



Terms of Reference (TOR)

Sustainable Technology and Implications for Land Capability (STIL Cap)

Industry Advisory Group (IAG)

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1. Purpose

This document outlines the Terms of Reference for the formation of an Industry Advisory Group (IAG) which was one of the recommendations from the Vehicle and Operational Infrastructure Powerplant (VOIP) project carried out by UKDSC on behalf of Army HQ. The Terms of Reference cover proposed membership, governance and an outline plan for the group formation. The aim of this IAG is to inform Army HQ and the MOD on the thoughts and views of industry and academia in order to assist them in meeting their objectives and obligations regarding the development of a cohesive approach to Sustainable Technology and Implications for Land Capability (STIL Cap).

2. Strategic Aim

The strategic aims of the proposed STIL Cap IAG are as follows:

- 1. To inform and support the development of strategy and prioritisation to maximise the benefits from targeted investment to deliver new and improved capability for MOD and which will enhance UK industry and prosperity.*
- 2. To facilitate engagement between Army HQ and UK Industry and Academia which informs and enables development of strategy, policy and future capability which will contribute to achieving Net Zero 2050 legislative targets and MOD sustainability goals.*
- 3. To bring together Army HQ, other government departments, UK industry and academia to provide a coherent and collaborative approach to maximizing the effectiveness of future investment in programmes and projects which may directly or indirectly support electrification of the battlefield.*

The strategic aims of this Industry Advisory Group are in line with the recently published Integrated Review (1), Defence Command Paper (2) and Defence and Security Industrial Strategy (DSIS) (3), as well as the Net Zero 2050 (4), (5) and Sustainability goals (6). In particular, the aim of this IAG is to provide a tangible route to implementation of the goals of the DSIS (3):

- “We must not only ensure that our forces have the right kit and equipment, but that we maintain capabilities onshore to produce and support critical elements for our national security, and ensure that our supply chains are sustainable and resilient. Through targeted investments we can deliver not only the right*



equipment but can bolster the Union, deliver on levelling up and enhance the skills and prosperity of the United Kingdom”

- *“This Defence and Security Industrial Strategy will see industry, government and academia working ever closer together to drive research, enhance investment and promote innovation. We will do so while fundamentally reforming the regulations that govern defence and security procurement and single source contracts, improving the speed of acquisition and ensuring that we incentivise innovation and productivity”*

3. Brief

The IAG will:

- Cover all aspects and Defence Lines of Development relating to Sustainable Technologies and Implications for Land Capability, which may include such topics as electrification, alternative fuels and other technologies contributing towards future sustainable capability
- Support Army HQ in promoting coherence, co-ordination and collaboration across MOD, other government departments, industry and academia to encourage alignment of activity to maximise the benefits from targeted investment and promote delivery of new and improved capability for MOD which will enhance UK industry and prosperity
- Advise and challenge the Army on the identification and prioritisation of programmes, as well as challenge and refine assumptions associated with these decisions, to support capability development and improvement, together with economic growth and UK prosperity
- Advise and support development of a capability and technology roadmap
- Provide advice on the Army’s strategies for industry engagement, economic growth and capability development
- Act as a sounding board for the Army to test out ideas and approaches
- Work alongside industry, academia and the MOD to identify capability gaps and roadblocks as well as supporting the co-creation of solutions
- Identify and advise on priorities and topics for funded investment programmes of studies, research and development, innovation and experimentation to support tangible and timely progress towards the achievement of the Army strategy
- Determine risks associated with HMG legislation and develop ideas for mitigation

4. Lines of Effort

A holistic approach will be taken, covering key topics including:

- Engagement and improved communication with other government departments, UK industry and academia
- Strategy development
- Capability development
- Standards
- Innovation
- Research
- Experimentation

5. Organisational Structure

The outline structure of the IAG is shown in Figure 1. The roles are as follows:

- AHQ sets the strategic environment and provides strategic direction to the IAG based on AHQ priorities
- The IAG is co-chaired by a senior member of AHQ, sitting alongside an industrial co-chair, who is of similar seniority. Together, the co-chairs provide oversight, tasking and direction to the members of the IAG
- A standing membership, comprised of members from:
 - Army HQ
 - MOD
 - Academia and academic spin-outs
 - BEIS / Other Government Departments
 - Industry (including Primes, Tier 1 companies and SMEs and non-traditional defence companies)
 - Industry Trade Bodies
- Working Groups: Working groups will be stood up as and when required. The formation of specific working groups will be at the behest of the standing members. The working groups will have the brief to address specific topic(s) for a specific period of time. When the activity is complete and outputs delivered, a working group may be stood down. Subject to the approval of the standing members, a working group may co-opt other organisations who are not members of the IAG. This may be to access particular experience or expertise in the subject area of the working group or to strengthen links into specific sectors as required.

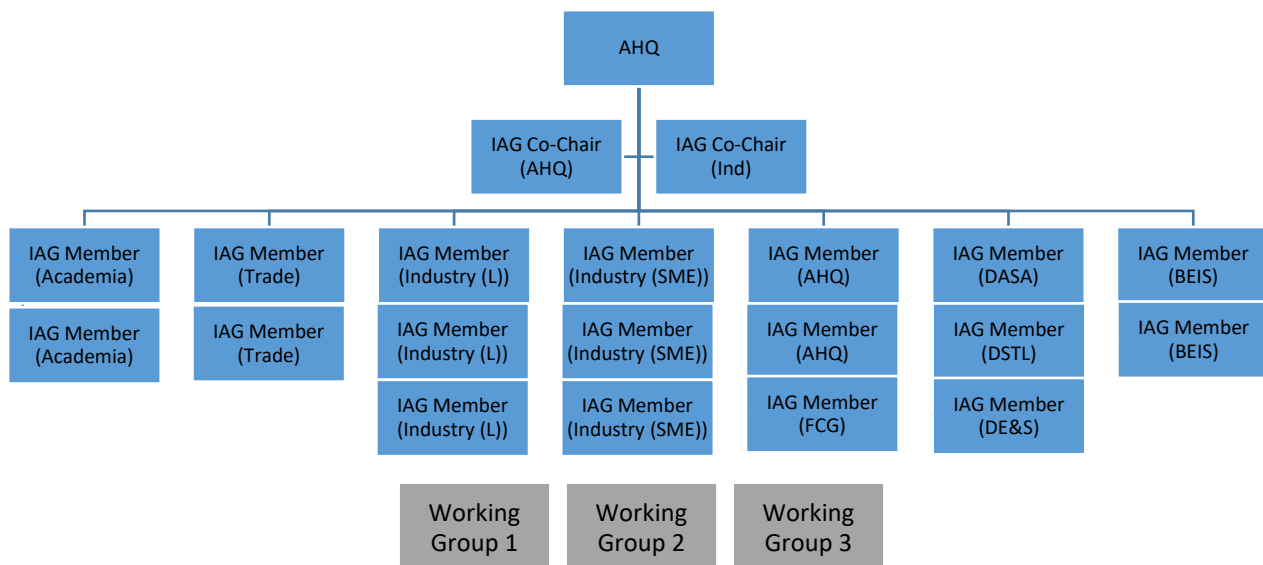


FIGURE 1: OUTLINE STRUCTURE OF THE IAG

6. Membership and Membership Eligibility

The membership is intended to provide a broad representation from industry, academia and cross government including different industrial sectors and regions and small and large enterprises. This will bring a cross-section of views. The principles for each type of member are listed below:

- Army HQ: Army HQ to provide two members with appropriate knowledge of capability and strategy



- MOD: Representatives from the wider MOD may include DASA, Dstl or FCG, to represent and provide links to innovation, experimentation and the wider MOD S&T programme, with its emphasis more on invention.
- BEIS: Members would represent and provides links to the wider civil / commercial sector and initiatives and may be drawn from organisations active in the field of innovation, such as Innovate UK
- Industry: Industry members would be drawn from across the spectrum to include large and small organisations, representing key expertise and experience

The industry and Army co-chairs will work together in running the IAG. Other Army and MOD leads may be invited to observe the IAG proceedings to promote wider coherence and co-operation across MOD.

To be eligible, an industry member shall fulfil the following criteria:

- Be incorporated in the United Kingdom and registered with Companies House
- Be based in the UK or have a strong UK footprint, whereby the organisation can and does make a tangible difference to UK capability and capacity. This may take the form of significant manufacturing facilities and/or R&D facilities. A UK sales office alone would not make an organisation eligible.

The membership will be reviewed on a periodic basis to ensure it remains representative and comprises a balanced selection of views and organisations. At such reviews, following consultation with the standing members, it is the prerogative of the Co-Chairs to end the membership of an organisation should the organisation no longer be eligible for membership (e.g. due to sale or takeover or changes in business) or the member does not follow the terms of the IAG and actively contribute. The addition of new / replacement members will be through an application process, with the IAG Standing Members determining the selection of the organisation(s).

It is noted that membership is not an opportunity for industry to engage with specific Army personnel for purposes other than those outlined in the Terms of Reference for the IAG.

7. Governance

The IAG will be advisory and will not have any specific accountabilities since it will not take the form of a sub-committee of the MOD. Industry advice should provide strategic direction and advocacy and should not be used as a decision-making structure, so should therefore not be a formal part of the MOD's accountability and governance. The IAG membership will be a representative collection of the MOD, Other Government Departments, Industry and Academia. The individuals forming the IAG should reflect the views of their parent organisation and share any information with them accordingly. Members of the IAG will be asked to complete Declarations of Interest, in line with established good practice.

The group will be invited to offer advice and comment on key areas raised by Army HQ and the MOD, relevant to Sustainable Technology and Implications for Land Capability (STIL CAP). Members of the IAG may be invited to be part of specific working groups within the IAG or to support specific areas of work with Army HQ, as appropriate.

8. Tangible Outcomes

The IAG will have a strong emphasis on providing tangible outcomes, ranging from robust supporting evidence to support decision making, through to agreeing priorities and topics for targeted future investment.



Within three months of its first formal meeting, the IAG will propose a set of priority challenges which will be the subject of the first in a series of funded programmes. These topics will be issued to the wider UK industrial and academic community for implementation as studies, innovation or experimentation opportunities as appropriate. Thereafter, every 6-12 months, the agreed priorities will be updated. The update will reflect technological advance, exploitation, government policies, industrial capability and improving long term sustainability and competitiveness of UK industry in order to issue a regular set of challenges.

Whilst it will be appropriate for some topics to be carried out within the defence sector, there will be strong focus on cross sector innovation, in order to draw upon the expertise and experience within the civil commercial sector and unlock value from new suppliers, in accordance with the aims of the DSIS (3).

The contractual routes for implementation of programmes will not form part of the brief for the IAG, but the intention of Army HQ is that there will be increasing pace and agility to ensure access to technologies and innovation in accordance with DSIS (3).

9. References

1. **HM Government.** Global Britain in a Competitive Age: the Integrated Review of Security, Defence, Development and Foreign Policy. *Gov.UK.* [Online] March 2021. <https://www.gov.uk/government/publications/global-britain-in-a-competitive-age-the-integrated-review-of-security-defence-development-and-foreign-policy>.
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4. **BEIS.** UK enshrines new target in law to slash emissions by 78% by 2035. *Gov.UK.* [Online] April 2021.
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6. **MOD.** Ministry of Defence Climate Change and Sustainability Strategic Approach. *Gov.UK.* [Online] March 2021. <https://www.gov.uk/government/publications/ministry-of-defence-climate-change-and-sustainability-strategic-approach>.