



**NWES**  
**ENCOURAGING**  
**ENTERPRISE**



ENCOURAGING  
ENTERPRISE

# Annual review **2010**

At the heart of the region's  
enterprise support

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# Chairman's message

It's been another excellent year for NWES showing genuine growth and earning surpluses with a record year for business starts and a solid performance within the property centres, despite uncertainty in the marketplace.

In last year's review I predicted that 2010 could prove to be an uncertain year with the election taking place. Whilst it hasn't had an immediate impact on NWES during this year, the change in government and subsequent shift in policies will have an impact on NWES and business support in the coming years.

With Regional Development Agencies being replaced by Local Enterprise Partnerships, encouraging the private sector to work with the public sector, the strategic spending review, reshaping the services delivered by the public sector – both set against a back drop of a continued recession that has necessitated different economic models – some organisations in the business support sector may unfortunately have a bleak future.

NWES has 28 years of successful trading; surviving previous recessions and being able to add value to the communities it works in by thinking long-term.

The portfolio of products on offer has been based on incremental but subtle changes by taking the time to listen, thereby satisfying the needs of the clients and ensuring a demand-led service.



As an organisation that is service based, a great deal of autonomy and responsibility is placed on all members of staff and it is the staff that differentiate NWES as an organisation that delivers, constantly going the extra mile and making us unique; so much so that this year we decided to benchmark ourselves in a wider sphere through Best Companies and were delighted at being highlighted as a "one to watch" organisation, a rare feat for a first time entrant.

I predict that 2011 will again see change, almost inevitably with the government still in its relative infancy of running the Country, but I also predict that NWES will remain true to its ethos of Encouraging Enterprise and will continue to make a positive difference to each local community and every individual or business it has the opportunity to work with.

# Chief Executive's message

Since our last review we have a new government which has swept into office with a flurry of initial announcements. Some have been well trailed, like the demise of Regional Development Agencies, but others – notably the policy on startups – are somewhat lacking in detail at the time of writing.

I have been fascinated at the discussions and negotiations over the Local Enterprise Partnerships (LEP) but believe that we will have a “two tier” approach with some areas accelerating their plans but others getting entrenched in “process” over results. I see NWES' role as putting the “E” into LEPs.



NWES had a very successful 2010 following a record 2009 and so we are well equipped for whatever the future holds. We have taken the opportunity to diversify within our core business and now have an innovative education arm to stimulate enterprise in schools. This is an exciting time in education and we aim to put enterprise at the heart of every school in our area – enterprising young people make better employees and many will become entrepreneurs of the future. We see it as our role to help them at every stage.



We are looking forward to the future and believe that it could see a renaissance for strong local enterprise agencies. We are everything that the government is looking for – sustainable social enterprises, public/private partnerships, professional, enterprise focussed and knowledgeable. As the leading light in our sector, all of us at NWES see ourselves as the solution to many enterprise needs. We were not winners of “Enterprising Britain” 2009/10 for nothing!

# NWES - our story

NWES is an enterprise agency registered with the government department for Business Innovation and Skills, working to encourage enterprise.

An early social enterprise operating on a 'not-for-profit distribution' basis it was set up in 1982 to help combat the effects of large scale redundancies in Lowestoft, Suffolk. It has grown into the country's largest and most successful enterprise agency.

Our main activities are in the areas of advice, training, finance and premises and we have offices throughout Norfolk, Suffolk, Essex, Cambridgeshire and Lincolnshire.

The provision of quality office and light-industrial workspace with flexible rental terms and on-site business support is a major part of the NWES strategy to help existing companies and business start-ups flourish, grow and succeed.

Currently, we operate over 20 enterprise centres, ranging from the Creativexchange in Cambridgeshire designed specifically for businesses in the creative industries sector, to OrbisEnergy in Lowestoft – a flagship renewable energy hub for the region.

NWES supports the economic development and regeneration units of a number of local councils and offers an unrivalled blend in being independent, not-for-profit and experienced in enterprise support, business lending and property development, ownership and management.

## Aims and objectives:


To offer a range of support aimed at anyone who would like help and support in starting or growing a business.


### Our key objectives are:

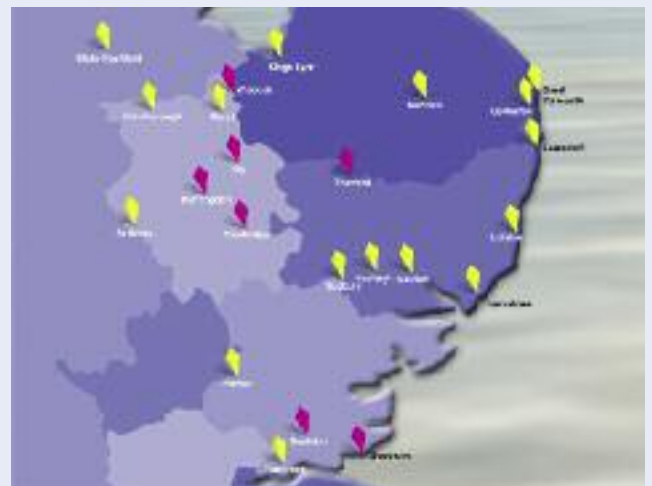
- To provide business advice, finance, business premises, training and other value-added business services.
- Play a significant role in the regeneration of the local economy. Creating new jobs, employment opportunities, inward investment, generation of wealth, and a thriving business infrastructure.
- Provide independent, confidential, impartial business information, seminars and training facilities to service the market needs of potential business start-ups and existing small and medium-sized businesses.
- To assist the growth and development of existing businesses.
- Commit the enterprise agency to new developments which assist the long-term economic regeneration of targeted areas.
- Maintain and develop a professional service meeting the quality standards demanded by Investors in People, ISO9000, ISO14001 and Customer First.

## Locations

We offer business advice, training, loans and premises throughout the East of England.

 NWES advice points only

 NWES office locations





# NWES Exchange

Stock Market Challenge overall winners, Marshland High School

Following a successful joint tendering process, The Exchange, trading as NWES Exchange, began delivery of the Education Business Partnership Services contract in August 2010.

Staff from the Wymondham and Hewett offices moved into the NWES head office at Norwich Enterprise Centre last summer and have settled in well. This year's contract is split into two programmes – one looking at work placements for 14 to 19 year olds and the other focusing on employer engagement activities.

The team of Partnership Advisors work across the county to ensure that schools have sufficient businesses to support their needs and together with the Education Projects Manager look to develop innovative and imaginative activities. Some of the planned developments include Edutext, to support communication with students throughout their work placements, student development placements with the renewable energy sector and a careers fair for students at City Academy Norwich School. We are also looking at a project to run across all schools from primary through to further education and will be looking to launch this in 2011. We will still deliver the old favourites such as Fantasy Shares League, Stock Market Challenge and Exchange Radio as schools see these as trusted, quality activities.



Stock Market Challenge league winners, Sewell Park College

## Finance education

Our seven year long partnership with Larking Gowen continued with twenty-five schools participating in the Norfolk Schools' Fantasy Shares League.

This saw in excess of 700 pupils from Business Studies and Maths take part in this 3 month challenge, experiencing the highs and lows of the stock market and watching how breaking news stories can affect the markets. One qualifying team from each school then took part in a live Stock Market Challenge at Norwich's Open venue in June. League 'Winner's for the Year' were Sewell Park College and the 'Stock Market Challenge' was won by Marshland High School.

# The energy region

Recent figures\* released by the European Wind Energy Association (EWEA) reveal that the United Kingdom has taken over Denmark to become the world leader in offshore wind power, with 1,341 megawatts (MW) of installed equipment.

Green energy has grown beyond a national bandwagon. On the ground across the country, there are projects, partnerships and initiatives delivering real results, helping the UK to achieve its confirmed status as the global leader.

It is NWES' home region - the East of England - that has proven the most valuable for such expertise and resource and at the helm of this renewable energy activity stands OrbisEnergy, a state-of-the-art hub managed by NWES and owned by Suffolk County Council, specifically built to house businesses in the renewables sector.



Aerial view over OrbisEnergy, Lowestoft

Strategically located on the coast in Lowestoft, Suffolk, the building was officially opened in November 2008 and provides its occupants and visitors with unparalleled access to the business opportunities and expertise offered by the region's prosperous natural offshore energy sector.

The hub comprises 38 individual office units, with easy-in, easy-out tenancy terms and is currently home to 24 sector specific companies. It also offers a virtual incubation programme as part of its first class support package to national and international companies and currently services 20 virtual tenants.

In 2010, OrbisEnergy expanded its delivery team with the appointment of a business development manager whose role is to carry out key strategic interventions aligned to the agreed Regional Action Plan for offshore wind.



OrbisEnergy

Other organisations in place that OrbisEnergy and NWES have been working with in order to meet this objective include the East of England Energy Group, Skills for Energy, 1st East and the POWER cluster partnership.

A number of business development projects and events took place throughout 2010, helping to fortify and promote the local and regional supply chain, attracting growth and new entrants to the sector. High-profile events included Vattenfall Wind Power and ScottishPower Renewables formally signing an agreement to make their 50/50 joint venture - East Anglia Offshore Wind - a key anchor tenant at the hub, as well as a visit by the energy and climate change Minister, Charles Hendry who declared the hub as "ground-breaking work...bringing all the links in the chain together".

In 2011, NWES will continue to support its partners in championing and developing the East of England's offshore renewables sector - a region that is fast becoming the nerve centre for securing and developing energy supplies for generations to come.

(OrbisEnergy received funding from the East of England Development Agency and was part-financed by the European Union, with additional contributions from Waveney District Council. The hub is owned by Suffolk County Council).

\* Figures as of Feb 2011



# Meet the team



Alison Anderton-Gilbert  
 Laura Armstrong  
 Sergio Aschettino  
 Allyson Bailey  
 Charlotte Baines  
 Maria Barnard  
 Joseph Barrell  
 Isobel Barrett  
 Stephen Barron  
 Jodene Barron  
 Fran Bloomfield  
 Karen Bolton  
 Zonja Bunn  
 Marcelle Castle  
 Sandeep Cavill  
 Emma Chapman  
 Oliver Chapman  
 John Clarke  
 Janet Cockburn  
 Midori Coleman  
 Jessica Collin  
 Caryl Crouch  
 Anita Cullen  
 Nick Daubney  
 Shelia Davenport  
 Robert Dent  
 Paul Gardner  
 Guy Gibson  
 Nicole Giddings  
 Charlene Greenwood  
 Sally Harding  
 Caszie Hardingham  
 Melanie Harris  
 Rosina Haskell  
 Gary Hewitt  
 Matt Holden  
 Kevin Horne  
 Carly Hoskin  
 Onaway Irwin  
 Hannah Kane  
 Rachael Lawrance  
 Louise Leslie  
 Shona Lingham  
 Lauren Major  
 Diane Marsh  
 Rebecca Marsh  
 Emma McCullough  
 Kirsty McDonald  
 Jean McNeil

David Moore  
 Alison Morrisey  
 Rebecca Murphy  
 Victoria Neville  
 Martyn Owens  
 Sarah Payne  
 Mick Potter  
 Marilyn Reeves  
 Janet Roberts  
 Jane Rodger  
 Richard Salmon  
 John Sargant  
 Sharon Saydon  
 Michaela Smith  
 Katie Snell  
 Michele Stewart  
 Elizabeth Stone  
 Diane Sutcliffe  
 Lucy Tattersall  
 Laura Taylor  
 Richard Voisey  
 Eva Warner  
 Anita White  
 Suzanne Willett  
 Karan Willison  
 Andrew Wilson  
 Hayley Winter  
 Marie Winter  
 Marie Woodrough  
 Gemma Workman  
 Jackie Worrall  
 Natalie Yaxley

## Board Members

John Balch (Company Secretary)  
 Peter Comins  
 Clive Dodds  
 Paul Harrison  
 Kevin Horne (Chief Executive)  
 Wendy Mawer  
 Michael Muskett (Chairman)  
 Paul Rogers

*\*List of employees and board members as at 1st December 2010*



Training team

"The best part of my job is autonomy, meeting people from a wide variety of organisations and problem solving using my own initiative. I have the support of my manager to work in a way that will allow me to achieve the results we need from the contracts I look after."

**Maria Barnard**  
 Contract Performance Manager



Advisor team

"I work for an organisation that I believe in and feel appreciated by."

**Jess Collin**  
 Business Advisor



Support team

"I'm allowed to get on with my role and my manager trusts me to do a good job."

**Emma McCulloch**  
 Business Advisor



Education team

"Often we see clients with very little self-esteem or confidence at the beginning of the process. Seeing these clients develop confidence in themselves and then seeing them go on to achieve their goals is for me, the very best part of my job."

**Joe Barrell**  
 Business Trainer



Property team

"I enjoy meeting eclectic and challenging groups of clients and take pleasure in seeing their business ideas grow."

**Suzanne Willett**  
 Business Trainer

# A star company

NWES is determined to become one of the country's 'best companies to work for'. To take us a step closer to this, in 2010 we explored the different ways to engage with and focus on the very people who make the organisation the success it is today – the NWES employees.

This led to the commencement of our journey with the workplace engagements specialists 'Best Companies', operating in partnership with 'The Sunday Times'.

The Best Companies process involves issuing member organisations with an annual employee survey to assess how highly staff view and score their organisation. Those companies that achieve an exceptional score subsequently feature in The Sunday Times published list of the 100 Best Companies to work for in the UK. The position on this list is held for one year.

Best Companies has established its reputation through an authoritative and highly rigorous methodology. This methodology identifies workplace performance and best practice according to eight key factors. These factors are particularly significant as they are defined through the results from the survey process, and therefore by employees themselves, as critical factors in workplace engagement.

Following our first survey, NWES scored a very creditable 636.7 points out of a maximum 1000, with a particular strength being the factor of My Company; meaning as an organisation we were in the "ones to watch" segment, which was a fantastic achievement and was deemed highly unusual for a first time entrant by Best Companies themselves.

Even though we were extremely pleased with the result, we have worked hard to improve not only our understanding of the factors but the impact they have on staff. Working parties have been set up, involving all staff, with the purpose of suggesting recommendations that can be put into place to improve working practices within the company.



NWES has achieved 1 star status following assessment by Best Companies.

It has been confirmed that following the 2010-11 survey we have progressed to 1 star status which will further spur on NWES to achieve the accolade of a top 100 company to work for.

## Criteria for the eight Best Companies factors

- **Leadership** - How employees feel about the head of the organisation, senior managers, and the organisation's values and principles
- **My Manager** - How employees feel about and communicate with their direct manager
- **Personal Growth** - What employees feel about training and their future prospects
- **Wellbeing** - How employees feel about stress, pressure at work, and work-life balance
- **My Team** - Employees' feelings towards their immediate colleagues and how well they work together
- **Giving Something Back** - The extent to which employees feel their organisation has a positive impact on society
- **My Company** - The level of engagement employees have for their job and organisation
- **Fair Deal** - How happy employees are with their pay and benefits

Katie Hart was made redundant three times before setting up her own successful photography business

# Our impact

Operating within the business support industry means it is all too easy to become dependent on outputs and statistics. These are, after all, part and parcel of being a social enterprise and the key means of measuring how much and how well we have achieved.

During its 28 year history, NWES has continually sought to evolve its operations – from the suite of products and services, the contract delivery models and the company culture, but most importantly, the experience we offer each and every client that encounters NWES support.

It is this aspiration to continually evolve that has led to us acknowledging a need to better demonstrate and communicate to the public what bearing we have on people's lives and the overall impact we have on society.



Charles Procter found it difficult to find employment but now runs a successful taxi service business

We have the evidential data, internal evaluation and good dialogue with our clients. Our challenge is to explore this information and communicate it in a concise and relevant way.

We will therefore commit ourselves during 2011 to focusing on an outcome-based evaluation of our services and the support we offer, and not just treat 'outputs' as the nucleus of our impact measurement. It is the 'outcome' after all, that offers the human result and leads to a step-change in communities.

# Impact

The following are just some of our key achievements and areas of impact in 2010

## Who we reached during the past year

- We helped **685** individuals start in business of whom **391** were unemployed and receiving benefits
- We supported the creation of **815** jobs
- We delivered in excess of **10,000** hours of 1-to-1 coaching and advice
- We delivered over **4000** days of skills training

So what has been some of the impact of this activity?

## Personal outcomes

The work we do is not just about supporting people in setting up a business. We also help many of our clients decide for themselves that self-employment is not right for them at the current time, and the depth of the 1-to-1 guidance they receive means they develop an enhanced awareness of personal ability and competence in decision making.

## Economical outcomes

Due to the depth of support provided by NWES, the business survival rates of individuals we support is above national averages and even on a conservative basis, the impact of our work will save in excess of £1.1 million in benefits during a business's first year of trading.

We have, since our inception in 1982, worked to make a difference in the community in which we serve; we believe we have achieved this and looking forward, we will endeavour to relay this information to all and treat the measurement or our impact as importantly as the contractual obligations we fulfil.

Career satisfaction eluded her, now Amanda Carey feels happy and rewarded teaching Pilates



No qualifications at school, now web savvy Giles has set up his own business



Low on confidence and lacking a structured business plan, Matthew Fysh has turned things around to trade as AbWatts



# Norfolk success story

## Covetable looks spell business success for local hair and makeup artist

Ever since finishing college, Sarah Swain's ambition has been to work for herself and now, 7 years on, she is fulfilling her dream.

Following years of hard work and determination to become the leading hair and makeup service in Norfolk, Sarah from Wells-Next-the-Sea, launched her own business, 'Sarah Swain – hair and makeup artist' at the start of 2010.

Starting her career at college, it was her love of fashion makeup and art which led to her qualifying with double distinction in Media Makeup and Hair Design, achieving the lead ranking within her college with a top four place in the London Excel UK Beauty Competition. Her passion for makeup continued with a professional development course alongside Louise Constad, who amongst others has worked with celebrities Sophie Ellis-Bextor and Kristin Scott-Thomas. This in turn led to Sarah assisting Louise in both her Beauty School Course and a Dove Pro-Age commercial.

Now, whether it's working in the television, advertising, film or fashion industry or if it's creating that magical touch for a client's wedding day, Sarah provides a reliable, professional and mobile service across East Anglia and London. Highly skilled in both hair and makeup, and with a keen attention to detail, Sarah is able to create stunning looks.

It was last year when she was working in Norwich and was approached to become a partner in a business when she realised what she really wanted

was to become her own boss, so she left with the aim of setting up her own business.

She contacted NWES for free business startup training and advice provided through the Women's Enterprise Coaching (WEC\*) programme:

One of the looks created by Sarah



"The training was really useful. I realised that the actual setting up of the business was quite straight forward and this made me confident that I really could become self employed. I'm delighted to now be up and running", says Sarah.

Sarah's business advisor Paul Gardner said: "Sarah has a very clear focus on the business direction and has rapidly established herself in the bridal market where she offers a full range of wedding makeup service and advice. Her valuable experience has helped shape her portfolio and will allow her to develop the business in the long-term".

Looking to the future, Sarah is determined that the business becomes known as the home of professional hair and makeup in Norfolk. "I also have a long term dream to launch in Las Vegas and provide makeup for the wedding industry out there", she adds.

Sarah has been a judge for Top Model United Kingdom 2010, acting as the Lead Skin and Hair Consultant for the interviews. Utilising her knowledge and avid eye for detail, Sarah assessed the models current conditioning and offered advice on maintaining or improving skin and hair state. Sarah is also a makeup artist for Sandra Reynolds Model Agency in Norwich.

With a reputation for being dependable and producing great striking results, Sarah is surely one to watch.

To learn more visit [www.sarahswain.co.uk](http://www.sarahswain.co.uk).

\*NWES was able to provide help and guidance under the Women's Enterprise Coaching programme, a fully-funded initiative in the East of England that provides women with the skills to get into employment or start a business. This project is an Enterprise Coaching product, which is part of Solutions for Business, the Government's package of publicly funded business support designed to help companies start and grow. It is funded by the European Social Fund and the East of England Development Agency.



# Suffolk success story

## Expansion success for Suffolk modular accommodation specialists

Since securing a Southern office at Hadleigh Business Centre in 2009, temporary modular accommodation specialist Procomm Site Services has taken on a new member of staff and will be looking in 2011 at the opportunities available to move to new premises to accommodate the growth of the company. The move will create at least three more new positions as the business continues to expand.

Established in 2002 in the North of England, and with offices across four counties, Procomm has been successful in winning contracts around the country, despite the economic downturn. This is thanks to its high level of customer service, wide range of solutions and a management team who between them, have in excess of 100 years experience in the industry.

Recent contract wins include provision of office and mess facilities for Siemens at Didcot B power station in Oxford and the provision of project offices to Bouygues UK in London on eight different locations.

Procomm are also the provider of office accommodation to the largest power station under construction in the UK at Pembroke, where Alstom are building a new gas power station for RWE npower plc. All of these projects have been managed out of the Hadleigh office.

Paul Beckett, Regional Director says of their growth: "Our Suffolk base at Hadleigh Business Centre has been a good place for us to startup, allowing us to focus on winning new business whilst the office day-to-day tasks are taken care of by NWES.



Procomm at work

Whilst it is good to be growing and moving on to our new depot, we will miss the support we have received at Hadleigh, especially the helpful and friendly reception team."

Sarah Payne, NWES Co-ordinator at the business centre says of the move: "NWES will be sorry to see the departure of Paul and his team at Procomm. Their story nevertheless is a great example of business incubation in progress. Procomm are evidence that startup companies can emerge from enterprise centres to become commercial successes in their own right. This is exactly the type of positive outcome we hope for in our enterprise centres."

[Learn more about Procomm at  
www.procommsiteservices.co.uk](http://www.procommsiteservices.co.uk)



# Cambridgeshire and Peterborough success story

## Local produce now even more accessible

From its humble beginnings in much loved Hope Street Yard, Urban Larder, the independent town store selling locally grown and produced food outgrew its premises earlier this year and is now located in the Broadway, Mill Road, Cambridge, where customers are able to buy from a wide and extensive range of local foods.

“A large part of the new shop is dedicated to expanding the range of wonderful freshly baked bread from our very own local Dovecote Bakery. Sour doughs, seeded, nuts and fruit loaves, wholemeal, French sticks, croissants, scones, teacakes.....there is no end to what this baker can make!” comments Polly Plouviez, owner of Urban Larder.



This winter, the store will also be expanding its soup range – regular meat or fish, gluten free and vegetarian choices will be available. And there's more, Urban Larder will be hosting 'taster nights' where customers can come in and try various products from the new ranges.

Urban Larder brings locally sourced food from farms, orchards, kitchens and homes in the surrounding countryside to the local community of Cambridge. Providing a great selection of free-range, homemade and sustainable food choices the Larder has become a regular part of many people's weekly shop. In order to set up the business Polly turned to NWES:

“My first session with NWES business advisor Martyn was excellent - it's like therapy for the small business person! It gave me the confidence to take my ideas forward and I always felt that he was at the end of an email should I need it. To know that there is an organisation out there offering a long-term support system is fantastic. I hope to turn to Martyn again in the future and would recommend NWES to any small business.”

To learn more about Urban Larder visit [www.urbanlarder.co.uk](http://www.urbanlarder.co.uk)

NWES was able to provide free business advice and training through the Cambridge Rural Enterprise Advice and Mentoring (CREAM) programme funded by EEDA's Investing in Communities programme through Cambridgeshire County Council and the Greater Cambridge Partnership. The programme allows businesses in the county to access free advice and enroll on a 5 day training programme to help them start their business and avoid the common pitfalls that can cause problems in the early days.



# Essex success story

## Booting up a software business

After the threat of redundancy for a second time in his career in 2006, David Whale decided to set up his own software consultancy business, and launched "Thinking Binaries Ltd".

Thinking Binaries develops computer software, predominantly providing solutions for high-tech startup businesses: "Our software is deeply hidden inside products, some of which you wouldn't think had software inside them – such as a wireless doorbell or an electricity meter". Their customer base is focused mainly around Cambridge, Essex and Hertfordshire, but reaches across to Surrey and even Newcastle.

"Most of the time we work for companies that have limited or no software development capability themselves, or where they have too many projects on the go and can't find the resource themselves. We often get called later on in a project when things have got out of control, and it's up to us to get the project under control again and get it to a production-ready state in quite tight timescales" adds David.

In the early days, David ran the business from home: "I used to hand out business cards at trade shows with my home address on them and decided that I needed a more professional image. I approached NWES and explained I had limited funds, and the centre manager suggested I used a virtual tenancy".

NWES offered a combination of a virtual tenancy, meeting room rental when clients visited, and the use of one of the smaller rooms when David needed the space to focus on solving really tricky technical problems. Funds were quite limited at this time, so the combination of virtual tenancy and room rental was an affordable solution.

The virtual tenancy worked well for many months. However, working at home ultimately ends up being disruptive to the rest of the household: "I tried various combinations of working on the kitchen table, working in local libraries, or camping out at a friend's office, but the need to have bits of delicate electronics laid out on the table makes this quite hard – I knew I needed a more permanent setup".

In December 2010, Thinking Binaries moved into the Harlow Enterprise Hub as a tenant: "The progression from virtual tenant to real tenant was so easy and natural. It's great to have dedicated office space to leave everything set up on the table. Having a managed office means that



many things are taken care of for me, and I can focus the majority of my time on developing computer software – besides, this is the part I enjoy the most, and it's what brings the money in at the end of the day".

Now that the company image and the office facilities are sorted out, David plans to grow the business a little bit more, with the help of the NWES business advice team: "I want to break out of the feast and famine cycle a bit by being able to have more projects on the go at the same time."



To learn more about Thinking Binaries visit

[www.thinkingbinaries.com](http://www.thinkingbinaries.com)

NWES provides a range of room rental solutions to growing businesses, ranging from a virtual address with mail and telephone forwarding, meeting room rental, easy-in easy-out flexible terms or long-term tenancies. All office space and meeting rooms are modern in design and layout, and are managed by NWES including excellent internet, telecoms, 24 hour CCTV and access to secretarial and event hosting services.



In 2010, NWES sponsored and organised a number of business awards throughout the East of England.

We believe it is important to support such occasions not only to raise awareness of the work we do, but also to recognise the successes, contributions and impact businesses are making to our region, despite the uncertain economic climate.

Here are a few of the business awards NWES has been involved in during 2010:

- Barclays Trading Places Awards (attended & NWES clients were shortlisted)
- Enterprise Fenland Business Breakfast Awards (sponsored)
- Fenland Enterprise Business Awards (shortlisted)
- The Harlow and District Business Awards (sponsored)
- NFEA National Enterprise Awards (winners)
- Prince's Trust East of England Business Champion Award (nominated)
- Spirit of Enterprise Awards (sponsored)

**Main photo:** (L-R) Lisa Edmonds and Andrew Edmonds of Bradwell Butchery, winners of the Business of the Year category at the Great Yarmouth 'Spirit of Enterprise' Awards, accompanied by sponsor Michael Muskett of accountants and business advisors PKF.



The various category winners of the Great Yarmouth 'Spirit of Enterprise' Awards 2010



NWES, winners of the NFEA Women's Enterprise Programme Award

# Annual accounts at a glance



## Profit and loss account for the year

31st March 2010

31st March 2009

£

£

### Norfolk and Waveney Enterprise Services (NWES)

Company Limited by Guarantee

Group profit and loss account

Year ended 31 March 2010

<b>Turnover</b>	5,503,153	5,403,765
Cost of sales	(2,695,747)	(3,338,195)
Gross profit	<u>2,807,406</u>	<u>2,065,570</u>
Administrative expenses	(2,350,864)	(1,875,178)
Operating profit	<u>456,542</u>	<u>190,392</u>
Interest receivable	33	12,566
Interest payable and similar charges	(121,473)	(33,200)
<b>Profit on ordinary activities before taxation</b>	<u>335,102</u>	<u>169,758</u>
Tax on profit on ordinary activities	(27,619)	977
<b>Profit for the year</b>	307,483	170,735

The results shown above were not affected by acquisitions or discontinued operations.

### Balance Sheet

Fixed assets	<u>8,352,161</u>	<u>3,563,612</u>
Net current assets	<u>388,098</u>	<u>2,145,713</u>
	8,740,259	5,709,325
Long-term creditors and provisions	(5,486,065)	(3,203,040)
	<u>3,254,194</u>	<u>2,506,285</u>
<b>Total equity interests</b>	3,254,194	2,506,285

The summary accounts have been extracted from the consolidated financial statements of Norfolk & Waveney Enterprise Services Ltd and NWES Property Services Ltd.

# Staff achievements

A team more accustomed to sitting on comfortable office chairs than on bicycle saddles took part in a 1000 mile challenge in 2010, cycling from Land's End to John o'Groats.

Comprising NWES Chief Executive, Kevin Horne; Managing Director of Kiss Marketing, Carl West; Richard Voisey and Martyn Owens of NWES; Steve Whitlam of Bennetts and support team member John Clarke, also from NWES, the team faced 13 gruelling days of hills, dales, lochs and tight lycra.

15.3 average miles per hour  
68 hours 58 minutes in the saddle  
955.7 miles covered  
64516 calories burnt  
51914 feet climbed



At the finishing line at John O'Groats. (left to right) John Clarke, Richard Voisey, Steve Whitlam, Kevin Horne, Martyn Owens and Carl West

Kevin originally came up with the idea: "I read something about a record attempt at cycling the route and that was the start of it. While I didn't expect to break any records it was a real personal challenge for us all. We're all aged over 40, with one exception, and could reasonably be described more accurately as the man off the street rather than trained athletes."

Although the journey was tough, with several injuries and with everyone having moments feeling homesick, the group did witness some magnificent scenery and crossed the finish line at John o'Groats raising £4455 for Nelson's Journey, a charity which supports children and young people under the age of 18yrs, living in Norfolk, who have experienced the death of a significant person in their life.



NWES staff train for the 2011 Three Peaks Challenge which involves walking up Ben Nevis, Snowden and Scafell Pike in 3 days.



Raising funds for Help for Heroes on St George's Day.



Zonja runs the London Marathon and helps raise funds for Sense for deaf-blind people.

# Media Coverage

During the past year, we have received widespread media coverage from both local and national press. Coverage has included client success stories, award nominations, business commentary as well as regular advice columns.

With the help and support particularly of the local media, NWES is becoming widely known in the region for its efforts in encouraging enterprise and regenerating communities.



# Partnership working

NWES has worked in partnership since its beginning in 1982. A true model for private sector led private/public partnership; we have harnessed this to great effect many times over the years.

We hear the phrase “partnership” over used and indeed misused when it often refers to a loose affiliation of interested parties brought together for the purposes of bidding. To us a true partnership is a meeting of minds and values not a meeting of wallets. It would be wrong to single out partners for special mention and so we would like to thank each and every one of them for their help, support and achievements over the last 28 years.

# Get in touch!



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(calls charged at local rates)



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