



Ministry
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SMEs – Responding to the Challenge of Partnering with Defence

Welcome

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Jon Beake

Regional Employer Engagement Director - Wessex

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Waves Training Solutions

Small Businesses – Responding to the challenge of Partnering with Defence

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Scope

- What is Waves?
- Why did we partner with Defence?
- Our route to Gold
- Benefits and challenges?

Introduction

- Waves is a Learning and Organisational Development consultancy that seeks to create perpetual high performance
- Oct 12 – started trading, one member of staff
- Mar 17 – 26 staff (17 FTE)
- 98% of staff are part of the military family
- 20% active reservists
- Revenue increase YoY the target of £1.24m will be achieved in 16/17
- Expected NP will have decreased this year due to investment in our growth strategy to de-risk our reliance on Defence

Our ethos is built upon a Sense of Service, to deliver – quality, people, team and service

“Future organisations need to be: Sustainable and high performing in order to survive within a slim resource” **HBR Oct 16**



£4500 raised for Defence charities

Waves Defence L&OD Consultancy

- Started as a Training Consultancy
- Reduce our reliance on defence
- Waves revenue is currently 90% Defence based – growth plan is to reduce this to 50% by 2020



The Greatest Untapped Advantage is Teamwork – Developing High Performing Teams



Raising the Baa™ offers a truly unique and effective approach to team development, using live sheep



Natural Horsemanship -
Let the horses hold a mirror up



Patrick Lencioni –
The greatest advantage is Teamwork

Powered by **EVERYTHING DISC**
A Wiley Brand



هيئة أبوظبي للسياحة والثقافة
ABU DHABI TOURISM & CULTURE AUTHORITY



Future of the Business

Vision – UK Defence L&D

Become the first choice One Stop Shop for UK Defence Training and Education Services – 50% of revenue

Vision – MENA L&OD

Gain a secure foothold in MENA delivering the range of our L&OD services – 25% of revenue

Vision – HPT – Leadership and Team Building

SLF becomes the south's leading experiential HPT development centre – 25% of revenue





Share best practice
and successful
initiatives to
overcome the
challenges of PwD

Why did we partner with Defence?

- Passionate about the AF community
- Understand and appreciate the skills that veterans bring to the party
- Feel good factor
- Want to make a difference
- Tangible benefits?
- We became part of the Gold Alumni for the Defence Employers Recognition Scheme in 2016 – the only SME in the SW and amongst some of the top UK plc – evidence of our advocacy for the military
- Sometimes we feel our Sense of Service to Defence is not reciprocated and I need to keep my loyal and great employees engaged
- Atkins – gold alumni group – just starting to reap reward

How did we reach Gold?

- Worked closely with Jon Beake and built an action plan to support
- Re-signed the AF Covenant – General Andrew Gregory – ex RA and we wanted to build on our AF Covenant
- Sign posted other businesses to our REED – Regional Employer Engagement Director – Jon Beake
- Support to military charities:
 - 2014 – London to Brighton – Blind veterans
 - 2015 – Gurkha Welfare Trust
 - 2016 – Waves 100 – SSAFA and Our Wilton
 - 2017 – Waves 100 – SSAFA and a charity tbc

How did we reach Gold cont..

- Improved the reservist policies and website
 - Extra leave – Reserves and Team Rubicon
- Recruitment policy
- Encouraged work experience for veterans; serving member's and cadets
- Netwalking events
- Supported AF week
- We advocated the AF Covenant and the AF community; told our story
 - PR stories
 - Radio stations

Benefits of partnering

- Access to talent
 - What skills can veterans provide a workforce?
 - Hard work
 - Communication skills
 - Commitment
 - Prepared to work long hours
 - Solution focused attitude
 - Willingness to accept instruction
 - Good perspective
 - Common sense
 - Team players
 - Well equipped to cope with stress
 - Natural leadership skills
 - Sense of humour
 - Problem solving
 - Good decision making
 - Time management
 - Flexibility
 - Sharp haircuts and shiny shoes!

Our employees

- 26 employees
 - 24 veterans
 - 6 reservists
 - 5 army spouses
 - 1 WIS
 - 1 undergraduate
- 1 sickness case – undergraduate
- 1 discipline case – undergraduate
- Never just do a 8 hour day – work long hard hours and never ask for recognition – stay to help others when the work needs doing
- Always want to do their very best and produce the best quality product – work as a team to produce it
- They want to help the business grow – they want to see success
- Always have a smile and banter in the offices
- Lack of business acumen - challenge

Our Reservists

- HR policy - 2 weeks extra leave per year for reserves work or to conduct disaster relief work with Team Rubicon – 1 week unpaid and 1 week paid
- As a defence contractor – it is our hook back into the military
- Keeping their skills / experience / qualifications up to speed
- Doing something they enjoy so come back buzzing

“Waves are an outstanding employer who fully support my professional and personal development across my civilian role and as an active reservist. I am supported through paid leave to attend summer camp, flexible working hours, a commitment to my development, and a true understanding of the challenge of juggling the civilian and reservist commitment”.

Our spouses

- 4/5 – veterans
- Usually an untapped talent – need to recognise their skills and experience
- Posted every 2 years – challenge
- 1 x WIS – Marketing associate – 10 hours a week

“Waves has given me the most challenging, flexible and enjoyable job I have ever had, a restoration of my dignity and of ‘who I am’. Since arriving at Waves in November 2014 I have been trusted to manage my work/life balance in a way that has truly blended with my home life. I owe Waves an awful lot and I hope to stay for as long as I can!”

Summary - Survival tips for an SME:

- Think through what the AF community – their skills and exp – can do for you
- Sign Armed Forces Covenant and link into REED for advice
- Talk to others who have done this before- it's not a competition
- Tap into talent to fit your challenges, be it young people with cadets or service leavers for resourcing
- Remain proactive and use your military contacts in a morally correct way to seek information
- Do not be in awe of Primes, be proud of who you are you and remember, they have an SME target to try and meet, so they need us just as much as we need them
- Apply for Bronze ERS and aim to achieve Gold – you may even get to meet the future King!





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Malcolm Warr

Federation of Small Businesses

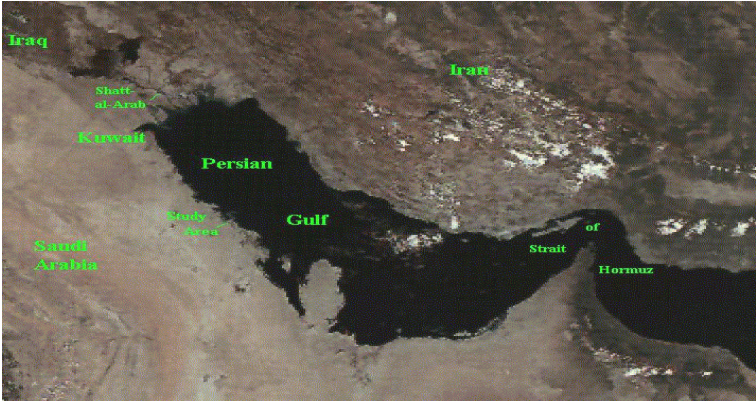
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Malcolm Warr OBE FSB Home Affairs Committee



My Background



99.9%

of the UK's businesses are SMEs

95%

are micro businesses,
employing 0-9
employees.

76%

of these businesses don't
employ anyone aside from
the owner



Small Business Inventions



Those working in SMEs are concerned that:

- They do not have the right relationship with the prime.
- They never see the customer.
- Their capabilities are often poorly integrated.
- They are neither understood nor valued.
- There is a perception that MoD treats SME IPR with arrogance
- Tendering process is too long; and that SMEs need to be wary of airing innovation
- Many SMEs find that dealing with MoD is such a time consuming business over a long period that they find it difficult, if not impossible, to sustain.





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JORDAN LEE CAWSEY
1990

So what can we do to improve
Small Business involvement and Capability?



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Any questions for our panel?

Jon Beake – WX REED

Emily Hewitt – HRM Waves Training Solutions

Malcolm Warr - FSB

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