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**1st  
September  
2022**

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

Information [here](#).

## Kidzcare and Jerba host VIP visits

Politicians have been visiting two of Scotland's employee-owned companies to find out more about employee ownership.

Scottish Labour Leader Anas Sarwar, Business and Finance spokesperson Daniel Johnson and Shadow Chancellor Angela Rayner visited **Kidzcare's** Norwood House nursery in Edinburgh's Grange district. The politicians were impressed with the standards of care and the commitment of the staff.

Angela Rayner described the visit as inspirational, saying that she found the employee-owned nursery to be a hive of creativity. She said "Childcare is key to building a fairer and better future for us all. So much insight here onto the support the sector needs."

MD Anne-Marie Dunn didn't miss her chance to fly the employee ownership flag. She said, I hope we made the point that the EOT is a great mechanism for passing on

a business, enabling community wealth. I did make the point to whoever would listen that it needs to be more visible to business owners as an option as it is currently a well-kept secret."

Kidzcare has been in employee ownership since January this year and has 150 staff and cares for 500 children each day.

Anas Sarwar and Daniel Johnson also visited **Jerba Campervans** in East Lothian. Jerba Campervans was launched in 2006 and specialises in converting and customising Volkswagen Transporter vans for those passionate about adventure and the outdoors.

It became fully employee owned in 2018 and has gone on to become the only firm in Scotland to be officially recognised by Volkswagen as a qualified converter.

(Continued)

The company, based at Halfland Barns, near North Berwick, was founded by Simon Poole, a ‘flagbearer’ for the EO movement, who is passionate about the benefits of an employee-run model.

Simon Poole says “Anas Sarwar has previously expressed an interest in employee-owned businesses so we thought it was a great opportunity to invite him in to see the work we do and he seemed impressed.

“The day also provided a chance for all the staff to let their hair down and to relax a bit after what has been a very busy period for the business.

“With a two-year order book in front of us, it’s important to enjoy some downtime when the chance arises.”

Anas Sarwar said “Mr Sarwar said: “It has been a pleasure visiting Jerba Campervans. The site is a wonderful example of both the benefits of employee ownership and the scale of the employee ownership sector in Scotland.

The team at Jerba are highly skilled and are creating high-quality products in a growing market for Scotland.



I want to thank the team for showing me around and wish them continued success.”

It’s great to see a growing interest in employee ownership from Scotland’s politicians and it’s great to have wonderful ambassadors in Kidzcare and Jerba who showcase the model so well.





## Wheels keep turning for Edinburgh Bikes

**Edinburgh Bikes** celebrated 45 years in business recently. Set up in 1977 by three friends who shared a love of cycling, the firm has grown to 5 shops. The three founders were keen to build a business that was fair and equitable. All workers have an equal say in the business, and profits are shared equally among employees. After working with the company for a year, each employee is invited to become a member with an equal share in the business and a vote at their AGM. Edinburgh Bikes is known for a lot of firsts, including being the first in Scotland to stock mountain bikes back in 1984, creating their own bicycle brand “Edinburgh Bicycle” in 1985 launching one of Europe’s first cycle shop websites in 1996, stocking “Revolution” bikes in 2003 which can still be seen all over the year. More recently, the Bike Coop has been supporting the growth of the e-cargo bike as a cheaper, healthier and more sustainable form of transport for individuals and businesses.



Today, the bike industry is in the spotlight as fuel prices soar. Cycling is a great way to help people financially, physically and mentally. And Edinburgh Bikes employee-owned model is even more valued now than it was back in the beginning.

What really makes the Bike Coop stand out is the honesty and expert knowledge of their staff. They build a relationship with each customer to ensure that they find the perfect bike. The Bike Coop also offers advice on servicing and all the gear you need.

## Elections at Grossart Associates

There were elections recently at East Kilbride based structural engineering firm **Grossart Associates**. The firm has been in employee ownership for three years and two of the positions terms of office had come to an end. It was a hotly contested election, demonstrating a healthy level of interest in the company’s employee ownership model.

Paul Sheridan topped the poll for the Trustee position. Paul joined Grossart Associates in 1998 as a Technician and produces structural drawings using the latest version of AutoCAD.

Stephen Cowie was re-elected to the company’s Board of Directors. Stephen joined Grossart Associates in 1997 and is one of our Senior Engineers. Stephen is also a SER certifier and the office biker.



Paul Sheridan - Trustee



Stephen Cowie - Director

# OAUK News

It's been a bit quieter over the summer as the world returns to normal and people are taking advantage of travel opening up again. With good timing, I managed to catch Covid during this quiet spell. All recovered now and currently working on a number of transactions with some fantastic businesses making the move to employee ownership.

I've been spending a bit of time registering EOTs I'm involved in with the Trust Registration Service. The deadline for this is 1st September 2022. I've had a few queries on this so thought it might be useful to include a "How To" guide in this edition. If you do come up against any hurdles do get in touch. I'm always happy to help where I can.

It's been wonderful to see our employee owned companies demonstrate their value to the country's policy makers. I always find it so frustrating that many politicians pay lip service to employee ownership – what's not to like – everyone agrees it's good for the economy, the business and its employees. Yet, these politicians rarely invest the time in understanding what employee ownership is, how it works, and how best to promote it. I still cringe when I think of a senior politician speaking at an employee ownership reception talking about his mother's Co-op Divvy. A bit of research might have shown him that a members' coop is not an employee owned business! Anyway, well done to Jerba and Kidzcare for proving that employee ownership is a better way to structure a business and show politicians how it's done. From what I've heard, there was genuine interest expressed – this was way more than a mere photo opportunity.

It's been almost three years since the last "in person" employee ownership training session. That event brought 25 employee owners together, largely employee elected directors and trustees, and we spent two days exploring all things employee ownership. We covered the roles of the director and trustee, the importance of the Trust, engaging employees in company ownership and some time on understanding the key numbers in running a business. Feedback was overwhelmingly positive and everyone



agreed that nothing beats just getting together and exchanging information and ideas. I plan to restart the events with a two day session in February 2023. Watch out for details in the next newsletter.

The First Friday events have been having a break over the summer. These began in early 2020 as a means to keep people talking during lockdowns. I'm not sure if they still have a place now that we're almost back to normal. Sometimes we would have more than 20 attendees, sometimes the numbers would drop to 5 or 6. It is always good to talk so let me know if you think there is value in restarting. Email me at [carole@ownershipassociates.co.uk](mailto:carole@ownershipassociates.co.uk) and give me your thoughts.

I feel very honoured to have been asked to speak at the Oxford Employee Ownership Symposium in September. The USESOP Association and its Employee Ownership Foundation are starting to go international. They want to work on reducing the costs and complexities of employee ownership around the world. The UK has made great strides forward in growing employee ownership and the feeling was that it made sense to hold the event here. World renowned employee ownership expert, Graeme Nuttall OBE will be moderating the event. My topic is How Good Design Can Reduce Costs and Complexity in Employee Ownership. I'm very much looking forward to catching up with some contacts from around the world – and the UK. I'll do a report on the conference in a future edition.

Keep well

- Carole  
01786 611066



Photo: Alan Fletcher

## When Neighbours become good friends...!

Surely one of the coolest employee-owned businesses in the UK, [guitarguitar](#) are well used to mixing with rock stars and celebrities. As popular Australian soap Neighbours drew to a close recently, [guitarguitar](#)'s Ray McLelland took the opportunity to interview musician Alan Fletcher who played Dr Karl Kennedy in the show.

A delightful man to speak to, he was full of warmth and enthusiasm, with just a little hint of Dr Karl's rakish cheekiness in there, too! Read on to get the inside scoop from the man behind everyone's favourite Aussie soap...

**GG: So, we know you best as an actor, but have you always concurrently been a musician as well?**

AF: Well pretty much, yeah. As an actor, I've always sung in musical theatre, and I've often been asked to do charity concerts, Christmas concerts, swing concerts, that sort of thing. Not an enormous amount but enough to keep my hand in and have a great time. But I never really thought about playing in a band or anything like that until I met a couple of musos here in Melbourne. They were actually playing in a restaurant where my wife and I were having Valentine's Day dinner and they suggested I get up and sing a song with them. That was in 2004 and it just went off!

**GG: This is your first recorded foray into Americana, so is that a genre you've been a fan of anyway?**

AF: All my life, for all time. Principally because of

people like John Prine. A lot of John's music delves into some very interesting comedy, but the very first John Prine song I heard was Fish & Whistle, so I put that onto the EP.

But the first song I've actually heard of John's, though I didn't know, was Hello in There sung in a cabaret concert! It's a beautiful song and I love the fact that he wrote the song while he was on his post office round.

**GG: Do you always have a song on the go that you're working on?**

AF: I have about three or four songs on the go. We're in the studio now, working on the album, and we're up to about our tenth song. Today, I just sat there at the end of the day and went, 'Hey guys, listen to this', because I had a song all demoed up. They said, 'Ah yeah, ok, we should make some time to work on that next week'.

**GG: Now, that brings us to the tour, which is going to be early next month, right?**

AF: Yeah, the tour is the Doctor Karl tour (The Doctor Will See You Now). We start on September 6th in Glasgow, and I think it's about 15 dates all over the country, kinda three blocks of dates really. Then I'm doing a little 3 piece gig in the gorgeous little Temperance coffee shop in Royal Leamington Spa, on the 14th. The big one for me is gonna be playing Nashville Meets London. I can't wait for that, that's on the 27th September.

(Continued)



**GG: Fantastic! So, you've toured the UK a lot now. What can fans expect from this Dr Karl tour?**

AF: Basically, it's a show which celebrates the aspects of Dr Karl's life. It's sectionalised, you know, into sex and nudity, affairs, medicine, you name it! Obviously, it's very light-hearted, we have a bit of fun, I can tell ya that! There's songs in it but the video component is huge, so fans will be able to see a lot of old footage with me explaining things about that footage, behind the scenes things, stuff like that.

**GG: Country and Americana music – it's all about telling stories. Would you say that that's what your whole creative life has been about: being a storyteller?**

AF: Yes, storytelling is absolutely it. People are always asking me if I prefer music to acting or acting to music, and it's like, well they're the same thing, you know? It's just that, in a song I get three minutes to tell a story, and when you're acting, you might get an hour and a half!

They're similar but different and I enjoy them both equally although it is fair to say that I don't think anything beats writing a song, producing it, releasing it and then one day playing it and having people sing it back at you.

**GG: Neighbours is a big cultural thing, particularly for us in the UK. You've just said goodbye to Karl: how does that feel after 28 years? And is there a part of you that likes to imagine Dr Karl out there in Erinsborough, doing his thing?**

AF: Well, I'm not saying goodbye to Karl because I'm touring a show about him, but I've always had a real separation between me and Karl. There's nothing about me that's like him except for this hairline (laughs). So it was a real joy going to work to play him because it was like putting on another suit, really taking on another persona. Obviously, we sound the same and look the same, whatever, but his attitude to life and his behaviour was not mine!

So, I'm doing this Dr Karl show, that's a homage to him, and then next year I'm back again in March. We're touring this huge farewell tour with a whole bunch of Neighbours actors. It's a big event, I think there's fifteen shows all over, and three London Palladium shows, it's just been a smash. I'm organising with my booking agent to try to play some Americana gigs in between, on the days off, so it'll be hopefully a really good big smash up,



exhausting 28 days of playing and being Dr Karl! So yeah, it'll be interesting!

**GG: That sounds epic! It must be quite a special feeling to be part of something that is so well loved?**

AF: Oh yeah. I can't even begin to tell you the outpouring of grief that came my way by email, and obviously on social media, that was off the Richter! Do you know, for that last episode of Neighbours, I think the accumulative figures out of the UK were like three and a half million viewers? This is a show that gets axed and it has more viewers than any other show on TV! (laughs)

With that, Alan had to leave us for his evening's commitments, as preparations for next month's tour continue. His upcoming show sounds like a lot of (possibly emotional?) fun for Neighbours fans everywhere, so do check the official [Alan Fletcher website](#) for details of where those shows are happening.

Dispatches is out now, and Alan's full-length Americana album is scheduled for later in the year. We had a real blast catching up with the Doc! We'd like to thank Alan for giving up some time in his incredibly busy post-Neighbours schedule for us, and look forward to hearing the record when it's ready!

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

# Stewardship Leadership in Scottish EOBs

In 2021 fourteen Scottish business organized as an Employee Ownership Trust participated in a research study examining governance and culture within their respective organizations.

One senior leader from each company completed the Stewardship Climate Scale (SCS). The SCS is a valid and reliable instrument developed by Neubaum, Thomas, Dibrell, and Craig (2016). The SCS measures 6 constructs of stewardship in the psychological mechanisms (organizational Identification, intrinsic motivation, use of personal power), and situational mechanisms (involvement orientation, collectivist orientation, and power distance). These 6-constructs were measured on a 7-point Likert scale, with higher values indicative of stewardship governance. Prior research by Van Doel (2017) identified the characteristics measured by the SCS are similar to characteristics associated with an employee ownership culture, inferring the SCS is a good proxy for measuring company culture.

## The constructs of stewardship are:

- **Organizational Identification** - Ashforth and Mael (1989) through social identity theory described organizational identification as a psychological process by which individuals identify with the organization through acceptance of the organization's mission, vision, and purpose.
- **Use of Personal Power** - Personal power is based on power granted to the individual by the organizational members and includes referent and expert power (Gibson, Ivancevich, Donnelly, & Konopaske, 1991).
- **Intrinsic Motivation** - Is when one performs an activity when he or she receives no apparent rewards except the activity itself (Deci, 1971).
- **Involvement orientation** - Differentiates between involvement versus control organizational strategies (Lawler, 1988). The work climate in an involvement orientation strategy is one of self-control and self-management where employees are



**Rick van Doel**  
Author

challenged to take responsibility to develop new ideas and new approaches to solve organizational problems (Craig, Dibrell, Neubaum, & Thomas, 2011).

- **Collectivist orientation** - Is defined as “the relationship between the individual and his or her fellow individuals” (Hofstede, 1983, p. 79). Within an organization, individuals demonstrating Collectivism behavior define themselves as part of the organization, where group identity and a sense of belonging reigns supreme (Craig et al., 2011)
- **Power distance** - is defined as “In organizations, the level of power distance is related to the degree of centralization of authority and the degree of autocratic leadership” (Hofstede, 1983, p. 81). Power distance is the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally (G. Hofstede, Hofstede, & Minkov, 2010).

While there was variability in the data, the Mean of the 14 company Scottish EOT sample did infer a strong preference for stewardship as each construct was statistically significant above the test median (4.00). Additionally, when these results are compared to the 154 US ESOP Benchmark study, Scottish EOTs scored statistically higher than the US Benchmark with the exception of Organizational Identification, Intrinsic Motivation, and Power Distance (Table 1). However, based on the data, both US ESOPs and Scottish EOTs demonstrated stewardship characteristics which are consistent with an employee ownership culture.

(Continued)

**Table 1: Summary of test results**

Construct	Mean	Range	US ESOP Benchmark <sup>4</sup>
<b>Overall Stewardship Climate Score<sup>1</sup></b>	5.82*	4.94 – 6.78	5.50 (R, 2.78-6.78)**
<b>Psychological Mechanisms<sup>2</sup></b>	5.97*	4.89 - 6.78	5.58 (R, 3.00-6.89)**
Organizational Identification	6.14*	4.67 - 7.00	5.93 (R, 2.67 – 7.00) NS
Use of personal power	5.98*	5.00 - 7.00	5.37 (R, 2.67 – 7.00)*
Intrinsic motivation	5.79*	3.00 – 7.00	5.43 (R, 2.67 – 7.00)NS
<b>Situational Mechanisms<sup>3</sup></b>	5.82*	4.44 – 6.78	5.43 (R, 2.44 – 6.67)**
Involvement Orientation	5.88*	4.67 – 7.00	5.30 (R, 1.67 – 7.00)*
Collectivist Orientation	6.50*	5.67 – 7.00	6.09 (R, 3.00 – 7.00)*
Power Distance	5.10*	2.00 – 7.00	4.90 (R, 1.00 – 7.00)NS

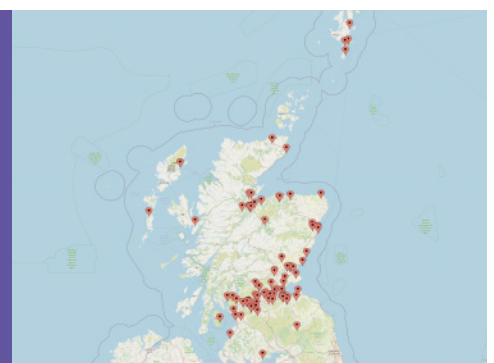
Note: 1 = Aggregate of all 6 constructs, 2 = Aggregate of organizational Identification, Use of power, and intrinsic motivation, 3 = Aggregate of involvement orientation, collectivist orientation, and power distance, 4 = US ESOP Benchmark Data. Adapted from “Governance and Culture Within Employee-Owned Companies, by R.M Van Doel, and G. Howell, *Journal of Participation and Employee Ownership*, 5,1, p. 32, Copyright 2022 Emerald Publishing. Adapted with Permission. \* = significant at  $p < .01$ , \*\* = significant at  $p < .05$ , NS= no significant difference.

If you are interested in examining Governance/ Culture within your EOT please contact Dr. Van Doel at [rick.vandoel@inceo.org](mailto:rick.vandoel@inceo.org) or Carole Leslie at [carole@ownershipassociates.co.uk](mailto:carole@ownershipassociates.co.uk)

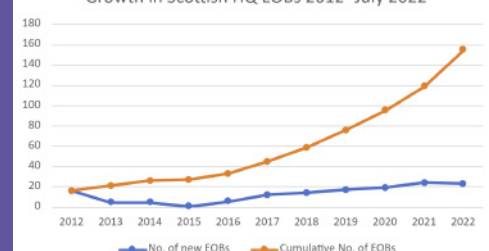
## Employee Ownership in Scotland

There are now  
**155 employee-owned businesses**  
headquartered in Scotland... and  
growing!

**OA** Ownership  
Associates uk  
let's make it happen



Growth in Scottish HQ EOBs 2012 - July 2022





# Trust Registration Service – How To Guide!

As of 1st September all EOTs must register with HMRC's Trust Registration Service. It's relatively straightforward. Registration is the responsibility of the Trustees; the Trustees must appoint a Lead Trustee to be the point of contact for HMRC.

The link to register is [here](#).

Once you click the register now button, you'll be taken to a page that asks for your Government Gateway account. If you click Create Sign In Details and insert your email address, HMRC will provide the Government Gateway Account number and you can begin registration. You will be asked to enter a password. Keep your Government Gateway Account number and password safe as you will need it to update the account in future, for example if a new trustee is appointed.

Before you start registration, it will save time if you collate the information required.

## For the EOT:

- The name of the trust (you'll find this on the Trust Deed)
- The date the trust was created (This is usually the date the company became employee-owned and will also be found on the Trust deed)
- An EOT will be an "express trust"

## For registering the Lead Trustee

### You'll need to give your:

- Name
- Date of birth
- National Insurance number and address (if they're a UK citizen)
- Passport details and address (if they're not a UK citizen)
- Telephone number
- Country of residence
- Country of nationality

## 1st September 2022

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

Information [here](#).

## For registering other Trustees

### You will require:

- Name
- Date of birth
- Nationality
- Country of residence
- You will be asked if the Trustee had mental capacity at the time of registration

**Settlers – The settlers are the individuals who transferred their shares to the Trust. For EOTs this will be the former owners.**

- Full name
- Date of birth
- Country of residence
- Country of nationality
- You will be asked if the Settlor had mental capacity at the time of registration

Once you have all the information required for input, then the process should take around 15 minutes. You will be asked about the beneficiaries. Thanks to the work of EOT advisers, HMRC dropped the requirement to name all beneficiaries. Instead, you simply tick that it's an "Employment Related" class of beneficiary and then enter a brief description ie employees of Acme Trading Ltd with more than 6 months' service

Once you have completed all of the information, you will be asked to make the declaration. This is simply submitting the form and declaring that all of the information provided is accurate. HMRC will then send you the Unique Reference Number (URN). And that's your EOT registered!