



Case Study

Identifying process improvements to transform service delivery at the UK MOD Deployable Support & Test Equipment Team (DS&TE)

THE CHALLENGE

Increasing resource challenges and pressures to source, procure, store and maintain a wide range of equipment was leading to inefficiencies in service delivery. With a backlog of demand, and lack of effective governance and control, the team faced challenges to their ability to deliver current and future equipment capability.

SOLUTION

An initial diagnostic study to help identify and prioritise areas for improvement, acting as a catalyst for transformation and overhauling the team's service delivery.

CUSTOMER BENEFITS

Proposal of a number of options aimed at improving equipment management and control, establishing refined management processes and achieving greater governance.



BACKGROUND

The Deployable Support & Test Equipment Team (DS&TE) - Workshop Tools and Equipment (WTE) has responsibility for the through-life management of Workshop Tools and Equipment.

PROBLEM

DS&TE provide a growing and varied range of equipment to its users. This growing breadth of capability created increasing pressures for delivery staff in sourcing, procuring, storing and maintaining equipment – ultimately their ability to provide the right piece of equipment on demand.

The team were finding that the manual, transactional nature of equipment requests had led to an increased administrative burden; the team were processing many hard copy forms, enquiries were taking longer to be dealt with and, in certain instances, equipment requests had been delayed for a considerable length of time. These challenges resulted in the team being seen as a bottleneck by the user, creating unnecessary frustration for both parties.

With a number of equipment of a consumable nature, and commercially available off the shelf from a number of suppliers, the team were beginning to find that users were bypassing the process to procure items. This was resulting in a loss of control of local procurement and leaving the team with a lack of visibility of equipment spend.

The team recognised that continuing to deliver these services in this way could result in further deterioration; and with the team getting increasingly smaller, they understood the criticality of undertaking process improvement. The team identified that they required a programme of change to improve its ability to maintain current and future operations.

LSC GROUP'S SOLUTION

Recognising the need for change, DS&TE engaged with LSC Group to deliver an initial study to help to identify and prioritise areas for improvement.

The initial study was seen as a potential catalyst for transformation, overhauling the way in which the team delivered its capability.

Undertaking the study the LSC Group specialists, embedded within the DS&TE team, quickly reviewed the current processes and policy. This helped the team understand the range and complexity of equipment and associated factors including cost, risk, maintenance and most importantly safety.

Taking this information, the LSC Group team identified options for improving the way in which the team managed the equipment and more importantly how they could more effectively handle user requests.

Dealing with the breadth of capability

LSC Group recommended a segmentation approach to equipment management, categorising equipment into 4 distinct categories that considered the complexity, maintenance requirements, risk and cost of each type of equipment. This approach would give the team greater visibility of their equipment and its associated contracting arrangements, creating more manageable packages of work.

Recommending the changing role of the team

LSC Group found that the team were engaged in transactional activity to fulfill user requests. This was by no means the most efficient way of responding to demand, and was the catalyst to the growing administrative burden faced by the team.

Case Study



LSC Group recommended a number of initiatives that could help move the team away from a transactional role to one that enabled them to make more informed decisions – moving to a decider role.

Cataloguing equipment

Greater visibility of the equipment available, as well as more consistent management of procurement, was recommended as key to delivering a more effective service.

LSC Group recommended that cataloguing the equipment and sharing this information with all users would remove uncertainty in the user community and ensure that only equipment approved by the PT was procured. This would provide some necessary consistency to the equipment being used across the user community. The catalogue was seen as the first step to delivering improved services.

Contracting Options

LSC Group recommended a number of contracting options that could be applied to the newly segmented equipment. This would place greater emphasis on industry for service delivery. The options ranged from the current contracting arrangements to full service delivery.

Trend analysis and requirement setting

Despite providing an increasing breadth of capability to its users, there were often some significant trends in the type of equipment that was either being demanded, used or maintained.

Identifying these trends was seen as a proactive step to setting more focused and realistic requirements for equipment, and also would aid the removal of items that were either not demanded or that were not fit for purpose.

Risk Assessments

DS&TE in delivering equipment had a significant duty of care and, due to the transactional nature of procurement, this had in the past been a reason for holding up requests.

LSC Group identified the need to understand the risks and safety cases required for each piece of equipment, and suggested that this information be built into the catalogue. This approach would ensure that the information be readily available to the user, would satisfy the team's duty of care and more importantly enable requests to be dealt with more efficiently.

BENEFITS

The recommendations, if implemented, will aid the DS&TE team in providing a more efficient and effective service to its users.

Benefits would include;

- A clearer understanding of equipment through segmentation, allowing more focussed contracting

- Optimisation of team resource
- Potential to reduce MOD stock and associated costs through improved supply chain management
- Potential to reduce duplication of equipment available, making it more manageable and with a potential to reduce spend – doing more with less
- Greater visibility of key supply chain information, enabling better decisions in the user community and leading to improved procurement and more efficient allocation of resources

FUTURE DEVELOPMENTS

DS&TE is continuing to look at areas for development and has identified its contracting and procurement mechanism as a critical area of opportunity.

This work is now being taken forward in the area of Warehouse Equipment with more detailed analysis of current contracts, usage patterns, financial data and governance. This will help to establish the Initial Gate Business Case.

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