust deed, the Trustee role. 9.30am – 10.30

Part 2: Case Study – group work on a trustee dilemma in an employee-owned company. All groups work on same case study, come together to report on discussions. Everyone says this is tremendously useful. 10.30 - 11.30

To register, email carole@ownershipassociates.co.uk

Increasing recognition of employee ownership as South Africa's economic solution

South Africa's Trade, Industry and Competition Minister, Ebrahim Patel, is drafting guidelines on employee ownership to promote worker ownership and provide clarification around community trusts and individual ownership schemes. Additionally, the Minister and his department are creating a register of companies that have implemented employee share ownership schemes within South Africa. Speaking on April 30th, the Minister made it clear that employee ownership is an important part of the government's economic plans.

It's estimated that over 150,000 South African employees are part-owners of the companies they work for, and Patel estimated that more than R100-billion (approximately £5.2 billion) value has already been transferred to employees.

Promoting employee ownership is one way the South African government is aiming to address challenges and reignite the economy. Nearly half of the adult population live in poverty and the pandemic has highlighted what was already obvious: current levels of inequality are unsustainable. Employees sharing in the ownership of their companies is one way to include more people in wealth that has already been created.

Employee ownership has been increasing in popularity as a succession option across the

USA, UK, Canada and Australia for a number of years due to increased productivity and company performance over time in employee owned companies. In South Africa it is hoped that the schemes will redistribute some of the wealth that was accrued in an unequal way over centuries where the majority were excluded from the centre of the economy.

The Department of Trade, Industry and Competition is engaging with businesses through the National Economic Development and Labour Council to determine the best way forward with broad-based ownership schemes, including having worker representation at board level. In addition to this there is a need for robust advocacy programmes and for a centre that can gather and make available best practice guidance in employee ownership.

In South Africa employee ownership is only part of the solution in tackling economic inequality, but it is likely that the multiplier effect of improving worker's financial situations would have a positive effect on the wider economy, as well as the companies themselves.



Tendani Nelwamondo
SAEOA - Founding Director

Congratulations to Mike Thompson and Childbase

Nursery chain, Childbase Partnership, has once again been rated as one of the Best Companies to Work For, with its boss Mike Thompson CBE, retaining his title as the UK's best company leader. Childbase Partnership has been listed as a Top UK workplace for 14 years running. Childbase has been fully employee-owned since 2017, although there had been employee participation since 2001.

Mike says: "Childbase Partnership will irrevocably remain in the hands of the people who make it successful. Employee ownership



is simply the right thing to do for organisations seeking to be successful, sustainable and ethical. Success is never about the few and always about the many."