

EOA Annual Conference

EMPLOYEE OWNERSHIP
BEST IN CLASS

Conference Sponsor

 **Capital**
for
Colleagues 
Advice Investment Growth

Welcome to Employee Benefits and Sharing Reward

Facilitators: Trevor Lincoln, Engagement People

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Jane Miller, Care Plus Group

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Mishcon de Reya – Who are we?

- Law firm advising organisations on all aspects of their business needs (corporate, employment, real estate, IP etc)
- Dedicated Incentives team working with businesses on all forms of employee ownership structures
- Strong employee engagement culture
- Core values



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Partner, Head of Employee Incentives and Executive
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Strategy for delivery and communication

- Be clear on your reasons
- What are the commercial drivers?
- Research
- What structure?
- Employee engagement and governance

Reasons for EO – including being an EO business

- At what stage in its life cycle is the business?
- What do you want to achieve?
- When do you want to transition?
- Is any future ownership to be maintained by current owners?
- Financial rewards vs culture

Commercial drivers — again inc considerations as an EO business

- What equity percentage is to be put under EO?
- Should employees pay for the equity?
- What financing strategies are to be used?
- How much is tax a commercial driver?
- How is the business to be valued?

Research – about how communicating the reward as an EO business is important to the business being successful

- Do your homework
- Case studies
- Speak to professional advisers early (lawyers, accountants, funders)

Structure

- Direct ownership
 - Enterprise Management Incentive Plan
 - Share Incentive Plan
 - Other (e.g. share options, long term incentive plan)
- Indirect
 - Employee Ownership Trust
- Hybrid model

Employee engagement and governance

- Must be effective. It's more than financial rewards
- Information flow
- Employee representatives on board and employee forums
- Communications
- Director accountability and proper governance framework

Care Plus Group – Who we are



- We are a Social Enterprise with social objectives
- We are a Community Benefit Society
- We are an Employee Owned Organisation
- Integrated health and social care provider
- 800 staff; 200 volunteers
- Base of North East Lincolnshire – 156,000 population, area of considerable deprivation

A Culture of Engagement

- Strong ownership and strength of vision
- Valuing and recognition of all staff - No such thing as “Back Office staff”
- Ownership - Staff bought in to what we are about
- Approachability and availability of senior managers
- Forums to meet and make contact:
 - Monthly Managers meeting/ CPG Connected/ Use of social media/ Blogs/ Fortnightly Staff Newsletter
- Council of Governors
- Board with rolling attendance by staff/ Rolling programme of visits by CEO and Non Execs
- Excellent training and development opportunities for staff – Rolling programme including “Aspire” and Managers Development
- Key objective – *Fair and Effective leadership with freedom to innovate*
- STAR awards / Change and Innovation Fund

Our Language



Culture

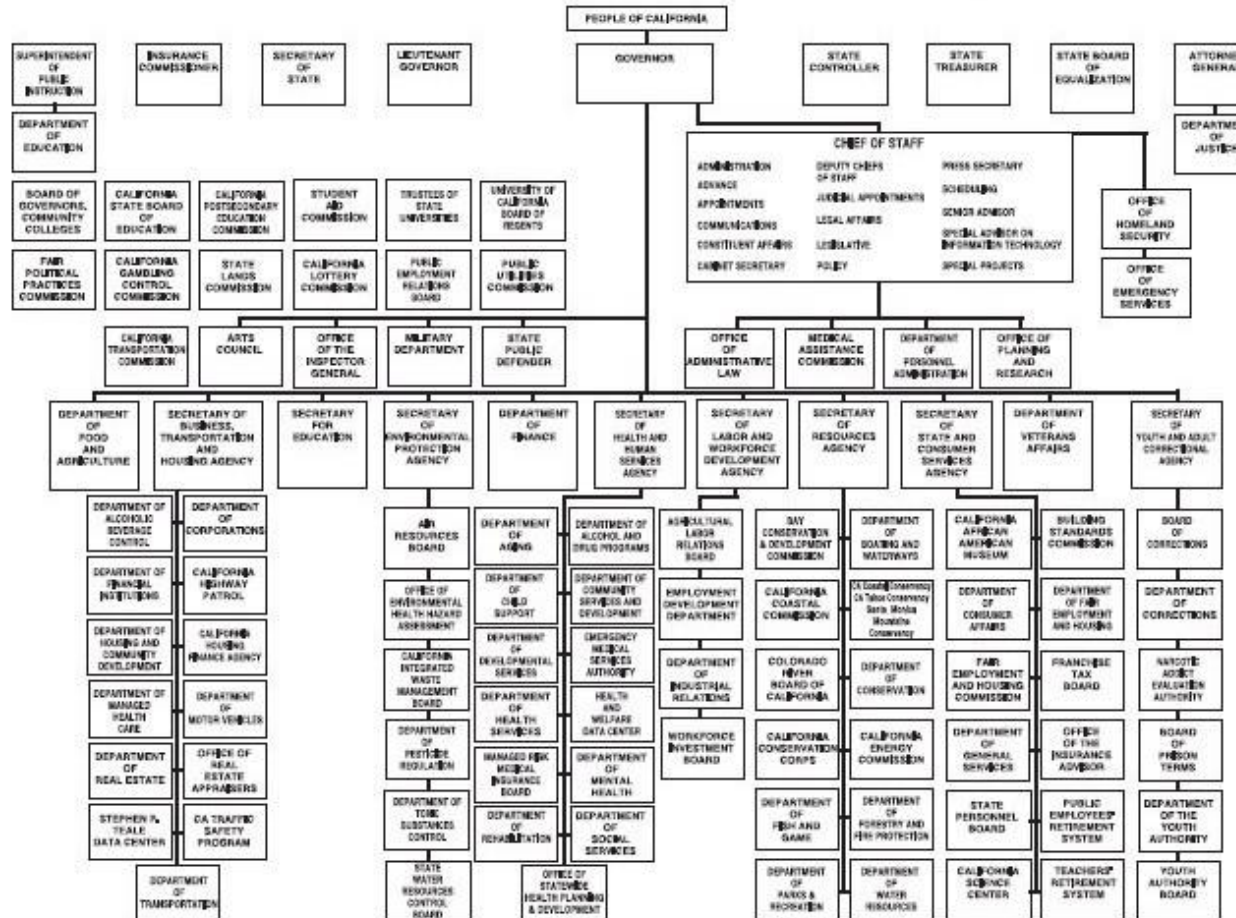
- Like this:



- Not like this:



Less like this...



More like this...



Hearing and Doing

- Listening, seeking feedback and acting on it
- Acting and Learning and Being Open when something goes wrong
- Taking Risks and trying things out
- Not being afraid to make difficult decisions



Staff Feedback

“You thank us. They tell us what we’ve not done and what more we need to do” ...

“You start from a position of trusting your staff, they start from the point of mistrust”

Staff innovation

“Helen Chalkley’s” project...

- Treatment of Pressure ulcers cost the NHS £1.4 to £2.4 billion pounds a year
- Solution - Give nurses instant access to pressure relieving equipment
- Spending £190 per nurse = Saving £2.4m; reduction in pain; better care



Questions and Discussions

Thank you.

Now please make your way to the Queens Suite to hear your Keynote speakers Isobel Schofield and Andrew Lane from Union Industries.