EVA 28 – Returns on Investment: Stability and Structure gained from an EVM Implementation
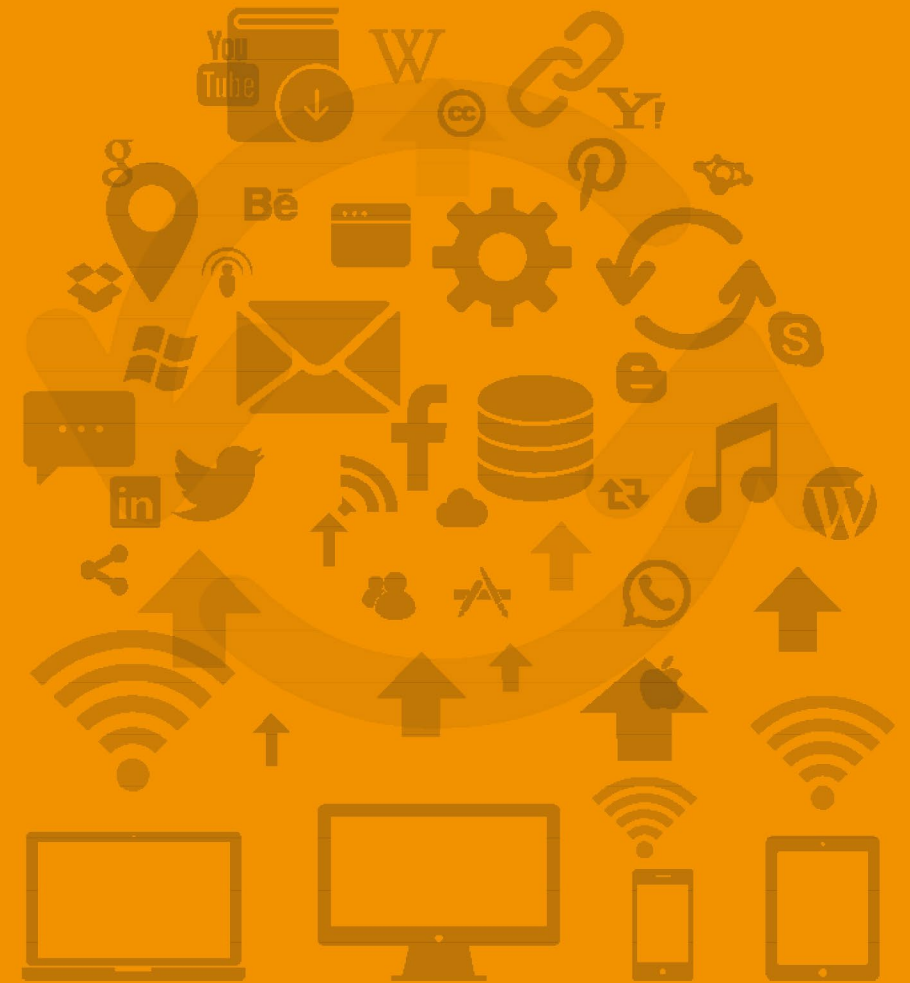
Iain Milne

Frank Mortimer

BECOMING A MORE DIGITAL DE&S

Iain Milne, P3M Team Leader, MoD DE&S

Iain leads P3M (Project, Programme and Portfolio Management) within Ministry of Defence (MoD), Defence Equipment and Support (DE&S), and is a Project Director with over 20-years' experience in the defence sector. This includes having undertaken key delivery roles on some of the UK's most strategically important defence programmes. At the heart of this has been a drive to manage successful programmes informed by rich project data, intelligent metrics and insightful management information. Whilst very much a 'PM' at heart, Iain's experience spans technical, digital and supply chain roles, allowing him to understand the complex technical, commercial, financial and stakeholder challenges of organisational transformation and major programme delivery.

BECOMING A MORE DIGITAL DE&S

Frank Mortimer, P3M Requirements Manager, MoD DE&S

Frank is a Project Controls Manager with over 10 years' of experience in managing successful projects and transformations in the Defence, Construction and Rail Industries. He is dedicated to ensuring that projects and programmes have the right information and knowledge to make effective decisions and achieve best delivery performance. Frank is deeply passionate about supporting and coaching Project Controls professionals in techniques, processes and tools, ensuring that they poses the knowledge necessary for successful project delivery. With a proven history of providing expert guidance, Frank is committed to empowering individuals and teams to achieve their goals and deliver exceptional results.

BECOMING A MORE DIGITAL DE&S

Defence Equipment & Support (DE&S) Context

- Bespoke trading entity of UK Ministry of Defence

- Mission is *'to equip and support the UK's armed forces for operations now and into the future'. Across the Domains of Ships, Land, Air and Strategic Enablers*

- Over 11,500 employees across more than 150 locations worldwide and operating budget of £178b over the next 10 years
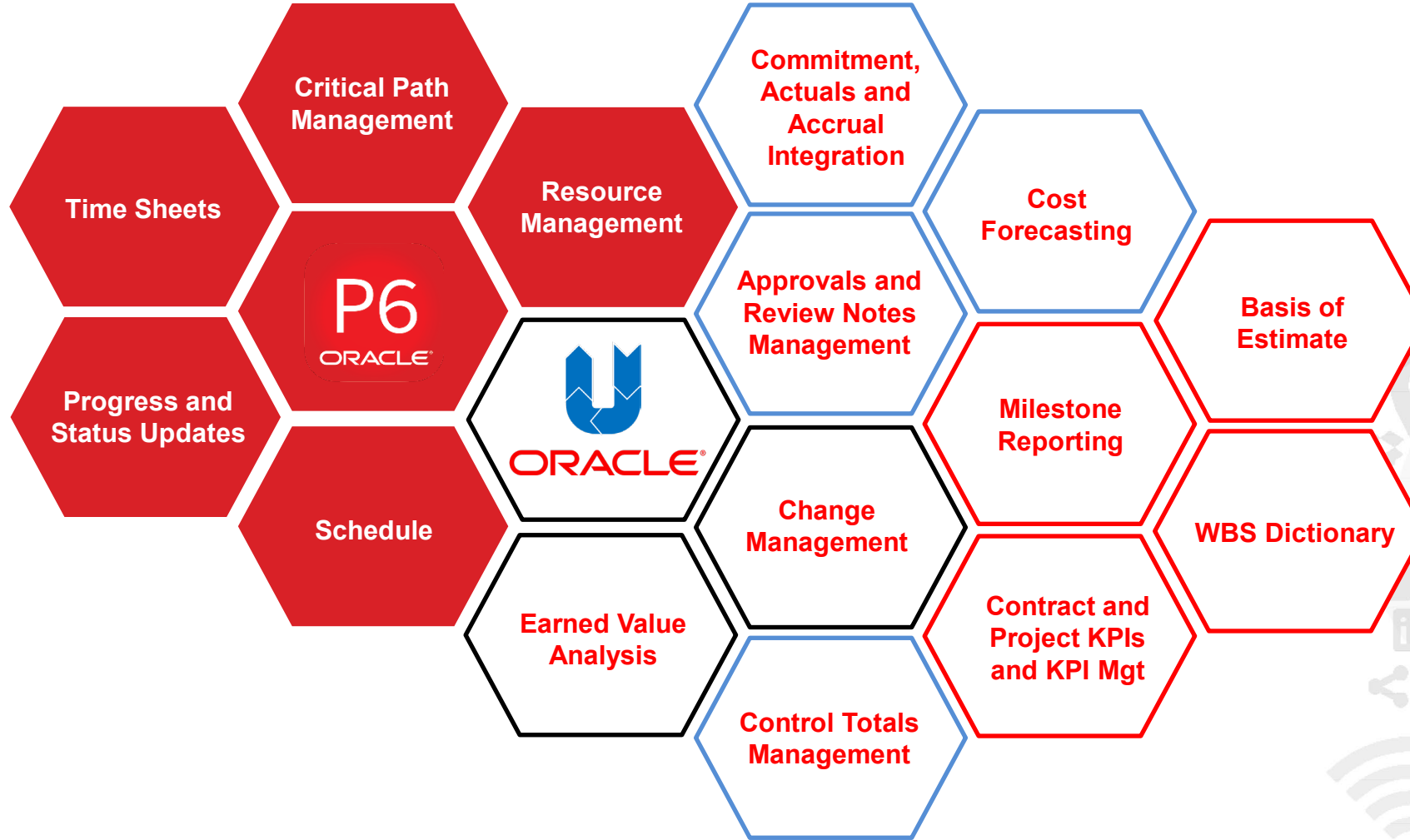
DE&S Transformation Timeline

2011

Study 'Report on Defence Acquisition and Lord Levene 'Defence Reform'

2014

DE&S becomes a Bespoke Trading Entity

Nov 2014

Managed Service Providers (MSPs) join transformation programme

June 2015

Transformation Plan signed off

May 2018

Materiel Strategy Programme closure

June 2022

Enhanced EVM functionality release

Ongoing

Optimisation and Embedding change continues with Project Delivery Partnership (PDP)

DE&S @25 Strategy

BECOMING A MORE DIGITAL DE&S

Solution Development

Adoption Approach

- **Big Bang**
  - Unable to operate under mixed economy of systems

- **DE&S led adoption approach**
  - DE&S doing this to themselves, not being done to them

- **Balanced communications**
  - Centrally controlled / Domain communicated

Spotlight on data

- ## Risk Management
  - Switch would highlight/expose data issues

- ## Early focus on legacy data issues
  - Data driven self-service approach
  - 90% improvement within 1 month

- ## Real-time Data
  - No overnight waits enable greater focus on analysis and value-add insight

Optimisation

- **User Orientated**
  - What brings the biggest benefit

- **Holistic approach to drive for continuous improvement**
  - People, Process and Tool

Outcomes

- Moving business narrative from historical performance to more integrated and forward-looking

- Step change in data improvement to inform better decisions

- Common approaches enables people mobility and sharing of best practice

Defence Equipment & Support