DEFENCE
SOLUTIONS_

Disposal Management

CASE STUDY

Methods
Analytics_

OUR CLIENT

Defence Equipment and Support (DE&S) is a trading entity of HM Government that falls within the Ministry of Defence.

Established in 2007 as a procurement and logistics organisation, it supplies equipment and support services to the armed forces.

DE&S employs over 11,500 talented civil servants, military personnel and private contractors across multiple sites in the UK and abroad.

Ministry of Defence   de&s

THE CHALLENGE WE FACED

DE&S is responsible for deploying and transporting weapons, machinery and equipment globally to areas of defence in need.

If an item becomes obsolete, no longer in use or isn't working, it's either disposed of or sent to storage.

Across DE&S, there was no set process to monitor and manage the disposal risk of these items. It was only being done at team level, tracked over non-interfaced electronic systems, local spreadsheets and paper-based registers.

Systems could not be linked. Confidence in the disposal process could not be recorded or understood.

Project aims :

01 Map the end-to-end process of disposals, spanning pan-defence systems and teams

02 Build disposal hypotheses relating to inefficiencies in the disposal process and areas of fraud risk

03 Test the hypotheses and make recommendations based on machine learning analysis

04 Produce improved approaches that enable better data analysis
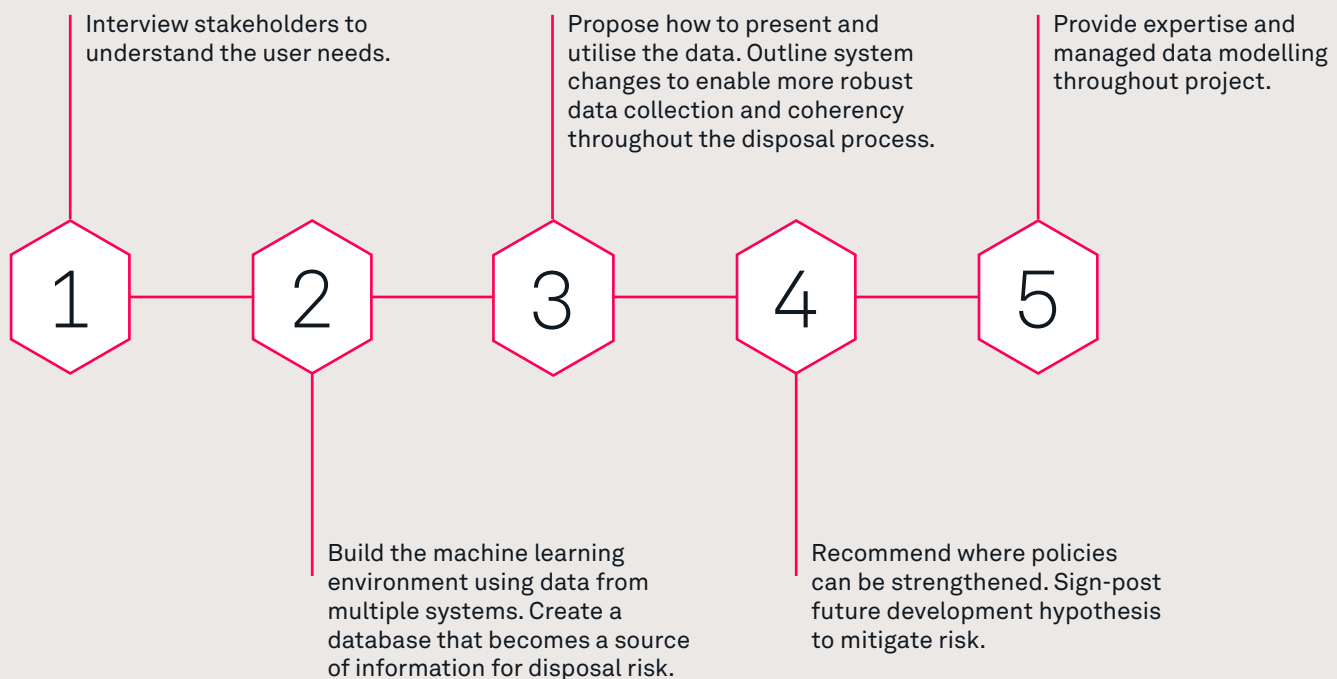
THE SOLUTIONS WE DEVELOPED

We were selected for the project as a result of our work for the digital and technology (CIO) directorate of DE&S.

We had run a number of tasks focused on infrastructure, business intelligence and dashboards for corporate performance and human resources.

The client wanted to know if systems could be linked together. They wanted to understand the disposal journey in greater detail.

THE PATH TO PROGRESS

To solve the challenge, we outlined a process. The end goal: to map, link and monitor the data lifecycle of disposals.

Interview stakeholders to understand the user needs.

Propose how to present and utilise the data. Outline system changes to enable more robust data collection and coherency throughout the disposal process.

Provide expertise and managed data modelling throughout project.

1 **2** **3** **4** **5**

Build the machine learning environment using data from multiple systems. Create a database that becomes a source of information for disposal risk.

Recommend where policies can be strengthened. Sign-post future development hypothesis to mitigate risk.

THE TEAM

For the first phase of the project, we brought together a mixed team of experts. People who would collaborate and share insights to overcome any challenges.

— DE&S Product Owner

— DE&S Project Manager

— CIO's Lead Data Scientist

— MA Business Analyst

— MA Data Scientist X 2.

Three key challenges:

Understanding the organisation and the disposal landscape

Access to resources, information, and data

Disconnected technical environment.

THE DIFFERENCE WE MADE

We highlighted the areas of disposal that were wasting time and money by renting storage space for the equipment.

There is now understanding and visibility around the disposal's unit and movements, and a disposal process map which documents best practice.

The team have achieved some major goals to date on the ongoing project:

The goals we achieved:

1. Mapped out the data journey process.

2. Completed agile ceremonies throughout the project.

3. Met with stakeholders to gather insights for the dashboard visualisation wireframe.

4. Recommended which policies could be strengthened. Highlighted future areas of development for the hypotheses.

5. Provided thorough data modelling for the teams to keep improving processes.

6. Made recommendations to mitigate the risk of inappropriate disposal.

7. Delivered the client's requirement to link systems together and understand the disposal data journey.

LOOKING FORWARD

Phase One has been delivered for the Land domain. Now, with an agreed understanding of the process and the steps needed to improve it, Phase Two has begun. The same process will be carried out within Air, Maritime & Joint domains.

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