

Adaptive Capacity

Summary of 16th June Output

- **Stand up focused workgroups** to move from broad discussion to targeted solutions by capability area.
- **Build the evidence base** through MOD-led current state mapping and capacity assessment across key enablers, including warehousing, road and ports.
- **Deepen industry engagement** to validate requirements, shape practical solutions, and support delivery.
 - Next industry workshops to be service/capability specific
 - Qtr. 3 2026
- **Define the roadmap to June 2027** by working back from the required operational framework and AdCap database.
- **Deliver a signed framework of capable partners by June 2027** to enable AdCap requirements in support of the March 2027 European exercise, including strategic base outload support

Roadmap to June 2027



Summary of key activities going forward

MOD

- Design and stand up the **capability map** — taxonomy, supplier assessment, build-vs-buy.
- Build the **demand-signal and prioritisation framework** — alert-state-linked, with primacy rules.
- Design and facilitate **multimodal scenarios** — start with one regional pilot and a repeatable costing method.
- Shape the **commercial operating model** — the MOU-to-contingent-contract pathway, governance, transition-to-conflict clauses, aligned to Green Book and CCS.

Industry partners:

- **Workforce-criticality diagnostics** to highlight exposures
- **Capability self-assessment** against the common taxonomy, designed to help MOD inform their capability mapping
- **Control-tower / data-readiness assessment** — to determine data maturity across the industry
- **Commercial-readiness** — engagement with CCS and engagement to set up the right frameworks; 3PL/4PL, maritime etc.

Adaptive Capacity: TEPIDOIL (Combined Summary)

Training	Equipment	People	Information
<ul style="list-style-type: none"> Training needs analysis for handling & movements to be based on the specific categories of MOD equipment include range & scale. This is to include any sensitive or dangerous materials that will require specialist training (All workstreams) There is a potential capacity issues within the training system that could frustrate ability to train personnel as a collective at pace and scale (All workstreams) <p>Next Steps</p> <ul style="list-style-type: none"> Develop an industry wide Training Needs analysis and identify joint MOD and Industry training opportunities to close gaps. (All workstreams) 	<ul style="list-style-type: none"> In its simplest form, 90,000 pallets of material that will need to be dispersed through the network with the onward movement to multiple deployment locations within the UK. Industry requires greater understanding of the categories, range, scale, or sizes of materials that are being needed to be supported. Including runners, repeaters, and strangers to define the types of equipment (storage media, specialist transportation, and infrastructure). (All workstreams) The physical and cyber protection of the networked assets (warehousing, trucks, rail assets, ports, ships, IT systems, and Operational Technology). (All workstreams) The sustainment of network asset availability also needs to be considered. For example, maintaining of trucks, rolling stock, ships, etc. (All workstreams). <p>Next Steps</p> <ul style="list-style-type: none"> Share the categorisation of materials, that make up the 90,000 pallets, with industry to further define the problem space. (All workstreams) Significant opportunity to leverage existing networks for non-defence industries (for example - Pharma, retail, & Food networks (Warehousing & Transport) 	<ul style="list-style-type: none"> The types of equipment will define the types of people and security classifications that will be required to handle the material. (All Workstreams) A robust coms and engagement campaign is required to ensure UK PLC has a supportive workforce with the required culture and morale to deliver. (All Workstreams) Specific regions are having issues with retention and recruitment of staff (Scotland & South West UK). Workforce resilience will be key (Warehousing) There is a national issues of a shortage of drivers. Many drivers that still hold a license have left the industry post Brexit (Transport). Many 3PLs and transport providers have reservists in their businesses today. There will be an impact to their businesses if they are required to return to military service. (Transport & Warehousing). The scale of needing to Security Clear individuals. (All workstreams) A large proportion of workforce across the network are foreign nationals / dual nationals. (All workstreams) <p>Next Steps</p> <ul style="list-style-type: none"> Organisations have agreed to share information on their labour demographics and potential pain points within specific regions. (All workstreams) Access of DVLA databased to understand the numbers of O license holders in the UK. (Transport) 	<ul style="list-style-type: none"> Access & Understand of the Demand / Supply signals will be a fundamental. (All Workstreams) Connecting multiple with UK MOD systems in a secure & regulated manner will be challenging. For example, WMS systems. (All Workstreams) Storage of MOD data. The activity and cost associated with having a MOD accredited Datacloud that is Secure By Design is not a simple or cheap task. (All Workstreams) Supply chain modelling capabilities are required with compared to the capacity within the network today. Including scenarios testing including surge events. (All Workstreams) Scenario testing of alternative routes and other transportation solutions. (Transportation and Ports) The need for a network wide Control tower to inform decisions (All workstreams) <p>Next Steps</p> <ul style="list-style-type: none"> Explore the ability for wider industry to access the UK MOD MODCloud and connect their Warehouse Management Systems to it? (All workstreams) Explore the ability to relaxation of the UK MOD's Cyber Security regulations to enable rapid standup of solutions. (All workstreams) Explore the potential to swivel chair systems as a temporary activity. (All workstreams)

Adaptive Capacity: TEPIDOIL (Combined Summary)



Doctrine	Organisational	Infrastructure	Legals
<ul style="list-style-type: none"> Ports are strong on both (regular engagement, regulatory flexibility) Airports are well prepared but hard to access (heavy outsourcing means it's unclear who talk to — possibly via airport authorities or existing operators, with airspace through NATS/CAA) Rail is the least mature on both and needs the most work, especially on multimodal handovers and rail-to-port gaps. As lessons learnt from COVID, there needs to be a political will alongside access to a sustained funding stream. Vendor Management of overseas items due to import and export issues. Understand the current capacity and capability landscape and how this is regularly maintained. who owns this activity? NATO first linkages. Is there potential opportunities to exploit solutions in Europe <p>Next Steps</p> <ul style="list-style-type: none"> Get the strategy right, level up each mode, then build regional, multimodal scenarios. When does responsibility shift from a port operator to the military/government as things escalate. Create a shared learning environment with other NATO allies on how they are approach the same challenge in their countries. War gaming modal transport for reaction Resource contingency planning. 	<ul style="list-style-type: none"> Given the number of potential organisations working together, across multiple market verticals, there will be a significant number of interdependencies that will require integrated management. Supply Chain Adaptive Capacity needs to support the needs of Land, Sea, and Air domains. In order for this to work effectively, there would be a centralised co-ordination cell within MOD. Many of the UK Warehousing sites are owned by landlord, leased by a 3PL, for the purpose of delivering a customers' logistics needs. Buy in from all parties would be required. Collaboration between all 3PL's and their customers will be required. Analysis is required on potential disruptions on other sectors. For example, retail drop in levels. <p>Next Steps</p> <ul style="list-style-type: none"> Greater leveraging of Trade Bodies is required to ensure that all members are aware of the need. Also, trade bodies can provide co-ordination and comms and engagement Cross government support to approach warehousing industry and their customers to ensure that there is a clear alignment. Involvement of the Defence Primes and their Tier supply chain is required. Follow on session to be arranged. 	<ul style="list-style-type: none"> Understanding the equipment and the handling requirements is required to fully define the need for specific types of infrastructure. For example, yard space, automation, temperature controlled environments, cold storage, pallet, and segregation of specific items such as dangerous goods. Nationally there is not enough munitions / armory storage. Dispersing material across regions versus the concentration within the "Golden Triangle". Golden triangle could possibly be an area of high risk The vulnerability of utilities and other services to attack. Modelling activity should consider the maximum utilisation of all Modes, transportation routes and methods, and regular updates on capacity across the network. Scenario testing to include surge events. Further analysis is necessary of the Enabling infrastructure across both Road and Rail Destination capacity (i.e. ports) needs to be understood with Critical National Infrastructure <p>Next Steps</p> <ul style="list-style-type: none"> 3PLs confirmed their willingness to share their national capacity and capability networks with MOD. Leveraging the COSTAR system and explore with local landlords to understand the national vacancy of warehousing (6% vacancy nationally). Additionally, explore the potential of leveraging pop up warehousing solutions. Develop a Ports co-ordination plan. 	<ul style="list-style-type: none"> An MOU → "dormant"/contingent contract → full contract pathway, started now to test the system; CCS frameworks as the pre-vetted commercial route were suggested. Some key changes needed to allow for CCS to be effective - e.g. a standard "transition-to-conflict" clause as standard in future procurements; and a claim that the Treasury is rewriting Green Book guidance to weight resilience alongside value for money (needs checking). Insurance and Indemnification costs will be significant. Whilst there are mechanisms during war time, there is nothing in place that addresses the gap between peace time and provisioning for war time. The potential impact on the 3PL's existing contracts with other non-defence sector customer. Conditions of contract for this activity could become complex with a number of dependencies on MOD, non-defence customers, and between warehouse providers. Indemnification and insurance There could be long term implications for wider industry. There has to be a mechanism for mutual benefit. Risks include; supplier compromise, counterfeit digital components, software supply chain attacks, remote maintenance access, third-party cloud dependencies.

The Adaptive Capacity Alliance continues to work in the background ahead of the next industry engagement workshops. The following sessions have been structured to help retain momentum, maintain focus across the workstreams, and ensure stakeholders remain aligned on priorities and next steps.

- Multimodal: w/c 29th June 2026- [multimodal 2026](#)
- Rail Freight Group: 15th July 2026
- Co-Chair project session: 22nd July 2026
- Prime and consultant's engagement workshop: August 2026

As agreed during the session, we are seeking industry support to develop a comprehensive services capability and capacity overview.

A separate email will follow shortly containing a QR code, which will direct you to a survey. We ask that you complete the survey to provide a comprehensive overview of your capacity and capability