

Defining our Strategic Goals, Aims & Objectives

**Strategic Development Plan
2022 - 2023**



starfish
construction group

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Remember, in March 2020, our world changed with the COVID-19 pandemic. Little did we know then the impact we would experience as individuals and businesses.

We all had to adapt, be flexible and resourceful. Although Starfish Construction faced challenges like many organisations, our business structure provided the platform for us to embrace new ways of working.

We rose to the challenge of delivering successful projects throughout lockdown. As we come to terms with the pandemic and the last few years, we all begin to understand the new normality and have a new focus for the future. I am glad to report that Starfish Construction has emerged in a strong position, both operationally and financially, for continued growth and expansion following the past few years.

The construction sector faced uncertainty from the pandemic and Brexit causing longer lead times and rising costs of vital materials. As a result, it increased the complexity of project delivery and restricted chances for growth during 2021-22. However, Starfish Construction achieved some significant achievements throughout 2021-2022.

As we approach the year's halfway point, I want to provide our network with an update on our business and strategic plans. Within Starfish Construction, our talent pool continues to develop, and I'm excited about the future.

Kind regards to all our team members, customers, and supply chain partners.

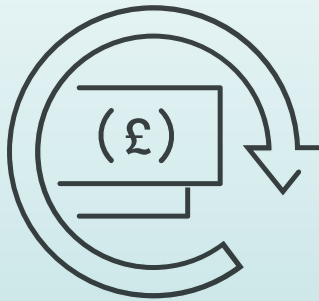


Managing Director

01. Introduction



02. At a Glance



£14 million
turnover



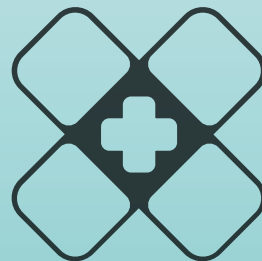
Directly employed
personnel increased from
65 to 73 with many more
subcontractors



Starfish Environmental &
Asbestos Services (SEAS)
division attained HSE
Licensed Asbestos
Removal Certification



Successfully delivered
individual projects ranging
from £250k to £4.2 million



No RIDDOR accidents
were recorded across all
projects



Company accreditations
successfully renewed



Impressive buy-in and
commitment from team
members to our culture,
sustainability and growth



03. Growth in 2022 and Beyond

Business development and successful project delivery have grown our current order book to £47 million throughout the previous two years, which provides us with an excellent platform for growth over the next three years.

There are challenging but exciting expansion plans over the coming years. A 2022-23 turnover target of £20 million will grow our Motherwell head office and UK regional hubs in Bolton and London. These plans will, of course, require investment in our people and infrastructure, including:

- New Training and Development Framework
- Recruitment Programme
- Further expansion of our SEAS Division
- Further investment and growth in our Scaffolding Division
- Continued Geographical Expansion
- Investment in IT and Computer Systems
- Procurement expansion of Company Vehicles and Plant
- Additional investment in Digital Surveying Equipment
- Developing Elevate, our company culture and organisational standards programme
- Continuous improvement and training in our Customer Care Programme.

04.

Elevate - Raising the Standards in Construction

To remain at the forefront of our industry, we continuously strive to improve as an organisation and individuals. Starfish Construction operates through 'Elevate', our company culture and operational standards programme, which drives us forward to reach new levels of excellence. How we work, act, and communicate with our customers sets us apart, and every member of our team adds value to our customers. Together with Elevate, we excel, grow, and reach new levels of collective success with our customers.



05.

The Future of Starfish Construction

Innovation and investment are at the heart of the organisation. People are our greatest asset, and their growth through continued development is fundamental to our Elevate Programme. Starfish Construction has committed to creating one of the best teams in the Construction sector by investing in:

- New Training and Development Framework
- Induction Programmes
- Courses and Qualifications to encourage Internal Advancement
- Recruitment Programme
- Investment in Software, including Procore
- Enhancing our enviable Technical Surveying Division with 3D Digital Scanning and Advanced Detection Equipment.

06.

Economic Outlook

Despite continued uncertainty around future COVID outbreaks, Brexit challenges, conflict in Ukraine, unpredictable availability of commodities and rising energy costs, Starfish Construction's strong balance sheet and resource reserves continue to allow the company to exceed its economic forecasts and achieve its Strategic Goals in the next 12 months.

“First of all, I'd like to thank all our staff for their continued hard work and perseverance, especially when faced with some challenging projects; this separates Starfish Construction from our competitors and drives the company forward. I look forward to working on some incredible projects in the coming years. Our customers value our processes which deliver successful outcomes, and their faith in us is reflected in our order books.”

- John Jessimer, Managing Director, Starfish Construction

Are you looking for a new challenge in 2022?

Visit our careers page to discover what it takes to be part of Starfish Construction.

07. Leadership and Culture

Starfish Construction is committed to ensuring Overall Performance Improvement by developing safe and effective operating systems. Our culture is to support our staff at all levels of operations, and we set industry standards through our Project Right, First Time, Every Time philosophy.

We strongly believe that a Cornerstone towards achieving this commitment is the Skill, Understanding and Application of all staff.

Responsibility is critical in our operational processes and the people who deliver our projects. We're a more effective team working collectively across our integrated divisions, including Administration, Business Development, Accounting & Finance, Project Management, Technical & Surveying, Commercial, Installation and Site Operatives and Health & Safety Management.

We mitigate risk for our customers through our industry knowledge and expertise. With the uncertainty of the last few years, knowing that we include £15 million of Professional Indemnity Insurance provides confidence to our varied customer sectors, including manufacturing, retail, social housing, maritime, education, leisure, and defence.

Throughout these uncertain times, Starfish Construction is consistently viewed as a trusted partner with the structure, expertise, and financial stability to continue meeting our customers' requirements.

Working together, I am confident we can rise to new levels of success, whatever comes next.



Our Operational Hubs

The map shows our current locations and our strategic proposed Operational Hubs.

● Current Operational Hubs

Glasgow

Manchester

London

● Proposed Operational Hubs

Yorkshire

Midlands



Turnkey Building Envelope Solutions

- Technical Surveying and Design
- Roofing
- Rainscreen Cladding
- Cladding
- Construction Services
- Environmental and Asbestos Removal.

UK Wide Enquiries: 0333 016 5399

www.starfishconstruction.com

Glasgow

Manchester

London



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