

GS Kelsey

Matthew Robinson, Managing Director

Jobs



Turnover



Ambition



“GrowthAccelerator channelled our thinking and helped us meticulously build our ideas into tangible improvements”

The business

Established in 1996 as the latest in a long line of Kelsey family building companies, GS Kelsey Ltd is based in Scunthorpe and operates in Lincolnshire, Humberside and South Yorkshire. With the resources and management to deliver contracts up to a value of £5m and a reputation for delivering quality, the company has successfully expanded its client base beyond its traditional market, local governments, to also include housing associations, the healthcare sector, motor vehicle dealerships and ecclesiastical work.

Our growth journey so far

I was taken on in 2004 by Geoffrey Kelsey when he had started really growing the business and needed a trainee Quantity Surveyor. I completed my studies in 2007 and over the next three years Mr Kelsey involved me more and more in the business side of things. With hindsight I realise he was preparing me to lead the business when he stepped back from the day to day operation in 2012, a couple of years ahead of his retirement. At that point I was made a Director and his son Andrew became Operations Director.

The challenge

We felt there was room for improvement in a variety of areas in our business despite its continued success under Mr Kelsey's stewardship. In an effort to improve and not just maintain our high level of customer service, we decided to invest significantly and started to restructure our management, processes and procedures. We were aware that meeting the demands of the public sector procurement landscape and the ever-increasing expectations of the private sector require a streamlined, efficient contractor and we wanted to try to deliver a plan to become one of the region's preferred building contractors for local authorities and architecture practices.

Getting the right advice

I had already started working with Andy Aldridge, using him as a sounding board for my ideas, when he introduced me to GrowthAccelerator in January 2013. What I appreciate is that a coach doesn't tell you what's right or wrong, they interpret what you are telling them and help you challenge your own thinking. Working with Andy as our Growth Coach enabled Andrew and me to work hand in hand consolidating the plans we were developing. It really focused our minds on both the need to set aside time to do the thinking and

preparation for each GrowthAccelerator session and on the areas we had to improve to deliver the growth we're aiming for.

Implementing change

Confidence in our vision and plans, and our ability to execute them, has enabled us to transform the business in a short space of time. We have addressed resource, financial, management and marketing issues and opened up profitable new opportunities, achieving revenues in the first six months of this year equal to the whole of last year. This is partly down to picking up some high value contracts and partly down to getting the business focused on the things that matter.

Alongside optimising our systems to improve data and decision making and our procurement processes to better manage spending on site, we've made some significant changes to our team, recruiting a quantity surveyor, estimator, site managers, office staff and bricklayers and joiners. The biggest changes though centre on our target markets and our marketing approach.

Instead of taking on work wherever it comes up we have set some geographic boundaries and are focusing properly on target areas. We have also invested a lot of time and effort in gaining the accreditations needed to get onto local authority frameworks. For me the big change is that shrewd recruitment has freed me up to take a more strategic focus and look for new kinds of work, which has proved fruitful: we've recently collaborated for example with a local partner on a turnkey project for a 56-bed care home.

What's next for GS Kelsey?



We are going from strength to strength and I am proud of our team and confident about the future. We received the runner up prize for Best Commercial Project over £1m in the 2014 South Yorkshire & Humber LABC Awards. I was also delighted to be named runner up in the 2014 Northern Lincolnshire Business Awards' Young Entrepreneur of the Year category. We have been appointed to long-term partnering agreements with local authorities in North and North East Lincolnshire until 2018. I believe that Lincolnshire and its people will benefit from significant investment over the coming years and that our experience of working in the area and our deep knowledge of its businesses and people will make us a suitable contractor to help these investment plans become a reality.

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