

Inside this issue...

Clansman Dynamics

New MD - Andrew Allan Page 3

OAK News

Page 4

EODay at CAS

Page 5

Page\Park

Scottish Design Awards Page 6

MacTV

Celtic Media Festival Page 6

**WeDO Awards
Now Open**

Page 7

Graeme Nuttall

UK sets global EOT
standard Page 8

**UK EOB Numbers
Reach 1000**

Page 8

Collective Architecture

Chris Stewart elected
RIAS President Page 9

guitarguitar

MIA Feature Page 9

**1st
September
2022**

Remember all
EOTs and EBTs
have to register
with the Trust
Registration
Service by 1st
September.

Information [here](#).



Photo L-R: Martin Howie – Compliance Manager, Michelle Taylor – Kitchen Supervisor, Gail Hume – Director, Niamh Dye – Finance Director. Gordon Smith – Sales Director

FreshJet fly high to employee ownership!

The employees of Dundee based inflight catering business, **Fresh-Jet Catering Ltd** now own 100% of the business following a move by serial entrepreneur John Hume to reward his loyal staff, several of whom have worked with John for many years. The company has an enviable reputation for supplying airlines such as Loganair, British Airways Club and TUI.

Now its 37-strong team have become the latest to benefit from being part of an employee-owned company, a progressive move that secures the future direction for years to come. The 37 strong team covers operations spanning ten airports across Scotland, North of England, Northern Ireland and the Isle of Man, including airside services for major hubs at Edinburgh, Glasgow, Aberdeen, Inverness and Dundee.

Announcing the move, founder and Group Managing Director John Hume said: "I'm very

proud of what we have created at Fresh-Jet. I could have sold to one of the major players in our sector, but I couldn't do that to the great team I have. We might not all be related but we are very much a family business.

"There is no party better placed to take Fresh-Jet into the future than the people who made it the success it is today. We put our customers first and I have every confidence that the service we are renowned for will continue. Fresh-Jet is in safe hands."

John, a successful serial entrepreneur who has started, built and sold several businesses as going concerns in the past, was determined to do something different with Fresh-Jet out of loyalty to his current staff – many of whom have been with him for many years including some from previous businesses that he owned.

(Continued)

He was aware that a sale to a trade buyer might jeopardise the local workforce and sought out a succession strategy that secured the future of the business and protected the staff who work in the company's other locations, while ensuring the continued success and growth of the business.

The transaction comes at a time the company is flying high. Having recently won new contracts for three major Global airlines, Fresh-jet is forecasting an increase in revenues of 40% - even better than pre-pandemic level.

John says, "The pandemic hit us hard, as it did with all aviation businesses. I was confident that we would come through it and made the decision to retain our entire staff. This decision means we were in a very stronger position to bounce back."

Indeed, this was a risky decision that paid off. Customer feedback accredits the staff as the secret of the company's success. "The praise our staff receive is unbelievable. I'm continuously told by customers how impressed they are about the pride the Fresh-jet team take in their work and their commitment to customer service. It's fitting that they own the business and benefit from the success."

John consulted staff before he decided to make the move and after being assured that they were all fully on board, his first port of call was his trusted accountant, Graham McLelland at FourM.

"A sale to an EOT made perfect sense for John and for Fresh-Jet. It's a great business, with a loyal team. We are certainly seeing a lot of interest from our clients in exploring the EOT as a succession plan." says Graham.

The company's clients are very positive about the move. Loganair is a long-standing key customer of Fresh-Jet. Chief Operating Officer, Maurice Boyle, sees this as a great move for the aviation sector.

He said: "We have always received a brilliant service from Fresh-Jet and are delighted that this move to employee ownership puts the company into a stable and long-term structure.

"The fact that all employees now have a stake in the business means that we can look forward to working together for a long time to come."

Thorntons Law were the legal advisors on the transaction. Chris Byrne said, "We were



John Hume, MD and former owner



David Baxter, Operations Director



delighted to work with Fresh-jet on their move to employee ownership. John demonstrated vision in taking this route for his business and the employee ownership model continues to attract a lot of interest in terms of a succession plan for business owners. We have worked on a number of employee ownership transitions over the past few years now and it is great to see the future of another local business secured in Dundee."

Dundee and Tayside is fast becoming a focus for employee-owned companies with Kilmac, ICS2, Altar, Star-Dundee and Bentleys all making the move to employee-ownership in recent years.

New MD for Clansman Dynamics

Andrew Allan has been appointed as Managing Director for the award-winning East Kilbride robotics firm. Clansman Dynamics has been employee-owned since 2009 and designs and manufactures manipulators for the forge and foundry sectors. The company exports to five continents and is recognised as the market leader in its sector. Every machine is configured to customer requirements. The company has been operating since 1994 and currently employs more than 50 people.

Andrew joined the company as a graduate of Strathclyde University in 2013 where he achieved a Masters with Distinction in Mechanical Engineering. He began his career as a Mechanical Design Engineer. After a few years, he was promoted to Engineering Sales Manager. It was while he held this position he was elected as employee director to serve on the company's board. His contribution at board level was recognised when he was appointed as Sales Director in 2021.

Andrew is looking forward to leading the business into its next chapter. He says, "It's a tremendous privilege to be appointed to this role. Clansman is a world class company, with exceptional people delivering the best service and products in our sector. Yes, there are challenges ahead as we continue to navigate the uncertain trading environment. We export almost all of our production and, as with most manufacturers, are facing logistical and supply chain issues. The strength of our customer relationships, the calibre of the Clansman team, and the quality of our output give me confidence that Clansman will continue to grow."

The company's employee-owned status is important to Andrew. "Being employee-owned allows us to take that far-sighted, long term view and that matters in an international, high value manufacturing business. Surveys show that employees at Clansman have higher levels of engagement and pride in the business than other companies. People here are committed to doing the very best they can for the health of the



Andrew Allan

company. Our employees know the company won't be sold out from under them as happens to too many Scottish businesses. And our customers are reassured that we're there for them."

Andrew was appointed to the role following a rigorous selection process that involved a combination of directors, trustees and front line employees as well as external advisers. Chairman Allan Goodbrand explains, "The employee owners of Clansman deserve the best leader. It was important to all of us that we made the right choice and it was appropriate to involve as many employees as possible in the decision. It's testament to the talent we have in Clansman Dynamics that we are able to appoint an internal candidate to the MD role."

Outside of work, Andrew is a keen sportsman having played hockey at international level. However, having recently become a dad on the birth of Robbie earlier this year, it's likely any hobbies will be curtailed for the foreseeable future. Andrew says "It's been quite a year and we're only half way through. The entire Clansman team are being very supportive and I'm excited at what lies ahead."

OAUK News

This year's EODay brought the very welcome news that we have now broken the 1000 barrier of the number of employee-owned companies in the UK. The numbers have doubled in the past 2 years which is pretty amazing. Scotland has been doing its bit in contributing to these numbers, although still a fair way off the 500 target. RM2 also released the **EO top 50** – the annual list of the largest employee-owned companies in the UK in terms of employee numbers. There are no Scottish companies on this list. This shouldn't be a surprise as Scotland is an SME economy. However, there is a noticeable number of significantly larger companies taking the EOT route in Scotland. Readers of this newsletter will be aware of both guitarguitar and Carlton Bingo who became employee-owned this year; both companies have in excess of 150 employees.

As any employee-owner will tell you, it's not all about size! What's important is that the motivations behind the move to employee ownership are well-intentioned, with the objective of employees having a real stake in the business. The recent Trustee Workshop explored when employee ownership goes wrong, and we concluded that the role of the Trustee is to be the guardian of the company's employee ownership. It's for the Trustees to keep a watchful eye on the company's plans and performance, ensuring the leadership is focused on protecting and growing the employees' value in the company. Several attendees expressed how difficult that can be in reality; after all it takes a lot of courage to speak up against "The Boss"! It's not easy, but the various scenarios we looked at demonstrated how important the Trustee role is in the employee-owned organisation.

OAUK worked with three companies on their employee ownership transition in June. It's always a privilege getting to know a company and the people in it. Working with Freshjet Catering was particularly special - not because of the stories about the private jets and the catering for the celebs. Freshjet is a company with particularly committed people, who clearly have so much respect for the company's former owner, John Hume. John could easily have sold



Freshjet to one of the larger players in the aviation sector, but knew that there was every possibility that a trade sale would compromise the jobs of the staff, many of whom had worked with him in his other businesses over the years. It was a real delight hearing how much the Freshjet employees loved working with such a good boss.

Now that I'm back to visiting companies (best bit of my job!), I'm spending a lot of time in the car. The EO Podcasts have been a fantastic way to speed up the journey. A new batch has just been released and listening to the stories of **Woollard and Henry**, **Paul Heat Recovery** and **VME Retail** has really improved the journey. I have trips to Dalbeattie, Inverness and Aberdeen coming up and looking forward to listening to the others in the programme. You can find the full series of podcasts [here](#). It's certainly way more mood enhancing than listening to the news these days!

And to finish with some more good news, big congratulations to Andrew Allan on his appointment to the MD role at Clansman Dynamics. It's always great to see an internal appointment for such an important role in a business, especially one that is employee-owned. Best of luck in your new role, Andrew!

Until next time,

- Carole
01786 611066



Photo: Lynne Campbell

EO Day in 2022 falls hard on the heels of other business and social events at Edinburgh-based **Computer Application Services (CAS)**. Rather than squeeze in another shindig, the team has re-allocated EO Day's budget to make micro loans via Care International. **Microfinance from CARE International UK (lendwithcare.org)**

Working in small groups online or in the office, CAStodians (the name given to employee-owners of CAS) will contribute to requests for support via a number of much needed micro loans.

Recipients in low income countries are people just like us but with scarce resources and more challenges than we can imagine. These loans are needed to grow small social enterprises that would otherwise have no access to funds. Taking grow literally, some such loans enable enterprising "market gardeners" to grow food that helps to sustain those most at risk from today's price hikes and shortages.

Employee Owned since 2014, Edinburgh-based Computer Application Services (CAS) develops Workpro case management software.

Grow is a great theme for team CAS as they continue to grow the business in terms of revenue, customer base, product offerings and overall company value via a recurring revenue business model. Company growth in equal measure requires and contributes to team members' growth too. Participating in training, taking on responsibility

and contributing to social support schemes helps CAStodians to grow in skill and confidence.

EO Day's co-ordinator - normally CAS-Workpro Marketing Manager - Lynne Campbell comments, "It's humbling to see how much of a difference even a few hundred pounds can make. In our case, it was hundreds of thousands of investment we secured through Capital for Colleagues to fuel CAS growth but a little really does go a long way in this scheme. As these micro loans are repaid, we will leave our contributions on the table for reuse via Care International's programme.

It's a well-known saying; when the tide comes in, all boats rise. We very much hope that this twist on EO Day's grow theme will give others the chance to experience something of the benefits we see every day as employee-owners at CAS."

Workpro is used by HR professionals to manage casework in all kinds of government and corporate organisations. The complaints management version serves to keep financial services users compliant while upholding customer service standards. Meanwhile, members of the Ombudsman community arguably put Workpro to work on the hardest of all case types which can involve vulnerable people in dire situations, not just "Furious from Farnborough" citizens with a grievance. www.workpro.com

Another award for Page\Park

The **Page\Park** team celebrated with clients and friends at the 25th Scottish Design Awards this week. Campus Central at the University of Stirling won best building in the Education Category. A fantastic achievement by everyone involved, and as pictured a happy client and project architects. The practice were also delighted that the Wellbeing Centre for the University of Edinburgh received a commendation in the Health Category.



Festival win for MacTV

MacTV won the 'Spirit of the Festival' award at the 2022 Celtic Media Festival in Quimper, Brittany, last week for our BBC ALBA documentary 'Afro-Gaidheil'.

The programme follows singer Cass Ezeji to meet Gaelic speakers of African heritage. As a fluent Gaelic speaker with roots in Scotland and Nigeria, Cass tries to find her place in a culture where she rarely sees herself represented and explores what it means to be part of the Gaelic community.

MacTV, which is based in Stornoway, became an EOT in 2019.

Picture shows l-r Cass Ezeji, director Catriona Lexy Campbell, editor Courtney A. Gillies.





WeDo Awards are now open!

Photo: Dom Echlin receives the Employee Owned Company of the Year Award for David Narro Associates

The WeDO Scotland Awards are now open for nominations. Last year's event was a huge triumph for Scotland's employee owned businesses, which really raised the profile of employee ownership in the Scottish business community. David Narro Associates picked up the Employee-Owned Company of the Year Award in what was a closely fought contest. Paul Heat Recovery collected the award for Eco-Entrepreneurs of the Year and Woollard & Henry won the International Entrepreneur category.

Due to this fantastic showing by our employee-owned companies, WeDO Scotland have added another category, that of Employee-owned Leader of the Year. This award will go to the individual judged to have embraced employee ownership, demonstrated innovation, contributed to enhanced financial performance and helped to develop a positive partnership culture. We know we have some outstanding leaders in Scotland's employee-owned business. This is a great opportunity to give them the recognition they deserve.

The Employee-Owned Company of the Year Award looks to identify the business that truly demonstrates the ethos of ownership; financial success combined with a positive partnership culture. And of course, employee-owned businesses can enter any of the categories that they feel are appropriate.

You can find out more about the awards [here](#) and entries close on 1st August.



Paul Heat Recovery - Eco Entrepreneurs of the Year



Woollard and Henry - International Entrepreneurs of the Year

The UK's EOT sets the standard for employee ownership globally

Today it is a fact, employee ownership is developing at a dazzling rate in SMEs. Where? In Great Britain. The secret? It is a collective employee ownership. Much easier to finance and to manage than individual shareholdings.

Every day in the UK, a new SME is passed on to its employees. Medium size, 75 employees. They often become 100% employee-owners.

Ten years ago, the Nuttall Review commissioned by the British government gave the signal for this political choice for employee ownership in SMEs. Hence a set of measures based on the implementation of the "Employee Ownership Trust" scheme.

Today Graeme Nuttall OBE looks back on this success by showing "How the UK is encouraging employee ownership internationally". This ranges from the United



Graeme Nuttall OBE



EUROPEAN FEDERATION OF EMPLOYEE SHARE OWNERSHIP

States to Australia, Canada, South Africa as well as Denmark and continental Europe.

The next 10 years could see collective employee ownership established as the standard model of employee ownership internationally for business successions.

Employee owned companies break the 1000 barrier!

The **Employee Ownership Association** released their annual statistics on EO Day in June this year with the fantastic news that the sector has more than doubled in the the past three years, reaching more than 1000 employee-owned firms in the UK. This news comes on the heels of the Scottish results, published following a census commissioned by Co-operative Development Scotland noting that Scotland was home to 164 head-quartered employee-owned businesses.

The numbers were collated by the White Rose Centre for Employee Ownership, who also worked on the Scottish EO Census.

The White Rose report also gave some insights into the nature of employee ownership in the UK:

- Being socially responsible – 71% of EOBs have a statement of purpose, which includes making a positive contribution to society and the environment, while 96% say that looking after the workforce is a key measure of business success
- Governance – 97% of EOBs have at least one form of employee governance, 74% have at least two
- Involved and informed – 90% of EOBs report that employees have some or a lot of say in decisions on working conditions, 85% have some or a lot of say in new working methods. 75% of businesses share financial information at least several times a year and a further 21% share it at least annually.



Chris Stewart elected RIAS President

Collective Architecture's Chris Stewart has been elected as the new President of the Royal Incorporation of Architects in Scotland for a two-year term which begins following the Incorporation's AGM on 29 June 2022. The role of the President is intended to serve and represent the best interest of the members.

Chris stood for election as RIAS President on a platform to promote environmentally sustainable design and a more collaborative approach to architectural practice. He is the director of Glasgow-based architecture practice **Collective Architecture** – one of Scotland's leading employee-owned companies.

He is also a member of and former Sustainability Convenor at the **Glasgow Institute of Architects**, and is also the director and former chair of **The Scottish Ecological Design Association**.

Reacting to his election as RIAS President, Chris Stewart PRIAS said:

"I am delighted to be selected as President of the RIAS. Over the past few years, we have seen real change led by Christina Gaiger, and my



Chris Stewart

goal will be to continue our progress with a focus on empowering and engaging with our members."

Chris moved his practice Chris Stewart Architects into Collective Architecture, a 100% Employee owned practice, in 2007 trailblazing a path now followed by many architectural practices across the UK.

guitarguitar featured in MIA

guitarguitar's Operations Director, Bobby Simpson was interviewed by leading music business body Music Industries Association recently. He had this to say about the company's move to employee ownership

guitarguitar recently moved to employee ownership, why was this important?

The move to EO was really exciting and important for our team, because it rewards them with the stewardship of the company moving forward. The employees of guitarguitar are trusted to make the right decisions to keep the company successful in future, and that's one of the biggest compliments we could receive.



Bobby Simpson

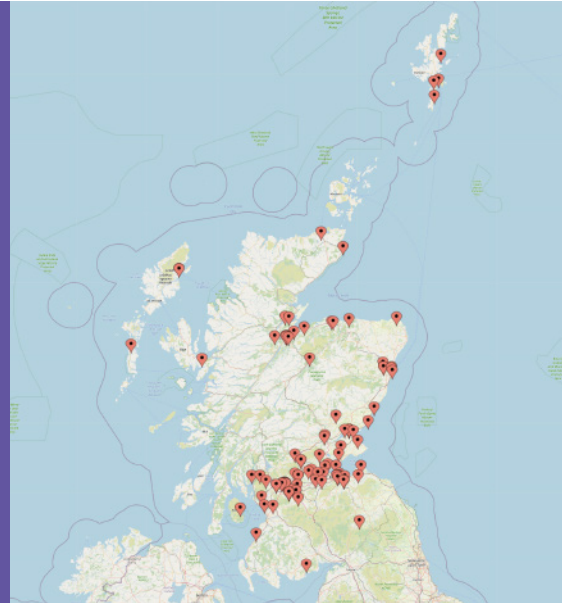
Employee Ownership secures the future for the business without disruption, external investment or any changes to the winning formula we've been refining for 18 years and gives our people security, stability and continuity moving into the future.

You can read the entire interview [here](#).

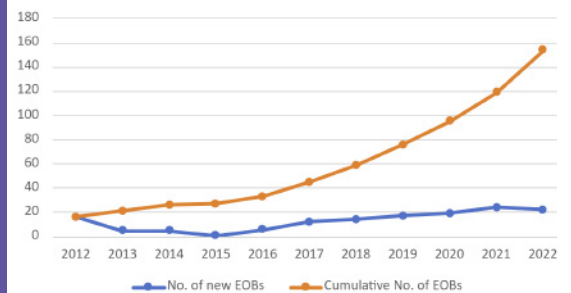
Employee Ownership in Scotland

There are now **154 employee-owned businesses** headquartered in Scotland... and counting!

OA Ownership Associates uk
let's make it happen



Growth in Scottish HQ EOBs 2012 - June 2022



1st September 2022

Remember all EOTs and EBTs have to register with the Trust Registration Service by 1st September.

Information [here](#).