

**JANUARY 2018**

Inspiring people: Exceeding expectations

**BATEMAN**  
**GROUNDWORKS**

# CELEBRATING 20 YEARS

And looking to the future



- New MD and changes at the top
- Prime Minister endorses Bateman Groundworks

- Welcome to our new apprentices
- Record contracts

- Richard Bateman reflects on the last two decades
- Staff celebrate company milestone in style

# LOOKING FORWARD TO GROWTH AND NEW BUSINESS IN 2018

“ At year-end, we will achieve our highest turnover in 20 years and our best year-on-year increase in turnover. ”

As we start 2018, optimism and growth are our key words.

What a year 2017 was. We broke records and out-performed our business goals in our 20th anniversary year.

Hard work and commitment across the Bateman Groundworks team established the foundations for another exciting year, with promising contracts in the pipeline with new and loyal clients and an increasingly healthy looking order book.

We all came together to celebrate our 20th anniversary in style in September with a very memorable staff party at Dunston Hall. Photographs from the event are in this newsletter.

For myself, last year was a year of much personal change as I handed over the reins as Managing Director to long-serving Commercial Director Jason Ramsey.

During the last ten years, Jason has gained valuable insight into what it takes to run Bateman Groundworks and has been instrumental in helping to develop the company into what it is today.

Jason is an incredibly hard-working, dedicated professional with a genuine talent and passion for our business and is now responsible for the day-to-day operations of Bateman Groundworks.

Jason is supported by Lewis Nicholas, Production Director, and David Lefevre, who I am pleased to announce has been appointed to the Board of Directors as Finance Director.

I am still very involved in the business, working with the Board of Directors in my role as Executive Chairman to develop and strengthen the Board and explore other business opportunities that will complement and enhance our core offering.

At year-end, we will achieve our highest turnover in 20 years and our best year-on-year increase in turnover. This achievement is due, in part, to recovering a shortfall from 2016 from the Brexit referendum, but mainly a direct result of the incredibly hard work and effort each and everyone associated with our company has given this year.

I'm happy to say we start 2018 buoyant and positive about what this year will bring.

So thank you for all your contributions. Here's to a happy, safe and prosperous 2018.

*Richard Bateman*  
Executive Chairman

[www.batemangroundworks.co.uk](http://www.batemangroundworks.co.uk)



Richard Bateman, Executive Chairman, left, and Jason Ramsey, Managing Director, at Westminster to celebrate Bateman Groundworks' inclusion as an exemplar of best practice in the latest Construction and Engineering Parliamentary Review.

## BATEMAN GROUNDWORKS SHARES BEST PRACTICE ACROSS UK ALONGSIDE PRIME MINISTER

Bateman Groundworks appears alongside Prime Minister Theresa May in a showcase of the best of the UK construction industry.

The company appears among 15 “outstanding organisations” that demonstrate best practice selected to feature in the latest Construction and Engineering Parliamentary Review.

The development of the business is traced over three pages in the current document, which has a foreword written by the Prime Minister.

Richard Bateman, Executive Chair and Jason Ramsey, Managing Director travelled to Westminster for a reception to launch the review, which has become a key fixture in the political calendar.

Mr Bateman said: “To be recognised for best practice in such a competitive industry at such a high and prominent level is very important to us and conveys an extremely positive message to our clients and potential clients about our values and how we operate.”

The Parliamentary Review is the second time Bateman Groundworks has been selected to be a national exemplar.

Its leadership and successful practices involving its employees in developing health and safety systems across all its sites features on the Health and Safety Executive's (HSE) website's Leadership and Worker Involvement Toolkit.

The aim of the Parliamentary Review is to highlight best practice among a small number of outstanding organisations in a document that looks back on the year in industry and Westminster to be used as a learning tool for the public and private sector.

The Prime Minister said that the Parliamentary Review followed “a significant year in British politics” and this is reflected in the articles from leading journalists and best-practice representatives alike.

The Parliamentary Review's director, Daniel Yossman, said: “Bateman Groundworks and other hardworking organisations from across



the country have come together to make this year's Review possible.

“Sharing knowledge and insight with both peers and government is essential work and I am delighted that this year's Review will reach every corner of the British economy.

“It's always a real joy to hear from policymakers who tell me that something they have read in the Review has had an effect on their thinking.

“It is my belief that innovation is contagious, if only it is given the platform to spread. It is the Review's purpose to provide this platform and I am confident we are fulfilling it.”

Review chairman Sir Eric Pickles said: “It has never been more important for government to hear the views of business and the public sector in a constructive forum. It is also a vital time to share best practice and progress.”

An e-copy of The Parliamentary Review can be viewed here: [www.theparliamentaryreview.co.uk/editions/construction-engineering/infrastructure-development](http://www.theparliamentaryreview.co.uk/editions/construction-engineering/infrastructure-development)

## WORKING AT OUR BEST WITH RECORD CONTRACTS

In 2016, hesitations surrounding the pending EU Referendum saw our ambitions for 20% growth thwarted. While the residential sector responded well to the outcome, our turnover lessened by 6% to £16.2m.

This result saw our aspirations for 2017 change. To achieve our original KPI of year-on-year growth, we had to recover the shortfall 2016 delivered and regain momentum. A tall order, but when setting the bar, you should set it high.

The result? 2017 saw our company working at its best. We set high standards for health and safety practices and programme delivery and won a record number of quality contracts.

The standard to which we are working, I believe, is second to none. It is therefore no surprise that we achieved our aspirations for 2017, with an anticipated final turnover for the year of £23m, an impressive 42% growth on our 2016 results.

The achievement is incredible, and my sincere thanks go to everyone involved for your passion, commitment and hard work.

So, what for this year?

2018 sees the early shoots of our five-year business plan to grow the business further through expansion of our regional boundaries and diversification of our order book.

Norfolk is and always will be the home of Bateman Groundworks, and while the A11 dualling and the north Norwich NDR offers an excellent opportunity, early investment will allow us to expand our regional boundaries to achieve long-term, sustainable growth.

So why diversification?

The housing sector is buoyant, and government figures suggest this will remain the case for some time, be it on the open market or affordable homes market. The demand for new homes continues to outweigh supply and it's difficult to see this changing anytime soon, but nonetheless, history reminds us of the fragility of the housing market. East Anglia continues to invest in its infrastructure, which shall support the future of the housing market, but also the commercial sector of the construction industry.

It is these two key areas we associate with our company's future, which will see us offer additional services to our existing customer base and expand our portfolio with the delivery of new commercial projects, providing a platform for sustainable growth for the next five years and more.

These plans will see our growth continue in 2018 and beyond, providing security for everyone that joins us on our journey.

I'd like to thank you for the part you have all played in achieving our success in 2017, and for the impact, you will make in 2018.

*Jason Ramsey*  
Managing Director

## CHAMPIONS IN PRACTICE

Our Site Managers have taken on the challenge to become champions of the business.

Each Site Manager will be developing our working practices to ensure Bateman Groundworks remains a leader in our industry.

Each has embraced an area of the business to co-ordinate and communicate up-to-date legislation and policy for delivery across the company.

Improved working practices will be communicated through toolbox talks and our newsletter.

Managing Director Jason Ramsey said changes were already being seen because of the initiative.

Sam Allen, Site Manager at Bradwell, where apprentices start their training, has created a bespoke development scheme compiling all the skills, knowledge and information needed for an apprentice's first five years.

Sam, who began his career as an apprentice, used his experience to create the training programme.

"The development plan folder brings greater consistency and uniformity to training our apprentices. The plan develops apprentices through the grades to an accomplished groundworker, tracking everything our employees should be doing at every level."

Other Site Managers' champion specialisms are:

- Paul Marsland – Traffic Management Duties & Responsibilities
- Huw David – NHBC & Local Building Control Standards
- Neil Coby – Anglian Water Sewers for Adoption
- Jeff Thurbon – Health, Safety & Welfare
- Stuart Harris – Highways Adopting Authorities & Toolbox Talks
- Dan Muttock – Environmental Standards
- Simon Craske – Quality

All employees are asked to feedback their suggestions and ideas by using the Suggestion Box located within each site office or by contacting the Site Manager championing the relevant topic.



## NEW APPRENTICES JOIN THE TEAM – WITH MORE TO COME IN THE SPRING

Eleven new apprentices have started their careers with fast-growing Bateman Groundworks.

The successful applicants, whose selection process to the company's two-year apprenticeship scheme included on-site work experience, will be the first to experience the company's new-shape training.

As the order books fill for next year, the company continues to seek new apprentices to build a skilled future workforce to service its projected growth.

The company is targeting Norwich-based young people for its next intake in the spring as it prepares for new contracts around the city and residential developments along the new Northern Distributor Road.

The company – twice listed among the country's most dynamic fast-growing businesses – views apprentices as the key to its continuing growth, which Managing Director Jason Ramsey predicts to be more than 40% this year.

The new 11 apprentices are aged between 17 and 28, and bring new energy to the business while they learn their trade.

Bateman Groundworks – expects to increase its 180-strong workforce across its 11 current sites.

Mr Ramsey said building a skilled workforce with regular intakes of apprentices was addressing the industry skills shortage among the under 50s.

"The Apprenticeship scheme works for us. Investing in young people and our future is a priority.

"When we took on this cohort of apprentices, we were thinking about what we would be needing on site in 2019, 20 and 21.

"If we take on 12 or more a year, we should enjoy the growth we are aiming for from next year onwards."

Claire Milligan, Production Coordinator, said all apprenticeship candidates completed paid work experience on site where they received basic training before the final selection.

"Paid work experience gives them a chance to experience what groundworks is all about and see the opportunities within the industry. It gives us the chance to get to know them and review their progress each week.

*Above: Bateman Groundworks' new apprentices sign their training contracts with the Construction Industry Training Board (CITB). (from left to right) Back row: Kaine Martin, 24, Ben Sallie, 19, Claire Milligan, Bateman Groundworks Production, Kieran Sawyer, 17, Trudie Blackshaw, CITB Apprenticeship officer, Ernestas Paleckas, 19, Perry Barrett 18, Liam Titterington, 24. Front row: Jack Tarrant, 27, Sam Allan, Site Manager and Apprentice Champion, Kyle Ingram, 23 and Daniel Sinclair, 22.*

**" The Apprenticeship scheme works for us. Investing in young people and our future is a priority. "**

"This system worked well with this cohort and we will do the same again with the next intake."

The apprentices signed their apprenticeship contracts with Trudie Blackshaw, Apprenticeship Officer for the Construction Industry Training Board (CITB).

They will spend three blocks of residential training at the CITB's training centre at Bircham Newton, Norfolk in their first year. Their second year is spent on site.



Richard Bateman has become Executive Chair of the company he set up two decades ago, making Jason Ramsey Managing Director, as the company marks its 20th anniversary.



## JASON RAMSEY PROMOTED TO MANAGING DIRECTOR

## CELEBRATING 20 YEARS BY RICHARD BATEMAN

**"It has been an exciting, challenging and, at times, emotional journey; a journey that, on reflection, I have relished."**

Bateman Groundworks' 20th anniversary brought changes at the top.

Founder and Managing Director Richard Bateman marked the milestone by taking on the new role of Executive Chairman having taken the business from a small start-up to being recognised as an exemplar for its operations and fast-growth.

Jason Ramsey, described by Mr Bateman as being "instrumental" in driving the company's success in the past decade, took over as Managing Director and the day-to-day operations from his previous role as Commercial Director.

Mr Bateman, who started the company in 1997, is now focusing on the strategic development of the business, exploring new ventures and future diversifications.

Mr Bateman said: "As we celebrate 20 years, the plan now is to give Jason, who has been

instrumental in steering the company to where it is today, the freedom to run and operate the business, giving me the time to look at how we deliver the business in a wider sense.

"There are areas we would like to explore, new directions that complement the current business and potential expansions of our client portfolio. Any new ventures would be under the Bateman Groundworks umbrella."

Mr Ramsey, who has been with Bateman Groundworks for 10 years, has great aspirations for the company and said that future plans shall not be inhibited by regional boundaries.

"We have worked hard over the last 12 months to develop a long-term business plan that will provide growth and sustainability to the company and its employees. The company will grow according to supply and demand in the housing sector but there are

**"As we celebrate 20 years, the plan now is to give Jason, who has been instrumental in steering the company to what it is today, the freedom to run and operate the business, giving me the time to look at how we deliver the business in a wider sense."**

also opportunities from diversifying into new sectors still linked to our core business.

"We must however ensure that any growth does not come at a compromise to our key values and continue to provide inspiration to others allowing us to exceed expectations."

This newsletter is a chance to reflect on reaching our 20th anniversary and look back at some of the highs and lows we have experienced in that time.

It feels surreal to me that we have reached this milestone. It does feel like only a short while ago that I decided to leave my previous company and, with the help of David Marsh, set up Bateman Groundworks.

When I approached David 20 years ago, I did so with a very weak business proposal (which I still have on file and refer to from time to time) but with a lot of enthusiasm. Fortunately, David agreed to back my idea primarily on the strength of my spirit rather than on the content of my business plan!

I am delighted to say that, 20 years on, we're still good friends and David remains on the Board of Directors as a Non-Executive Director, continuing to be an excellent ambassador for the business.

We have experienced some impressive highs in the last 20 years, most notably securing our very first order with Kier Anglia in 1997 to being awarded our first contract on a vast residential housing development with Taylor Wimpey, formerly McLean Homes.

Countless contracts have followed, each one presenting its own unique set of challenges. During the next 10 years, our company expanded, delivering consistent growth year-on-year. It was during this time that we forged many of the contacts that have been instrumental in our continued success.

Then 2008 arrived with its devastating economic and financial problems. As many of you may remember, the period during the recession almost ruined us. We found ourselves facing the difficult decision of having to make mass redundancies and being forced to sell or refinance company assets to generate cash.

Fortunately, we acted quickly and decisively to the situation, introducing many innovative changes to protect our business structure and ensure our survival. In 2012, we launched our Site Management Programme and developed our own 18001 Health and Safety system.

In the last five years, we have maintained a strong client base, working with leading developers in the region. We have a stable workforce that consistently exceeds expectations, and we continue to strengthen a robust order book.

In summary, it has been an exciting, challenging and, at times, emotional journey; a journey that, on reflection, I have relished.

I'm looking forward to seeing what we can achieve in the next 20 years.

## 20 YEARS – INSPIRING PEOPLE – EXCEEDING EXPECTATIONS

It has been a privilege to have been a small part of the huge success that is Bateman Groundworks. I have watched Richard work so hard through good and bad times to ensure sustainability of the business, its great team of people, and its finances.

It is with great pride that we can now support and sustain over 180 jobs and we are still growing with a great order book for the future.

Great relationships built with hard work and attention to detail have enabled good reputations with our key clients and within the industry.

We continually reflect and review upon our most important asset, people - inspiring people. The wellbeing of every team member from site to board is our topmost priority. For only well trained quality people with respect for our clients needs can deliver exceeding expectations.

As we reach our 20th year it is so rewarding to watch and support the growing team that provide such a professional service. It is fantastic to see the strength and skills brought to the senior management with Jason, Lewis, Ian, Beth and most recently David.

Quite rightly, as Richard now takes a more strategic role in the business, we all look forward to more success to come which leads to greater job security.

I am most proud to continue my quiet involvement in supporting and challenging.



David Marsh,  
Non Executive  
Director.

## DAVID JOINS THE BOARD

David Lefevre has joined the Bateman Groundworks' board as Finance Director.

David joined the company from Group Lotus in February 2017, attracted by the company's "dynamic and ambitious team that puts people and business relationships at the centre of what they do and constantly strives to improve and grow."

"I am delighted to take on the role of Finance Director and continuing to contribute towards the sustainable growth of the business."

Beth Bateman, Richard Bateman's wife, has also taken a board seat to lead the company's growing Corporate Social Responsibility initiatives.

The company takes its role in supporting community and charity projects seriously and encourages its staff to take part in fund-raising for different causes and make their own suggestions about charities to support.

Among its charity activities this year, it has committed to donating £25,000 to East Anglia's Children's Hospices (EACH), raised £15,000 for Prostate Cancer UK, and taken part in fund-raising for Nelson's Journey.

Bateman Groundworks is also main sponsor of Gorleston Town Football Club and supports the Great Yarmouth Maritime Festival.

## CELEBRATING TWO DECADES IN BUSINESS

Twenty years of Bateman Groundworks was celebrated in style by a party for staff and their partners at Dunston Hall, near Norwich.

All 180 employees were invited to join the Board of Directors to mark the company's milestone for an evening of dining, music, dancing and a casino.

Richard Bateman said: "Bateman Groundworks is all about its people so it was only fitting that everyone who has played a part in the company's success came together to celebrate and look forward to the next 20 years."



## PRODUCTION UPDATE

Lewis Nicholas, Production Director



Within this final quarter, we have successfully built upon our existing workforce for the additional contracts that will be coming to fruition early next year.

In October, we welcomed Neil Coby to the Site Management team. Neil brings with him many years' experience within the Civil Engineering sector, and I am sure he will be a valued asset to the business. Neil will be running our newly secured contract with Abel Homes on an S278 scheme in Watton that commences early-January.

In 2017, we appointed a further 11 new apprentices to the team who have completed their first training block at CITB in Bircham Newton. They are now on site and gaining valuable skills under the tutelage of Sam Allen

and his skilled team at the Persimmon Homes development in Bradwell.

Due to the buoyant marketplace and ever-growing housing demand within Norfolk and Suffolk, we are still looking to recruit both skilled groundworkers and plant operators ready for anticipated developments within Q2.

We currently employ 32 apprentices and are already focusing on next year's intake, planning to continue building on the success of the previous years.

If you know of any enthusiastic individuals who would like to join our apprenticeship scheme, please contact Claire Milligan at head office.

## FINANCIAL UPDATE

David Lefevre, Finance Director



2017 was a healthy year for the business, with the second half building upon the solid financial result achieved during the first half. We have reached a planned year-on-year turnover growth target of 42%. During the same period, our headcount has also increased almost 30% to 180-plus employed staff.

The consistency in production output throughout 2017 was pleasing and demonstrated a step change in our capability and efficiency. This remains a constant area of focus to ensure we continue to improve and deliver profitable growth.

There was substantial investment in the business throughout the year by focusing

on staff training and development, capital expenditure on the new plant (£1.3m) and enhancing the van fleet (£0.5m). This investment ensures we continue to develop our production capacity in 2018.

During 2017, the business contributed over £30,000 to charities and local causes, which is in addition to all the fundraising efforts of our site and office staff. During the next 12 months, we would like to hear from you about charities you are interested in supporting.

For year-end, it is essential that we close out the year appropriately, complete our stock counts ready for the next financial year.

## £5M CONTRACT FOR NEW HOMES SITE

Bateman Groundworks started its new contract for nearly 200 new homes at Caister, near Great Yarmouth.

The company won the contract with Persimmon Homes to complete the groundworks for the Beauchamp Grange development.

The two-year project is a single phase development of 189 new properties.

The site team, to range between 12 and 30 groundworkers, is being led by Jeff Thurbon, who was appointed site manager this year and is heading up his first site.

He brings the company's site managers to eight across the 11 sites – a unique management layer in companies of the size of Bateman Groundworks, introduced after the construction recession in 2008 to offer clients added value.

This year, the company is targeting at least another five contracts, with three in the first quarter.

Managing Director Jason Ramsey said the company was looking to recruit a range of skilled employees.

"We are more than resourced for these contracts but we are looking forward to our anticipated new contracts so are recruiting in preparation for what is to come.

In Norfolk and Suffolk, more than 12,000 homes are planned along the A11 corridor – Thetford, Attleborough, Wymondham and Hethersett – with another 10,000 along Norwich's Northern Distributor Road.

"There is great demand for new housing in Norfolk and there is great potential and we are also looking to Suffolk as some of our major clients have now moved into Suffolk and we will move with them."

The company is already working with Persimmon homes at Bradwell development and is coming to an end at its development at Framingham Earl, near Norwich.



## RORY STRIKES GOLD

Rory Lark, son of Bateman Groundworks' employee Eddie Lark, returned from the World Martial Arts Games in Florida with three gold medals, making him the first person with a disability to compete in the games in its 11-year history.

Rory was able to take part in the games thanks to the fund-raising efforts of Bateman Groundworks' employees, who donated money so Rory, who has overcome disabilities from an accident aged five, could compete in the US.

Rory, 30, discovered his passion for martial arts as a teenager and now specialises in Krav Maga, which originated as a form of military self-defence.

Rory travelled to Florida with the 24-strong Team GB squad in September and competed in points sparring, weapons kata

**"I didn't have a target before the games, but I certainly didn't expect to win three golds."**

and open-handed kata at the games from September 7 to 10.

He exceeded all expectations and returned home with his gold medal haul.

"Competing at the worlds was something I'd always wanted to do, but I just treated it like another training session," Rory said.

"People were saying to me beforehand 'I bet you're looking forward to it' and, even though I was, I didn't want to hype things up too much or I would have made myself more nervous.

"I didn't have a target before the games, but I certainly didn't expect to win three golds."

Rory's mother Tina Clarke travelled to watch him compete and was overjoyed to see her son perform so well.

*Rory Lark won three gold medals at the 2017 World Martial Arts Games in Florida as part of the 24-strong Team GB squad.*

"I had not actually seen Rory do the points sparring before in the flesh so I was really nervous," she said.

"When it came down to watching him compete I was very proud - I thought I'd keep it together but I got very emotional!"

Rory would like to start his own martial arts academy for people with disabilities.

## WALK OF SMILES SPONSORSHIP

Bateman Groundworks was proud to sponsor Nelson's Journey Walk of Smiles on the Sandringham Estate.

The Walk of Smiles is a memorial event organised by the charity Nelson's Journey, whose office is next to the Bateman Groundworks' head office at Little Plumstead.

The charity works with bereaved children and the memorial walks are an opportunity to help the children remember their lost sibling or parent.



## STAFF TAKE THE STRAIN TO RAISE MONEY FOR EACH

Staff at Bateman Groundworks rose to the challenge to raise more than £2000 for East Anglia's Children's Hospices (EACH) by taking part in two events.

Senior quantity surveyor Darren Lake and site foreman Paul Watson completed 65 miles in the saddle on EACH's Ride for Life sponsored cycle marathon.

They rode from Snetterton to Ipswich, through Quidenham past its hospice, where they were cheered on by staff and children, to Framingham Earl, where EACH's new Norfolk hospice is planned, and through Harleston to Ipswich.

Darren and Paul, foreman at the company's new Caister site, raised more than £1000, which was then matched by the company.

In another event, three staff took part in the charity's Heroic Day at Old Buckenham

airfield, tackling 15 obstacles on a five kilometer course.

Frankie Yallop, HR Coordinator, David Lefevre, Finance Director, Callum Cook, trainee site engineer, and David's brother in-law Ewen McLeod completed the course to raise nearly £200, which the company also offered to match.

The company, signed up as part of the EACH's nook business network in October 2016, agreeing to contribute £25,000.

The company also lent its support to the Barnard Charity Golf Day, in aid of EACH, at Bawburgh Golf Club last year.

Richard Bateman, said: "EACH is a fantastic charity that not only offers care and support for children and young people but for their families, too. We're proud to be supporting it by helping raise much-needed funds to



Top pic: Darren Lake and Paul Watson on EACH's Ride for Life. Above: David Lefevre, Frankie Yallop and Callum Cook took part in EACH's Heroic Day.

make the nook a reality. Building the nook will help EACH meet the increasing demand for its services."



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