

**Annual
Report
2015/16**

Start & Grow was launched in Summer 2015 with the focus on giving support to startup businesses who will contribute to the economy through investment, growth, and job creation.

Unlike most other business support programmes, under *Start & Grow* new businesses will continue to receive support for three years guiding them through their early growth period.

This report covers activity from the start of the programme up to and including 31st August 2016

Sowing the seed

Designed and delivered by the consortium partners of Cavendish Enterprise, *Start & Grow* is funded by the Dept for Business, Innovation and Skills* through the Regional Growth Fund initiative, Round 6.

Start & Grow recognises the valuable contribution that high growth businesses make to our economy providing the majority of jobs growth in the country, together with private sector investment into the economy. The programme provides a range of premium pre and post start support, which includes 1-to-1 advice, workshops and training, mentoring and help to access appropriate start up funding, to individuals with the aspiration and capability to make their new business a success.

The programme is available to those people wishing to start a new business which expects to employ people from its early stages and where startup financing will be required to get the venture off the ground. The initiative aims to create 3,800 sustainable jobs and leverage nearly £50m external funding.

The first 15 months delivering the programme has seen more than 600 new enterprises set up across England with the creation of over 1,400 new jobs.

The businesses we have helped have been diverse and across many different sectors, but each has shown promise of early stage high growth. The chances of success in the early stages will have been increased by the support and advice given to individuals through *Start & Grow*.

To further support startup and growing businesses across the country, we have launched two innovative new services for our *Start & Grow* clients. In association with Crowdfunder, we have launched our own crowdfunding page. *Cavendish Crowd* went 'live' in May 2016 giving access to an alternative source of finance for our clients.

We have also partnered with *JournoLink* to provide professional advice and support on getting our clients' businesses into the media.

Cavendish Enterprise was honoured to have been able to celebrate the success of entrepreneurship and the *Start & Grow* initiative at the House of Lords, alongside the launch of *Cavendish Crowd*, in June.

Hosted by Lord Wei of Shoreditch we were able to showcase some of our *Start & Grow* startup businesses, and share with an influential audience the benefits of the advice and support that is available to entrepreneurs through initiatives such as *Start & Grow*.

We will continue with our innovative approach to delivering business support with the current development of our new on-line learning channel, which we hope will be launched at the beginning of next year.

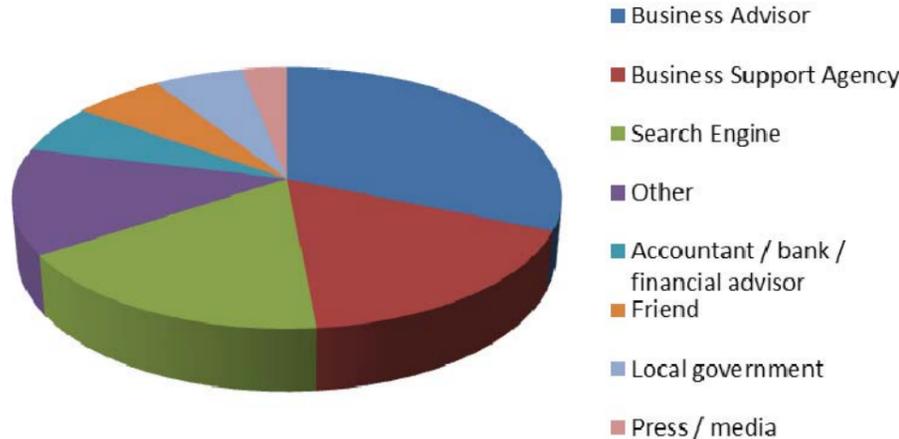
Looking ahead, we aim to further build on the excellent foundations that have been put in place, and continue to improve the scheme to ensure as many new businesses as possible can be supported.

Many hundreds of would-be entrepreneurs are currently engaged on the programme to receive intensive support in preparation for the launch of their new enterprises, and we expect to meet contract outputs which will produce much needed jobs and private investment into the economy over the coming months.

KEVIN HORNE
Chairman

* The Department for Business, Innovation, and Skills (BIS) has since changed its name to the Department for Business, Energy, and Industrial Strategy (BEIS)

How did you hear about the Start & Grow programme?



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Nurturing the support

Cavendish Enterprise

Cavendish Enterprise is the trading name of Cavendish Consortium Ltd. The organisation is made up of six of the largest enterprise agencies across England, together with National Enterprise Network. Each of them has established long standing relationships with all types of private and public sector business support providers, investors, and local companies, across all sectors.

The consortium partners are not-for-profit organisations and excellent examples of sustainable social enterprises that are rooted in the local community. They came together in 2011 specifically to develop and deliver national business support programmes, based on each having over 30 years' experience in the enterprise support sector.

There is little doubt that business support is beneficial to startup and growing businesses:

SMEs that had grown by more than 50% in a 3 year period were more likely to have taken advantage of business advice and support *

A higher proportion of SME employers using business advice and support had increased their turnover in a one year period compared to those SMEs who not benefitted from the support *

78% of businesses receiving strategic advice stated it had improved the performance of their business *

All SME employers receiving advice on starting a business stated it had made a positive impact with 70% stating it had made a significant impact on their business *

77% of SMEs who had paid for business support and advice considered it to be good value for money *

19% of business owners who had not received advice or support stated that they now thought their business could have benefitted from external assistance *

* CEEDR Report – 'Research to understand the barriers to take up and use of business support' undertaken for the Department for Business, Innovation, and Skills (BIS) - July 2011, conducted by Centre for Enterprise and Economic Development Research (CEEDR), Middlesex University Business School, together with BMG Research, Birmingham.



Start & Grow is the latest national business support programme being delivered by the partners, building on the success of the *Ready for Business* programme, delivered in association with Barclays, which came to a close in March 2015. Under the *Ready for Business* programme, the Cavendish partners supported the startup of 6,820 businesses, creating 10,125 jobs.

Additionally, some of the partners successfully delivered and managed the government's Growth Voucher scheme which offered up to £2,000 match funding and bespoke advice to businesses.

The Growth Voucher scheme was a random trial programme to measure what effect, if any, strategic advice had on the longevity of survival of a business. Initial results are proving to be positive and the final analysis is due to be published after March 2017.

The Regional Growth Fund

The Regional Growth Fund is a £3.2 billion fund supporting companies throughout England. The Fund is supporting projects (individual companies) and programmes (partnerships between companies, universities and others) that are using private sector investment to create economic growth and sustainable long term employment.

The Fund is seeking to create private sector jobs in areas of England that have a high proportion of public sector employment. The Fund's support was first offered in 2011 and will continue until 2017 with job creation continuing on into the mid 2020s.

Since its launch the Regional Growth Fund has invested £2.6 billion to help local businesses grow and take on more staff across England.

Start & Grow is delivered as part of the 6th round of the Fund, which has so far supported over 600 businesses in their startup journey.



The fruits of labour

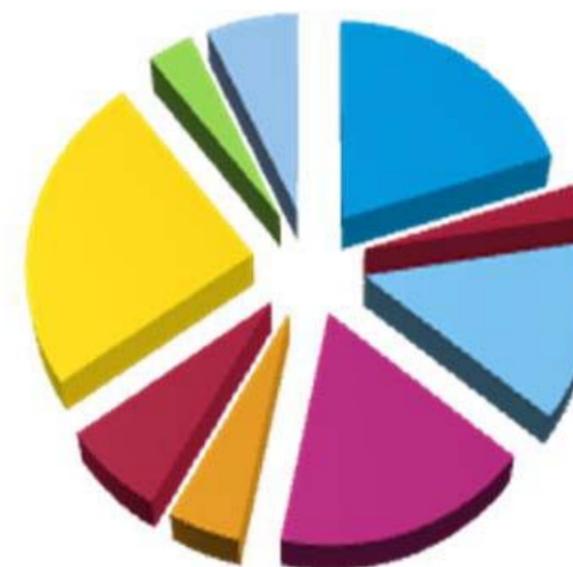
Since the start of the programme in July 2015 to the end of August 2016 the following results have been achieved:

605 new business starts



- North West
- West Midlands
- South West
- North East
- East Midlands
- Yorkshire & Humber
- East of England
- London
- South East

1,436 full time jobs created



£9,283,643 finance leveraged



Customer satisfaction

As part of our continued commitment to ensuring we are delivering business support suitable to the clients' needs and expectations, we are monitoring the views of our clients through on-line surveys. The first of these surveys, carried out in May 2016, produced the following results:

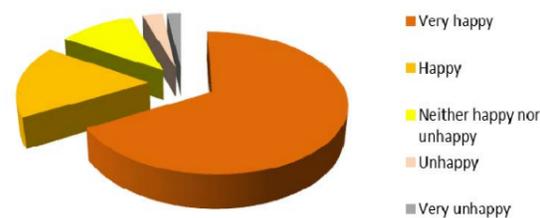
How happy are you with the startup support you have received?



How happy are you with the skills training and events that you've accessed through the programme?



How happy are you with the relationship you have with your Business Advisor?



Are you happy that the support received through Start & Grow has met your expectations?



We have taken note of all feedback via the survey and implemented changes where they are appropriate, such as giving 1-to-1 training where clients have requested a specific subject they would like to cover, and we have looked at new initiatives which will enhance the support, advice, and training that clients are able to access (see page 8-9).

Continued growth will be encouraged

Improvements made along the way

Widening the criteria

To ensure as many new and growing businesses as possible can benefit from the *Start & Grow* programme, we have widened the areas covered by the initiative, and are also including businesses in their very early weeks of trading.

The effect has been to bring opportunity to more clients in need of support.

We will continue to promote and support enterprise, and create sustainable businesses through the business support package.

“SMEs that had grown by more than 50% in a 3 year period were more likely to have taken advantage of business advice and support.”

CEEDR report—July 2011



Innovative new support schemes

Cavendish Enterprise is committed to providing the best business support services to its clients. In its ongoing efforts to achieve this aim, innovative ideas for new support services are continually being sought, tried, and then implemented.



On-line learning channel

Cavendish is currently in the process of research and development for an internet based learning channel.

The channel will provide online training and support in the form of videos, podcasts, and downloadable documents to provide continued support to *Start & Grow* clients.

The online platform, aims to support clients and their businesses on their journey from startup to growth and beyond, is being positioned as the

'No.1 Business Support' platform in the UK. Content will include high quality video and ancillary content, designed to provide the same, if not greater levels of support, than is currently provided through traditional face-to-face mentoring, to early stage businesses.

A scoping proposal and research study was commissioned to assess the market potential for the new e-learning platform. Most critically, the team assessed whether there is a clear need for such a product in the market sector.

Currently training and support for startup businesses is both diverse in quality and diffuse in nature. There seems to be no consistency of provision from a single go-to provider, aggregating the most pertinent and useful information that a user needs to know to start their business in one convenient site. Sites in the startup websites/advice category are particularly poor at presenting information clearly to an end user. Where sites are offering video content, the delivery is routinely of poor quality, one dimensional, uninspiring and lacking engagement. Viewing figures for some of these training videos are frequently incredibly low.

The *Start & Grow* community of startup businesses is varied, but each share common traits. The proposed new platform will be the best place to help them on their growth journey, where they can learn how to progress from pre-start to business ready, and have an opportunity to hear the inspiring stories of those of a like-mind, to share know-how and support each other.

Research and Development is ongoing to ensure the new platform is launched next year achieving the highest standards in content, quality, usability, and accessibility.

JournoLink

A PR support service is currently being trialled with three of Cavendish's *Start & Grow* regional delivery partners.

Start & Grow clients are being given a year's subscription to the full services of JournoLink. These clients will receive training and advice on how to promote their business within the media marketplace, and to get their products and services in the public domain.

JournoLink has a database of journalistic outlets to which it will promote any press releases and news items that *Start & Grow* clients submit via their website.

The service, being trialled for a six month period in the North West, the South East, and the East of England, will be rolled out across the country if the trial proves successful.



Cavendish Crowd

Cavendish Enterprise launched its own crowdfunding page in May 2016 as part of the CrowdfunderUK platform, and is offering help with bespoke crowdfunding advice and support.

Crowdfunding is an innovative finance model which moves away from the more traditional sources of finance that was sourced through banks.

In partnership with CrowdfunderUK, *Cavendish Crowd* is being offered to all small businesses across the UK, and access to business support through the *Start & Grow* scheme forms part of the offer.

The businesses that Cavendish Crowd is aiming to support could be looking to raise anything from a couple of hundred pounds, to tens of thousands of pounds, and could need the money for a wide range of different things, including startup funding, purchase of equipment, development costs, and to enable growth.



Samples of the end produce

The unstoppable Huxley crew

“We love to work with people who also love what they do. This is when creating exciting, authentic content comes easily”

Andy Eagles, Huxley

Huxley is a full-service film production studio, combining contemporary film making and animation to create brave, branded content.

The team consists of three directors; Andy Eagles, Alex Try and Jose Macerola. Huxley specialises in creating online video content for lifestyle, sport, tech and travel brands. Daring creative and strong narrative are the drivers of their approach and they're always looking to push production values to create something new and exciting.

Sourcing funding for their business was initially a problem for Huxley as they didn't have the money to purchase the equipment they needed to produce content they could be proud of. They also needed funds to implement a marketing strategy to successfully promote their production studio.

The *Start & Grow* programme allowed Huxley to successfully secure a start up loan from Virgin Start Ups for £21,000. Their Business West adviser, Alyson Eyval, guided them through the application process. Having somebody who could give them support and guidance was crucial to their success.

Andy Eagles, Alex Try, and Jose Macerola are clients of Business West, delivering business support in the South West.

Under the *Start & Grow* initiative, the business has created 3 jobs and raised £21,000 finance.



Coffee shop reaches new heights through Start & Grow with its delicious Chimney Cakes



“The help provided by Nwes has been invaluable in building my plan and motivating me through the tougher times”

Dean Castel, Oana's Coffee Shop

St Ives' Oana's coffee shop brings a traditional Transylvanian treat to Cambridgeshire. Chimney Cakes are a sweet pastry, cooked on a special spindle and topped with things like Nutella, cinnamon, coconut and sugar. But where did this decidedly delicious story begin?

Dean Castel took voluntary redundancy after 21 years as a Tesco manager. He wanted to be his own boss, and knew he could bring something new to the market.

After approaching Barclays, Dean was directed to Nwes for support in setting up and growing his business.

Working with his Nwes Advisor, Jean McNeil, he joined the *Start & Grow* programme. With Nwes support, he crafted a business plan, and built his skills in marketing and finance through training sessions provided by Nwes on the programme.

Dean knows the support provided was key to helping him develop his business and his tip for those looking to replicate his success is “Research every cost, even down to the mop head you need to clean your premises.”

The business was launched less than a year after his first meeting with Nwes. Dean will employ three staff, so he's bringing more than sweet treats to Cambridgeshire.

Dean Castel is a client of Nwes, delivering business support in Norfolk, Suffolk, Essex, and Cambridgeshire.

Through the *Start & Grow* programme Dean has received 15 hours of support and attended one training day. He has made an investment into his business of £25,000 and has created 3 jobs.



Adelaide learned from her mistakes



“I would not have had the confidence or knowledge to start again without the invaluable help and support given me by Jennie at BBV.”

Adelaide Tatchemo, Le Chaudron

Adelaide Tatchemo had opened a similar business in Bolton 2012, but due to poor decision making and patchy financial record keeping she had to close in September 2014.

“I grew up in a business minded family. My mother owned her own restaurant, and I was self-employed in France. I came to the UK to

improve my English. In 2012 I decided to lease a property in Bolton, intending to run it as a club and restaurant.” said Adelaide. “However, I went into it without really understanding what I was doing and had to close in Sept 2014.”

When her landlord said that he wanted Adelaide to stay in the premises, she contacted BBV. With the support of her business adviser, Jennie Morgan, Adelaide was able to develop a business plan and cash-flow forecast and opened a new business in July 2015.

Her biggest challenge was to understand why the previous business had failed, and then to ensure that an effective structure was put in place so that the new business would be successful.

The appointment of a part-time book-keeper and reliable accountant has enabled her to concentrate her skills on the food and entertainment. Adelaide has now established her place in the restaurant and entertainment sector in Bolton, and her Afro-Caribbean food attracts a wide ranging clientele.

Adelaide Tatchemo is a client of BBV, delivering business support in the North West.

Under the Start & Grow scheme £5,000 was invested and 2 jobs created.

Fit for a gentleman

“We could not have achieved the same results without the ‘Start & Grow’ programme.”

Jon Walker, The Mantique

Jon Walker and girlfriend Liz Raffles knew of all the quality retailers in the area providing men’s clothing but found that sourcing luxury accessories and gifts for men outside of London was very difficult. They saw a gap in the market to sell 100% British products ranging from quality leather bags, briefcases, laptop cases, underwear and grooming kits.

With a clear idea in mind they set out to make this business a reality but they had no retail knowledge whatsoever. They were looking for support through the *Start & Grow* programme, that would help them shape their business, and would help them grow.

Through the programme Jon and Liz received support from Sue Davitt, a knowledgeable and experienced business adviser, who provided feedback on their business plan, 1-to-1 mentoring and access to funding through Virgin StartUp.

They began trading from their premises in Winchester in November 2015 and now have a fantastic e-commerce site that allows customers to shop online and get their purchases delivered.

Jon and Liz are looking to grow the business in 2016 by taking on more employees and, within the next three years, plan to open up more shops.



Jon Walker and Liz Raffles are clients of Enterprise First, delivering business support in the South East.

Under the Start & Grow initiative The Mantique leveraged finance of £8,300 and created 2 jobs.

Brett gets solutions through business support programme



“My ‘Start & Grow’ mentor is knowledgeable and experienced. His efficiency and effectiveness really helped ease the pressure as a new business startup”
Brett Francis, Divert Traffic Solutions

Divert Traffic Solutions was launched by Brett Francis in March 2016 offering a range of services for traffic management systems.

Brett was very aware that any servicing, maintenance, repair, or construction project carried out on roads, pavements, or services running underneath either, are legally required to have a certified Traffic Management System in place to ensure safety and to manage the disrupted traffic flow. Brett has a number of years experience of planning and delivering these services as an employee, and he saw an opportunity to improve the provision of the service and this led him to launch his own business offering traffic management services across the UK.

Brett faced two challenges in starting on his own. Firstly he needed to find a small team of people that could join the business from the start, enabling the full set of services to be on offer from the outset. Secondly he required investment capital to purchase equipment and get the business up and running.

With support from Phil Harrison, Business Growth Advisor at Airedale Enterprise Services, Brett was guided through funding options and received help to create a persuasive loan application showcasing the viability of the proposed business. As a result Brett received two startup loans amounting to £20,000 and was able to launch the business. “Brett and his colleagues knew what they wanted to achieve and what they needed to start and build a successful business.” said Phil. Divert Traffic Solutions has already developed a strong and durable customer base, delivering a strong revenue stream.

Brett Francis is a client of National Enterprise Network and received help from Airedale Enterprise Services who deliver business support in Yorkshire & Humber on behalf of National Enterprise Network

Under the Start & Grow programme, Brett received 15 hours of support. The business leveraged finance of £20,000 and has created 3 jobs.



Enterprising mums launch picture perfect baby business in South Shields

“Kelly and I both believe that we couldn’t possibly have got this far without Nicky and TEDCO supporting us every single step of the way ”

Hayley Dixon, Baby I Love You

Two enterprising women from Jarrow are giving new mothers the chance to get an early peek at their little ones with a revolutionary pregnancy scan service, thanks to help from the *Start & Grow* programme, and finance through Virgin StartUp. Kelly, a former dental nurse for 10 years and Hayley, who worked in the banking sector, were looking at ways to bring together enjoyable experiences for new mothers with a new business opportunity when they came up with the concept for their new business.



Baby I Love You is a unique 3D and 4D scanning studio based in South Shields. Their ultra-modern scanning equipment comes direct from Los Angeles and will give expectant mothers the chance to see their little bundle of joy up to 30 weeks before the baby’s due date. A low-cost business loan has helped to fund the high-tech equipment, bespoke fit-out of new premises, and hands-on training from the best professional sonographers in London.

Kelly comments: “We have now launched and our faith in the business concept has been rewarded with a very busy order book for January. Clearly there is a demand for the type of service we offer. We are looking ahead with excitement to a new year as business owners.”

The entrepreneurs have developed a range of packages for new mothers, which can be arranged direct or as a gift experience for expectant parents. They offer reassurance scans from 10 weeks to gender scans at 16 weeks and 3D and 4D scans available right up until 32 weeks, as well as a range of VIP extras, including a baby shower experience. “I’m absolutely delighted that *Baby I Love You* is now up and running and I’m looking forward to continuing our working relationship as I help Kelly and Hayley through the next stage of their startup journey.” said Nicky Gray, Business Advisor at TEDCO Business Support .

Kelly Thompson and Hayley Dixon are clients of TEDCO Business Support, delivering business support in the North East.

Under the Start & Grow programme, Kelly and Hayley received 43 hours of support and one training day. The business leveraged finance of £31,800 and have created 2 jobs.



Agency shows genuine care in its approach to business

“We didn’t know what to expect but ‘Start & Grow’ was just what we needed. We received lots of information, making us highly professional in our approach”

Mike Cooper, Trent Nursing



Michael Rugoyi and Mike Cooper approached NBV in May 2015. Both had extensive experience in mental health nursing and wanted to utilise this to launch an agency that genuinely cared for its staff, by giving them the opportunity to own *Trent Nursing* via a share scheme.

They met with NBV Business Adviser, Mike Gibbs, who helped them develop their ideas into a business plan, giving them a strategy.

1-to-1 support has provided Mike and Michael with the skills they lacked to produce a solid business infrastructure. They have also benefited from ongoing training sessions covering networking, financing, digital engagement, how to grow their customer base.

They boosted their knowledge of recruitment and financing models and are now firmly positioned as a professional care provider.

Trent Nursing is already an established care agency, with a team of 5 permanent staff and 10 agency staff working across the Lincolnshire area. The business is growing rapidly and they aim to recruit 60 trained mental health nurses and care staff by the end of their first year.

Trent Nursing currently operate across three adjoining counties: Lincolnshire, South Yorkshire and Nottinghamshire. They plan to expand nationally as their business grows, along with their recruitment plans. They are currently finalising two major contracts, one with the NHS, which they see as a positive development that is in line with their business plans.

Michael and Mike are clients of NBV, who deliver support to startup and growing businesses across the East Midlands.

Under the Start & Grow scheme Trent Nursing created 5 jobs and has raised £72,000 in finance to invest into the business, and has experienced a 3% increase in turnover.

Introducing the Cavendish Enterprise Partners



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Cavendish Enterprise is the trading name of Cavendish Consortium Ltd