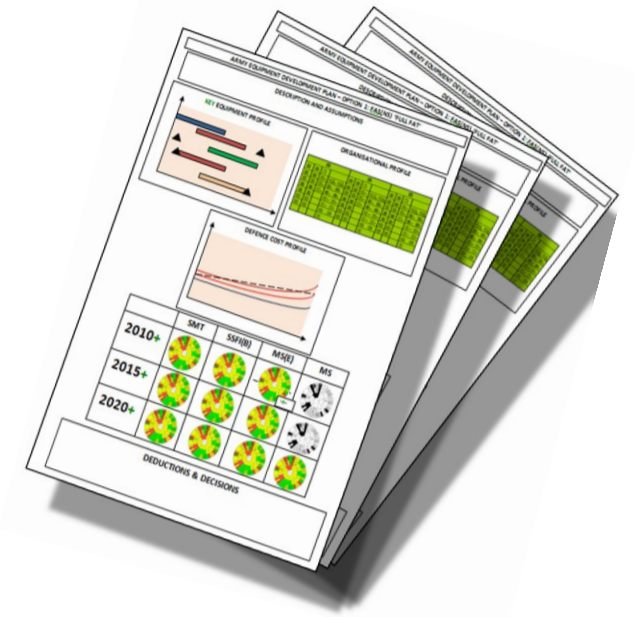


Army Equipment Development Plan (AEDP)

...Visualising the future of Army equipment

The AEDP project was conceived to drive a major step change in understanding and developing a consistent picture of the British Army's equipment priorities and issues, allowing resources to be directed to the most urgent areas and ensuring frontline soldiers receive the best possible equipment.

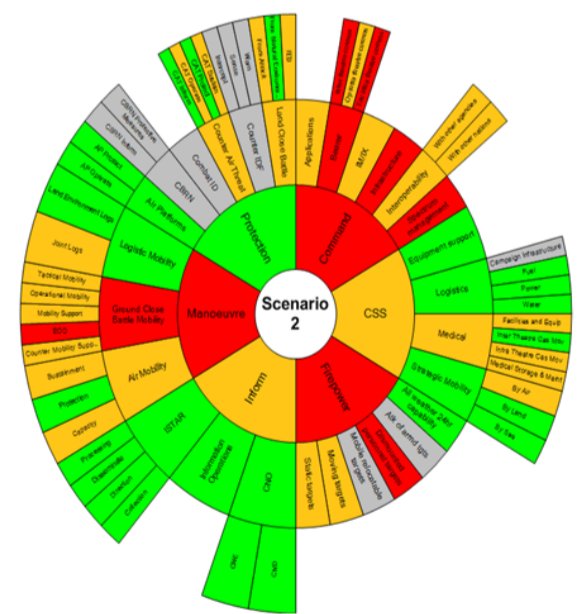
In recent years significant efforts have been made to ensure that all parts of the British Army involved in future planning share a common vision of the way forward. Under the most recent internal initiative, the *Army Strategy 2010*, each of the Defence Lines of Developments (DLoDs) were allocated to a 2* owner who was then charged with developing a plan to deliver it. The Chief of the General Staff's equipment strategy branch, Equipment Strategy (Army) (ES(A)) was given delegated responsibility for producing the equipment DLoD plan. With the Strategic Defence and Security Review (SDSR) gathering pace, and the regular round of budget planning on the horizon, the need to represent the broad range of issues and views from across the Army in a single, robust plan was greater than ever before.



Niteworks was asked to help inform the plan, rapidly assembling a team of three industry people who were then embedded in the ES(A) team. The team suggested an alternative approach to traditional campaign planning, favouring techniques around capability visualisation and group planning to develop rapid decision support outputs. In the simplest terms, this involved developing a series of scored graphics showing how well the Army are able to achieve, over time, what they have been asked to deliver. The team suggested the use of capability 'bullseye charts' as the visualisation tool, using different colours to indicate the level of capability available at different points in time, dependent on the equipment available.

The initial Niteworks *QuickLook* took four weeks, with the team working closely with ES(A) to deliver a methodology, suggest visualisations such as the bullseye to present outputs and undertake a first run through of what the answers might be. The *QuickLook* was well received, with the bullseye being used to brief the Executive Committee of the Army Board (ECAB) and highlight equipment issues that needed addressing.

The *QuickLook* was followed by a full three month project, this time using real data to generate outputs, feeding real ECAB decisions to support the SDSR process and beyond, and underpinning the decisions with a high level cost model. A critical element was the facilitation of a series of military judgement panels bringing together around 150 personnel from all areas of the Army and the joint environment. Niteworks facilitators and ES(A) staff took participants through a process of scoring the bullseye, ensuring it reflected their operational experience as well as analytical evidence already collected. Dstl subsequently undertook a thorough review of all of the data to ensure its robustness.



Above: Example of a capability 'bullseye' chart

The Niteworks team left the ES(A) sponsor with a simple web-based information environment (using Salamander's Mood technology) containing all of the visualisations delivered by the project, with linkages to the underlying data sources. This enables MOD personnel to see how well the Army is doing in meeting its equipment objectives, as well as to update and rescore the picture.

As a result of the AEDP project, senior Army decision makers now have a way of understanding more easily the relative priorities of difficult, complex equipment issues. Army equipment needs can also be better articulated in the context of Defence-wide, tri-service decision-making and simple, intuitive visualisations can be used to support making the right choices about the future of equipment, within a policy context. The outputs from the project were fed directly into ECAB, have supported many of the rapid revisions leading up to SDSR and are still in use helping the Land environment to restructure and refocus.

Importantly, the AEDP methodology is both DLoD and Force independent - therefore there is scope for using it across the three Services and more widely across the capability space.