UK DEFENCE · PUBLIC-SOURCE READ

The money is named. The bottleneck is throughput.

The 30 June 2026 Defence Investment Plan names the money and the capability bets. The buyer question is whether the system can turn them into available military capability.

£298BN OVER FOUR YEARS · £15BN ADDITIONAL FUNDING · PUBLIC SOURCES ONLY

ISSUED JUL 2026

§00

BOUNDARY

Public records can prove a plan. They cannot prove classified readiness.

READING CONTRACT

This report answers one buyer question.

DESCRIPTIVE CONTRACT

The question is not whether the UK has announced more defence money. It has. The question is where public records already show conversion risk between policy, procurement, industrial capacity and deployable readiness. This report is **not a forecast**, not investment advice, not procurement advice, not legal advice and not an operational-readiness assessment.

For: defence primes, dual-use suppliers, programme teams, lenders, advisers and industrial-base leaders who need to know where public records show delivery friction before they commit time, capital or reputation.

The public record can settle dates, stated funding, formal policy, regulatory changes and published scrutiny. It cannot settle classified readiness, actual stockpile depth, supplier risk registers, integration performance, unit availability or the outcome of Budget 2026.

Private read: bring a supplier, programme, budget line, award notice or target account. The private Evidence Pack returns source receipts, claim ledger, boundary, watchlist, open questions and buyer-ready read. The evidence is visible; the working process is held.

01

THE FINDING

A spending plan becomes a capability plan only when contracts, output and availability follow.

SOURCE — S1, S2, S3, S4, S9

EXECUTIVE ANSWER

Demand is clearer than supply.

The UK defence reset has a credible policy architecture. The SDR names the threat frame. The DIS names the industrial frame. The DIP names the four-year spending frame. NATO names the alliance pressure.

The open issue is throughput: the path from threat and policy to contract, production, integration, training, sustainment and available force. Public sources point to six stress points: procurement velocity, munitions and energetics, nuclear and shipbuilding bandwidth, skills, lower-tier suppliers and digital integration.

£298bn
DIP INVESTMENT OVER FOUR YEARS

£4.7bn
FUNDING LINE MARKED FOR BUDGET 2026

5%
NATO 2035 BENCHMARK: 3.5% CORE DEFENCE + UP TO 1.5% RESILIENCE-RELATED SPEND

RECORD	WHAT IT PROVES	BOUNDARY
DIP / funding explainer	Named four-year plan, extra funding and Budget 2026 dependency.	Not proof of fielded output.
SDR / DIS	Doctrine and industrial-policy frame already published before the money.	Not a supplier delivery record.
PAC / SSCR reform	Credibility and commercial-friction issues are on the record.	Not evidence that behaviour has changed.

VERDICT

The UK is demand-rich and capacity-constrained. The decision-relevant firms and interventions are those that remove friction from the conversion chain.

INDICATED FROM PUBLIC RECORD

02

DATE STACK

Strategy, alliance pressure, procurement reform and scrutiny precede the money.

—— WHY NOW

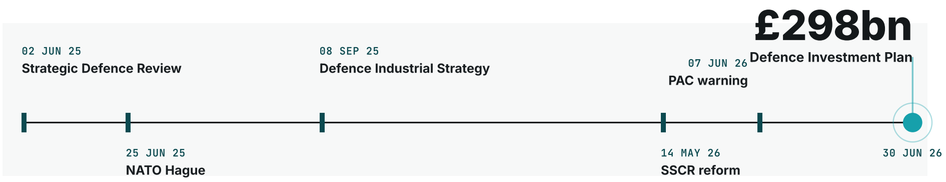
July 2026 is an accountability point.

The DIP did not arrive into a blank market. It landed after the SDR, the DIS, NATO's Hague commitment, single-source pricing reform and a PAC warning that delay had damaged credibility with allies and industry.

E1 The £298bn plan is the last dated item in the public stack.

Schematic spacing. Labels are publication dates.

The money lands after doctrine, industry policy, scrutiny and pricing reform.



SOURCE — GOV.UK SDR/DIS/DIP, NATO Hague declaration, PAC report and SSCR reform notice.

SOURCE — S1, S3, S4, S5, S6, S8, S9

LAYER	CONVERSION CONSEQUENCE
Strategy	The SDR and DIS shift the debate from intent to warfighting readiness and industrial execution.
Alliance pressure	NATO gives the UK a dated 2035 benchmark: 3.5% core defence plus up to 1.5% resilience-related spending.
Scrutiny	PAC and SSCR records make delay and commercial friction testable in future contract records.

READ

The record has moved from diagnosis to execution. The next proof is award, output and availability, not a stronger statement of intent.

INDICATED

SOURCE — S1, S3, S4, S5, S6, S8, S9

03

WHAT THE MONEY SAYS

The plan is a mixed-cycle portfolio, not a single technology bet.

SOURCE — S1, S2, S3, S11

CAPABILITY MAP

The DIP funds both slow-cycle and fast-cycle capability.

E2 The largest public line is nuclear; the fastest conversion tests sit elsewhere.

Headline public commitments. Nuclear shown as the £64bn funding-explainer line; some bands rounded for display. IAMD shown as £1bn visual band for £790m commitment.

SOURCE — S1, S2, S3, S11

THEME	PUBLIC COMMITMENT	THROUGHPUT TEST
Nuclear / deterrent enterprise	£64bn funding-explainer line; £63bn+ where rounded headline wording is used.	Specialist labour, shipyard capacity, nuclear assurance and scrutiny.
Munitions / energetics	£11bn+ and at least six factories	Qualified output, inputs, safety cases and surge capacity.
GCAP	£8bn+ to £8.6bn	Allied programme pace, software integration and industrial bandwidth.
Drones / autonomy	£5bn+	Refresh cycles, expendability, fielding route and support model.
Digital targeting	£1.8bn headline; wider backbone package cited by Commons Library	Secure data, C2, service integration and assurance.

04

WEAK JOINTS

The report reads where conversion friction is visible from public sources.

SOURCE — S1, S4, S5, S6, S7, S8, S12, S13, S14

THROUGHPUT TEST

The constraint is the conversion chain.

Spending becomes capability through a chain: threat, requirement, budget, procurement route, award, supplier capacity, test, integration, training, sustainment and availability. Public evidence points to specific weak joints.

E3 The hardest bottlenecks are physical, contractual and integrative.

Diagnostic pressure bands from public-source strength, immediacy, decision materiality and recordability. Triage tool, not a formal rating.

BAND	BOTTLENECKS	WHY THIS BAND / NEXT PROOF
Critical	Munitions / energetics; procurement velocity	Strong public demand signal and near-term delivery exposure. Next proof: awards, factory build, qualified output and incentive-linked contracts.
High	Nuclear / shipbuilding; skills / clearances	Long-cycle capacity constraints with official scrutiny and workforce evidence. Next proof: infrastructure, workforce and assurance milestones.
Watch	Lower-tier suppliers; digital integration	Material to throughput, but public records mostly expose proxies. Next proof: integration tests, adoption records and lower-tier constraints surfacing in awards.

INPUT	QUESTION ASKED
Source strength	How directly do official records support the bottleneck?
Immediacy	How soon could the bottleneck affect conversion from money to output?
Decision materiality	Would this change a buyer, supplier or programme decision?
Recordability	Can the next proof be seen in dated public records?

SOURCE — S1, S4, S5, S6, S7, S8, S12, S13, S14

APEX FENCE

This pressure-band read is a public-source diagnostic, **not yet adopted as an external mandate.** It is a structured triage, not a conferred Verdict on MOD, any supplier or any programme.

05

COMMERCIAL LEVER

A rule change is visible. Behaviour change needs contract evidence.

BOTTLENECK ONE

Procurement reform is necessary. It is not proof of delivery.

The May and June 2026 single-source changes give MOD stronger commercial tools: higher incentive adjustments, lower profit floors on lower-risk work, an Innovation Uplift and a higher reporting threshold. The change is material because single-source pricing sits inside much of the defence delivery machine.

The throughput question is sharper: do incentives reduce elapsed time from operational need to fielded capability, or do they only alter contract economics?

INCENTIVE ADJUSTMENT **2% becomes 10%** MOD gains a larger performance lever when suppliers hit agreed delivery targets.	SME BURDEN **£5m threshold becomes £25m** Many smaller contracts sit outside mandatory reporting while most single-source value remains in scope.
INNOVATION UPLIFT **Supplier-funded products get a route to reward** Useful only if award routes and adoption paths keep pace.	HARD TEST **Cycle time, not wording** The proof is need-to-contract and contract-to-fielding time.

EVIDENCE TEST

The next public proof is not another reform notice. It is a dated sample of awards that link incentives to delivery milestones without losing transparency at the lower tiers.

SOURCE — S6, S7

SOURCE — S6, S7

06

CAPACITY LINES

The physical system has to absorb the policy signal.

BOTTLENECK TWO

Industrial capacity is the real capability equation.

The DIS makes industry part of readiness. The DIP funds the demand signal. The remaining issue is whether factories, qualified people, supply inputs, test capacity and sustainment paths exist at the tempo the plan requires.

CAPACITY LINE	WHY IT BITES	PUBLIC EVIDENCE
Munitions / energetics	Factories, inputs, safety cases and qualified output create a time lag between announcement and arsenal depth.	DIP: £11bn+ and at least six factories.
Nuclear / submarines	The portfolio draws scarce nuclear-qualified labour, infrastructure and assurance bandwidth.	DIP and PAC scrutiny of DNE budget share.
Skills	Advanced manufacturing, software, cyber, nuclear, shipbuilding and energetics compete for overlapping talent.	ADS workforce base and Deloitte skills report.
Lower tiers	Specialist components and electronics can throttle prime-level production.	McKinsey European Tier 2 / Tier 3 fragmentation lens.

CAPACITY READ

The best public proxy for progress is not another allocation. It is evidence of contracts, factory build, qualified output, cleared skills and availability movement.

INDICATED

SOURCE — S1, S2, S4, S8, S9, S12, S15

SOURCE — S1, S2, S4, S8, S9, S12, S15

07

DEPLOYMENT GATE

AI and autonomy become useful only after assurance, integration and sustainment.

—— BOTTLENECK THREE

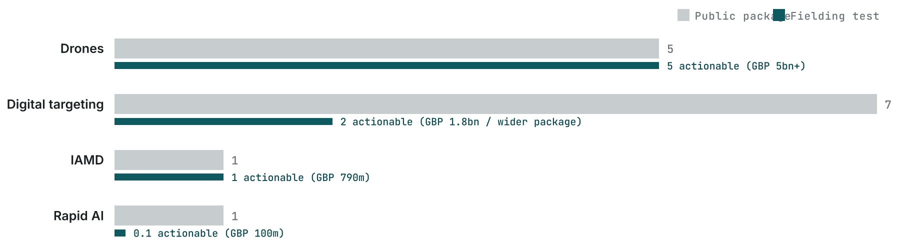
Technology adoption is a deployment problem.

The DIP puts drones, autonomy, digital targeting and AI on the record. That is not the same as operational adoption. The test is whether data, sensors, deciders, effectors, cyber assurance and command accountability join into a deployable loop.

BCG's European defence-technology work is useful because it separates research strength from deployed product. The UK issue is the same: invention matters less than demand-pull, integration and assured refresh.

E4 Digital money has to cross assurance, integration and refresh gates.

Visual index. Values are public package bands; bars are scaled for comparison, not a budget total.



SOURCE — S1, S2, S11, S14

TECHNOLOGY READ

The Digital Targeting Web is the right question. Its proof is not AI language; it is the speed and reliability of the sensor-to-effect loop.

INDICATED

SOURCE — S1, S2, S11, S14

08

CONVERSION ROLES

The useful lens is not legacy taxonomy. It is what each segment does to throughput.

MARKET MAP

The useful segmentation is by conversion role.

A defence-supercycle label is too blunt. The practical market map asks what each actor removes from the conversion chain: time, capacity, integration risk, supply fragility, assurance drag or capital friction.

STRATEGIC PRIMES

Deliver the major programmes

Relevance comes from delivery slots, integration authority and sustainment reach.

MUNITIONS / ENERGETICS

Convert funding to qualified output

The bottleneck is plant, inputs, safety and stockpile movement.

AUTONOMY / SOFTWARE

Shorten refresh cycles

Procurement must tolerate faster iteration and controlled expendability.

LOWER-TIER SUPPLIERS

Hold the hidden constraints

Components, electronics, propulsion, connectors and secure compute can throttle primes.

WORKFORCE CLUSTERS

Turn policy into labour

Regional capacity matters in nuclear, shipbuilding, software and advanced manufacturing.

FINANCE

Capital reaches capacity

Capital matters only when it reaches production, test, inventory and resilience.

MARKET READ

The market-facing question is which actor shortens the chain from funded requirement to usable output. That lens cuts across prime, SME, software, finance and infrastructure labels.

INDICATED

SOURCE — S4, S8, S9, S12, S13, S15, S16

SOURCE — S4, S8, S9, S12, S13, S15, S16

09

WHAT TO WATCH

A plan matures through dated records. The watchlist is designed for daily public-record monitoring.

SIGNPOSTS

The next record has to be operationally boring.

The proof points are mundane: budget settlement, contract awards, plant build, qualified output, cleared skills, integration milestones and availability metrics. Those are the records that turn a plan into throughput.

WINDOW	SIGNAL	WHAT IT PROVES
Budget 2026	£4.7bn Budget 2026 confirmation	Whether the four-year package carries unresolved fiscal pressure.
2026-2027	Early SSCR incentive contracts	Whether commercial reform reaches delivery behaviour.
2026-2028	Drone and autonomy awards	Whether rapid-refresh routes reach users.
2026-2030	Energetics factory construction and qualification	Whether munitions depth moves from plan to output.
2027 onward	Ship and aircraft availability movement	Whether readiness funding changes deployable availability.
2029	NATO trajectory review	Whether UK plans match alliance capability pressure.

EVIDENCE WATCHLIST

Behind this public briefing sits a private evidence pack: source receipts, claim ledger, watchlist, open questions and next-record alerts. That is the paid work.

SOURCE — S2, S3, S6, S9

SOURCE — S2, S3, S6, S9

S

SOURCE REGISTER

Official sources first. Analyst sources are lenses, not authority.

SOURCES

Every public figure is tied to a public record.

Official records carry the facts. Analyst and market sources are used as lenses only.

PRIMARY UK AND ALLIANCE RECORDS

S1	UK Ministry of Defence, The Defence Investment Plan, 30 Jun 2026. Source link
S2	UK Government, £15 billion new funding boost to transform Armed Forces and keep the UK safe, 30 Jun 2026. Source link
S3	UK Government, The Defence Investment Plan Funding explainer, 30 Jun 2026. Source link
S4	UK MOD, Strategic Defence Review 2025, 2 Jun 2025. Source link
S5	UK MOD, Defence Industrial Strategy 2025, 8 Sep 2025. Source link
S6	UK MOD, SSCR reform announcement, 14 May 2026. Source link
S7	Single Source Regulations Office, Contract profit guidance V8.4, 1 Jun 2026. Source link
S8	House of Commons Public Accounts Committee, MoD follow-up Spring 2026, 7 Jun 2026. Source link
S9	NATO, The Hague Summit Declaration, 25 Jun 2025. Source link
S10	NATO, 2026 Ankara Summit event page. Summit-context source only; not the source for the 5% benchmark. Source link

MARKET, SKILLS AND INDUSTRIAL-BASE LENSES

S11	House of Commons Library, Defence Investment Plan: Key decisions, Jul 2026. Source link
S12	ADS Group, workforce shortages and skills. Source link
S13	Deloitte UK, defence skills gap report, Jun 2026. Source link
S14	BCG, The Defense Technology Frontier, 9 Feb 2026. Source link
S15	Deloitte Insights, 2026 Aerospace and Defense Industry Outlook. Source link
S16	KPMG UK financial-services sentiment survey, 7 Jan 2026. Source link
S17	McKinsey, European defence supply-chain consolidation analysis, 2026. Source link

Web source register: lansarydefence.com/briefings/uk-defence-throughput-test-sources.html. Source links captured/accessed 6 Jul 2026. All claims are descriptive. Contract, funding and policy figures are reported as public-source fields, not as delivery assurance, future spend or readiness findings.

S1 – S17

§10

FENCE

The public artifact earns trust without giving away the method.

THE STANDARD

The public bar is visible. The private method is held.

The Lansary Standard and Verdict are the published bar this work is built to meet — **not yet adopted as an external mandate.** This public report is a demonstration on open records, not a client Verdict conferred on MOD, any supplier, any programme or any investor.

Every material figure has a public source, source family, date and boundary. Every judgement is labelled as a judgement. Unsupported claims stay out. Where public records stop, the report says so.

The reader sees the evidence standard, the source trail and the boundary; the operating method remains private.

KEEL

This briefing is descriptive, public-source and bounded. It is **not a forecast**, not a procurement recommendation, not investment advice and not an assessment of classified readiness.

PRIVATE EVIDENCE PACK

Bring the supplier list, programme question, award notice, budget line or target account.

Lansary returns the public-record truth, source receipts, claim ledger, open questions and next records to watch.

Request the private throughput bottleneck read — lansarydefence.com

LANSARY. DEFENCE

Independent evidence work for defence, national-security and industrial-base decisions.

INDEPENDENCE

We have nothing to sell you but the read. Public examples use open records and show the source register. Private files stay private.

REPORT PRODUCT

A Lansary Defence report settles a high-stakes industrial question against dated evidence: source, claim, grade, boundary and next record to watch.

STANDING FENCE

The Lansary Standard and Verdict are the published bar this work is built to meet — **not yet adopted as an external mandate.** Nothing in this briefing is a conferred finding on any named party.