Fuels Transformation Programme
At the heart of achieving Support Advantage

Transforming the Defence Fuels Enterprise with improved Information Management systems, integrated Fuel services delivery and improved organisational design enhancing decision making to deliver operational effectiveness, organisational resilience and deliver benefits.
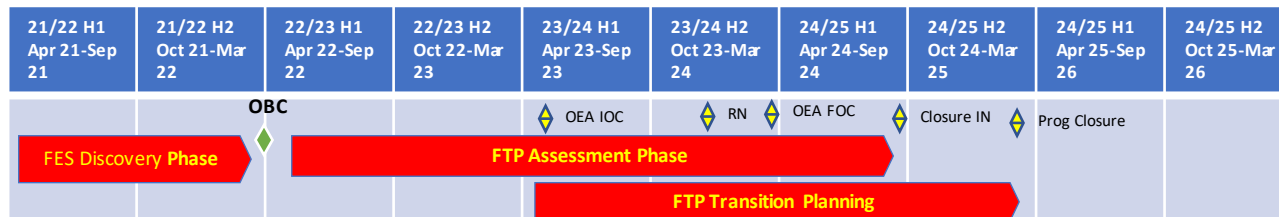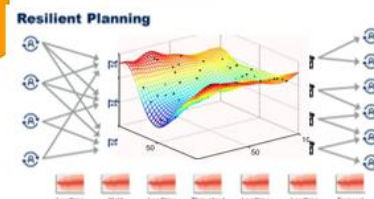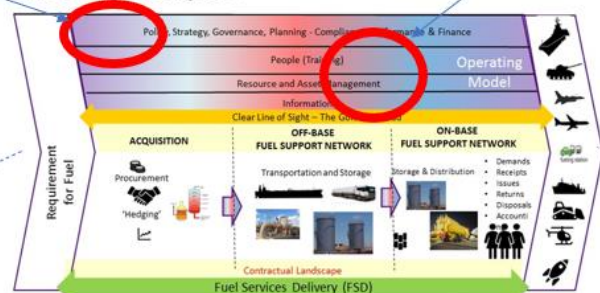
Key Outputs

- We support the delivery of operational effectiveness, provide greater organisational resilience to handle current and future military capability fuel challenges and enable tangible benefits delivery (including financial and non-financial) through: the provision of a Fuels Forecasting and Management Tool (FFMT); transformation of the Defence Fuels Support Network (DFSN) through improved infrastructure and data; operating model options for the Defence Fuels Enterprise (DFE) and a revised Fuel Finance Model (FFM).

- Beyond FFMT and Global Realtime, Recognised Fuels Picture (GRRFP), the Fuels Transformation Programme (FTP) will focus on delivering a Future Fuels Information Management System (FFIMS) through Business Modernisation for Support (BMfS), DFE implementation planning, reviewing options for the FFM and optimising our DFSN to deliver a safer, more effective, efficient, resilient and sustainable DFE that will contribute to Support Advantage, help the MoD meets its sustainability ambitions and deliver cashable benefits over the next 10 years.

Delivering opportunities to transform the Defence Fuels Enterprise with improved information management, integrated fuel services delivery, improved organisational design and enhancing decision making to deliver operational effectiveness, resilience and efficiency benefits.

Fuels Transformation Programme

21/22 H1 Apr 21-Sep 21	21/22 H2 Oct 21-Mar 22	22/23 H1 Apr 22-Sep 22	22/23 H2 Oct 22-Mar 23	23/24 H1 Apr 23-Sep 23	23/24 H2 Oct 23-Mar 24	24/25 H1 Apr 24-Sep 24	24/25 H2 Oct 24-Mar 25	24/25 H1 Apr 25-Sep 26	24/25 H2 Oct 25-Mar 26

OBC

OEA IOC RN OEA FOC Closure IN Prog Closure

FES Discovery Phase

FTP Assessment Phase

FTP Transition Planning

Operational Energy Authority IOC - 01 Apr 23

Operational Energy Authority FOC – 01 Apr24

Defence Operational Energy Strategy

BFIS & GFMS MJDI/BWIMS

Forecasting Tool

FSAM

Recognised Fuel Picture

Dashboards

Order Management

Fuel Supply Chain Resilience and Risk Planning Tools

Control Tower

Resilient Planning

Defence Fuel Enterprise

DOS Review

Off-Base Supply Networks

Fuel Resilience Planning

BFI Maintenance Policy

"Waste" Fuel Reduction

BFI Right Sizing

Modular BFIs

BFI Health & Usage Monitoring

Industry/Defence Regulatory Compliance Comparison

Alternative Procurement

Ground Fuel MTFI Review

Ground Fuel Optimisation

Whole Force balancing

Deliverables

Operational Energy Authority

Control Tower

- Global Real-Time Recognised Fuels Picture
- Fuel Service Availability Tool
- VAT & Excise Duty Reclaim Tool
- Fuel Forecast Management Tool
- Fuel Supply Analysis Model
- Ground Fuels Optimisation Tools
- Aviation Fuel Digital Twin
- Supply Chain Resilience Tools
- Supply Chain Illuminators

Transportation, storage & distribution

- Resilience-optimised laydown.
- Bulk Fuel Infrastructure Asset Class Management Strategy
- Availability-based Maint Policy

E2E Fuel Supply Chain Optimisation

- Optimal stockpiling
- Fuel Planning
- PEx Hierarchy of Metrics
- Optimised Procurement Strategy
- Fuel IS URD
- Re-engineered Processes
- AFDS replacement
- Digitised Order Management
- Hand Held Devices
- Balanced Whole Force Approach
- Defence Fuels Cost Model

Business Outcomes and Benefits

Effective Fuel Spt

- Evidence Based Decision Making
- Capability Enhancement
- Improved FLC Agility
- Increased Fuels Infra & Eqpt Availability
- Interoperability, Intervisibility, Interchangeability

Resilient Fuel Support Network

- Responsive to Changes in Requirements (4Ds)
- Resistant to/quick to recover from Disruption.
- Improved Safety and Risk Mgmt
- Effective Governance, relevant policies and common, digitised, processes.

Efficiencies

- Cost Reduction
- Cost Avoidance
- Reduce holdings
- Reduce Logs Footprint
- Sustainability and Emission Reduction

£210M
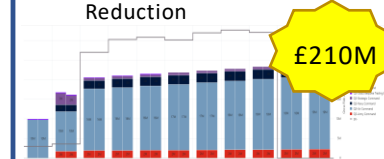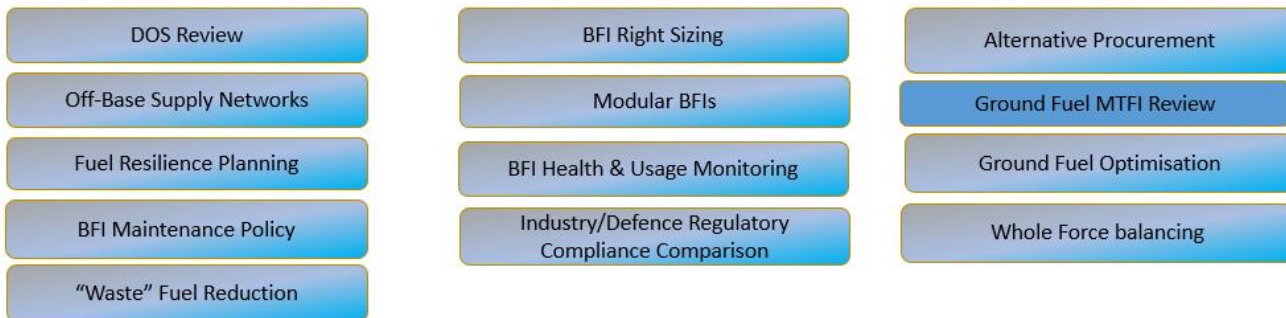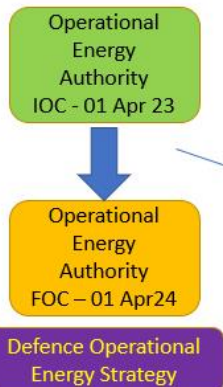
Future Defence Support Services (FDSS)
At the heart of achieving Support Advantage

FDSS will deliver operational advantage through resilient, agile, and integrated support services, with efficient commodity procurement; management; warehousing and distribution by aligning, integrating and, replacing current support contracts.
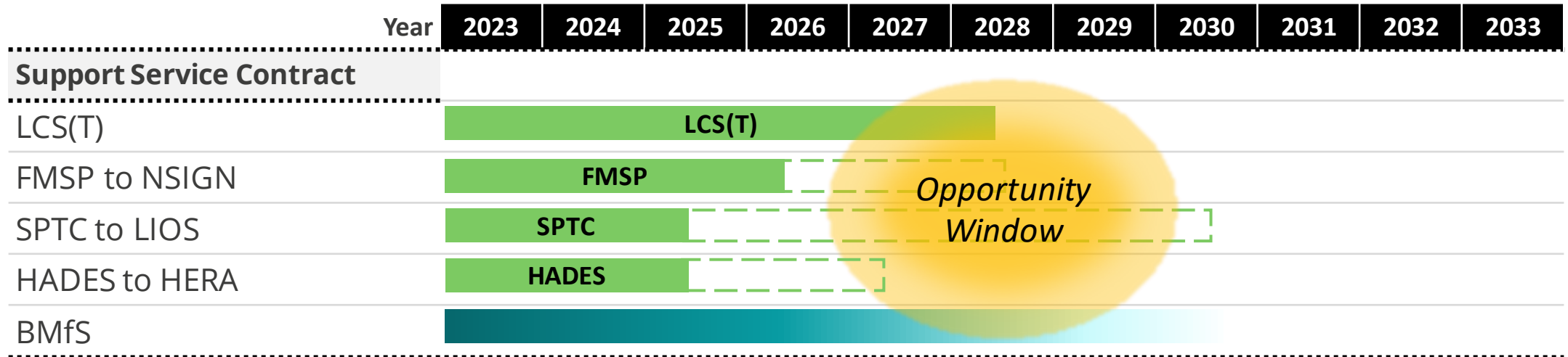
Key Outputs

- FDSS will succeed LCS(T) from 2028 and integrate elements of capability currently provided by the other contracts or in-house services to deliver the availability, agility, flexibility and resilience that Defence requires of its support services. This will add credibility to UK deterrence and enable strategic advantage.

- FDSS is not a savings exercise to find efficiencies (although we expect to find them). Instead, by aggregating support services, FDSS will have a stronger contractual negotiating position, greater economies of scale, and enhanced category management; the efficiencies of which will be re-invested back into the supply chain to enhance resilience and agility.

FDSS in Context

FDSS is the opportunity to achieve **strategic alignment in Defence Support Services. LCS(T) expires in June 2028**. Within a similar timeframe, several other large existing support service contracts, such as FMSP, SPTC and HADES need to be replaced or renewed providing an opportunity to aggregate similar services or commodities.

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Support Service Contract											
LCS(T)		LCS(T)									
FMSP to NSIGN		FMSP									
SPTC to LIOS		SPTC			*Opportunity Window*						
HADES to HERA		HADES									
BMfS											

|				
LCS(T)	Logistics Commodities and Services Transformation		**HADES**	Technical Support Services Provision contract provided to selected UK Air stations along with the Brize (Norton) Support Contract (BSC)
FMSP	Future Maritime Support Programme		**HERA**	Airfield Enabling Services to selected UK Air stations or related training sites
NSIGN	Naval Support Integrated Global Network		**BMfS**	Business Modernisation for Support
SPTC	Service Provision and Transformation Contract		**EWSS**	Enterprise Wide Support Solutions
LIOS	Land Integrated Operating Service			

Case for Change

Today, defence support services do not collectively meet strategic requirements. They variously:

- **Lack agility** and **resilience**
- Are **unintegrated** and disaggregated

- Have an inherent **inability to rapidly respond** to external shock events
- **Lack supply chain intelligence** to inform decision-making across defence

In partnership with Industry, FDSS aims to develop an agile, resilient and integrated solution that delivers alignment with wider defence initiatives:
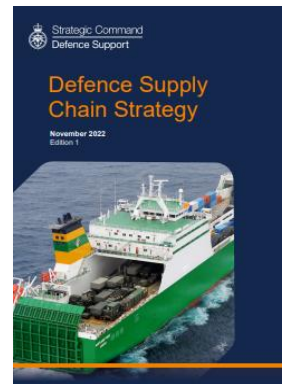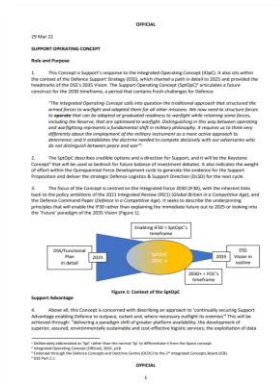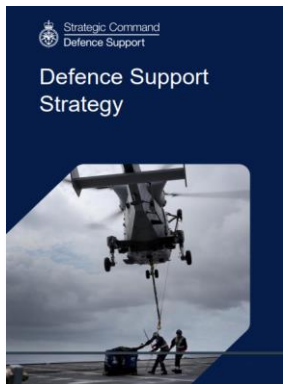
Statement of User Need & Options Considerations

> "Support services that are **resilient, agile** and **coherent**, enabling **strategic advantage** for defence through the employment of a range of **integrated**, **aligned**, **efficient** and **intelligent support services,** delivering IS enabled Sourcing and Procurement, Inventory Management & Planning, Storage & Stock Management, Logistics & Distribution **across the Defence Support Enterprise** in order to deliver *battle-winning capability*."

Key options and variables to deliver the FDSS Vision:

Support Services
Scope, reach, rate of transformation, whole force approach

Integrated Decision Support
Timelines, capabilities, governance and authority, whole force approach

Commercial Strategies
Lotting (Aggregated / multi-lot), duration

Activity Groupings

FDSS intends to deliver support services within four main activity groups, underpinned by information systems.

Sourcing & Procurement
The activities that take a requirement and engages the market at a category level to bring an item into service.

Inventory Management & Planning
The management of the inventory once it has entered service. Planning and forecasting based upon customer demand, obsolescence & disposal decisions.

Logistics & Distribution
Multi-modal transport provision and management and the provision of services that enable movement of freight and equipment.

Storage & Stock Management
Provision of warehousing and storage facilities, including the physical husbandry of commodities and material held.

INFORMATION MANAGEMENT SYSTEMS & IDS

Provision of IS / IT services and Integrated Decision Support Tool to enable the delivery of Support Services outputs.

This potentially includes provision of core ERP systems and decision support tools, in alignment with the BMfS programme.
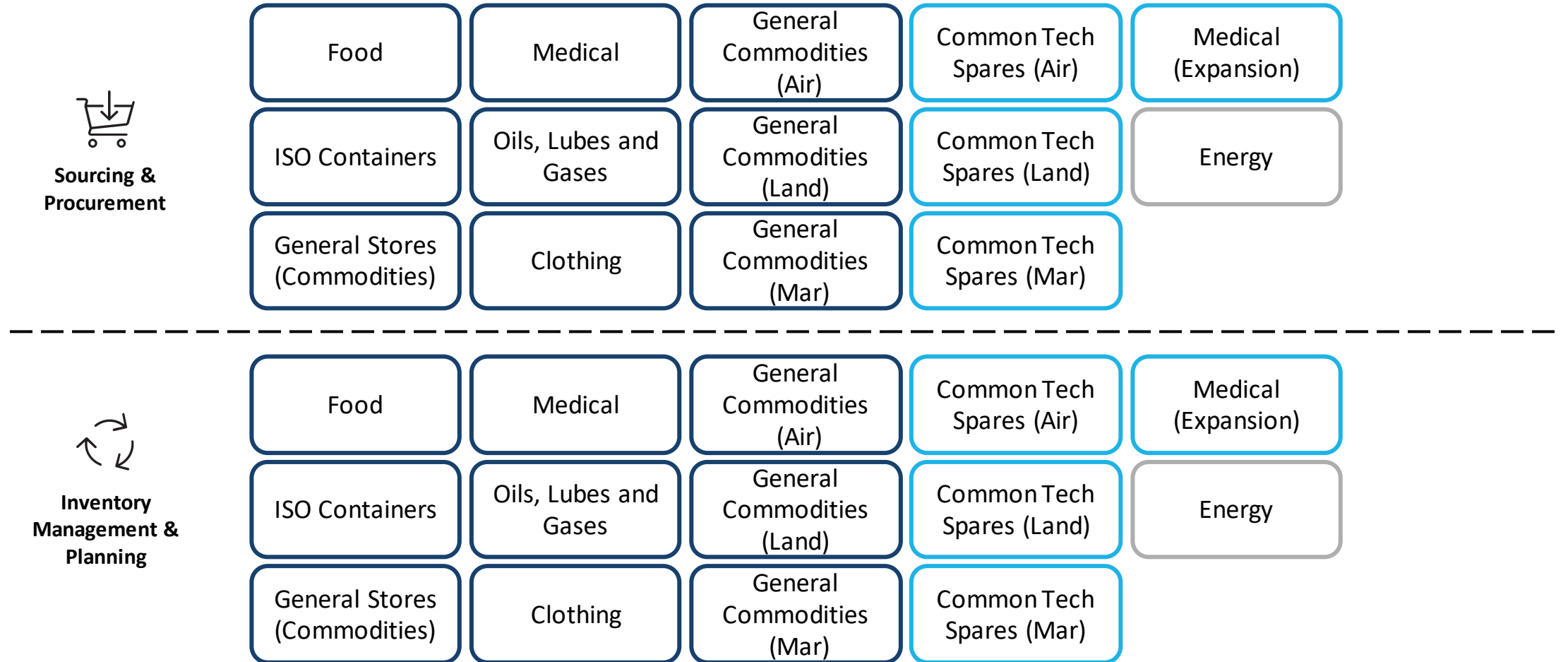
Scope of FDSS

Below is the proposed scope of FDSS within Sourcing & Procurement and Inventory Management & Planning:

LCS(T)

Identified as having more alignment to FDSS

Identified as having less alignment to FDSS

Sourcing & Procurement

Food	Medical	General Commodities (Air)	Common Tech Spares (Air)	Medical (Expansion)
ISO Containers	Oils, Lubes and Gases	General Commodities (Land)	Common Tech Spares (Land)	Energy
General Stores (Commodities)	Clothing	General Commodities (Mar)	Common Tech Spares (Mar)	

Inventory Management & Planning

Food	Medical	General Commodities (Air)	Common Tech Spares (Air)	Medical (Expansion)
ISO Containers	Oils, Lubes and Gases	General Commodities (Land)	Common Tech Spares (Land)	Energy
General Stores (Commodities)	Clothing	General Commodities (Mar)	Common Tech Spares (Mar)	

Scope of FDSS

Below is the proposed scope of FDSS within Logistics & Distribution and Storage & Stock Management:

Logistics & Distribution

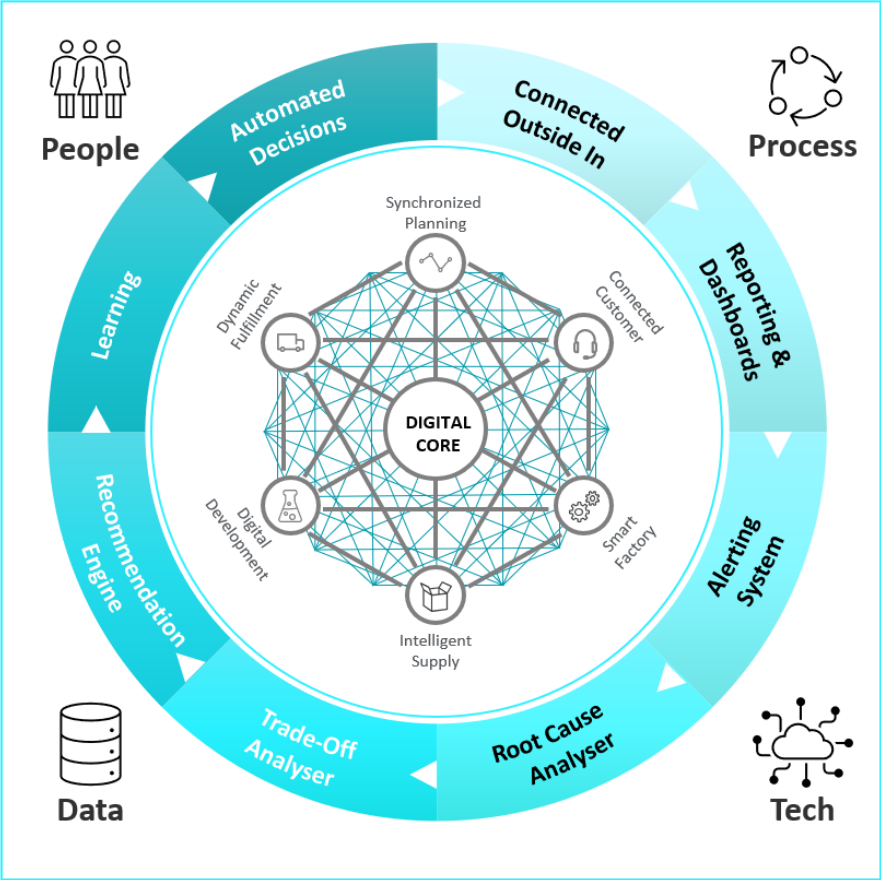| ISO Containers | Crane Services | Dangerous Goods Movement | Personal Parcels / Letters | Final Mile Distribution |
| UK Surface Transport | Driver Services | Rail | Charter of Air Assets | Port Enablement |
| International Transport | Personnel Effects Movement | Heavy Haul | Charter of Sea Assets | Cargo Consolidation |

Storage & Stock Management

Depot Storage	Jerry Can Services	Maritime Depot Storage	Oils & Lubes	Army UK Storage Capacity
Crypto Storage	Loan Pool	Explosive Storage	Jerry Can Filling	Air UK Storage Capacity
Weapons Storage	Global Hubs (Future Reqt)	CLS/IOS Storage	Inventory Disposals	Navy UK Storage Capacity

Integrated Decision Support | Overview

An IDS capability leverages tools and technologies to harmonise internal and external data to proactively identify and assess supply chain risks and provide predictive/prescriptive actions to maintain and improve service levels.

What is IDS?

- ✅ X-Supply Chain Decision Making
- ✅ Take informed decisions to resolve issues
- ✅ End-to-end capability, spanning suppliers and customers
- ❓ Not a planning capability
- ❓ Nasa style room with wall-to-wall screens and people co-located
- ❌ Not just a metrics reporting dashboard

People — Automated Decisions — Connected Outside In — Process — Reporting & Dashboards — Alerting System — Tech — Root Cause Analyser — Trade-Off Analyser — Data — Recommendation Engine — Learning

Synchronized Planning · Connected Customer · Smart Factory · Intelligent Supply · Digital Development · Dynamic Fulfillment · DIGITAL CORE

Value Proposition

Inventory carrying cost optimisation	Asset reuse & utilisation
Workforce efficiencies	Improved resilience
Improved agility	Improved service levels
Improved 3rd party collaboration	Cost reduction
Sustainability	E2E visibility