

# techUK Smart Infrastructure and Systems Council

Terms of Reference (2026)

## Purpose

1. The techUK Smart Infrastructure and Systems Council will provide strategic direction for all techUK activities related to the Smart Infrastructure and Systems (SIS) Programme.
2. The techUK Smart Infrastructure and Systems Council will support the Programme in:
  - a. Setting the strategic direction for workstreams within the Smart Infrastructure and Systems programme;
  - b. Representing techUK's members in the energy, utilities, and transport sectors as a united voice shaping major decisions on infrastructure policy and holding the Government and regulators accountable;
  - c. Continuing to lead regular engagement with key stakeholders and decision-makers on the challenges, opportunities and developments facing the UK's energy, utilities, and transport sectors;
  - d. Enabling businesses to build relationships with each other, enhancing commercialised and optimised cross-sector innovation.

## Responsibilities

3. Members of the Council are expected to act in accordance with techUK's values of Respect, Courage, Integrity, Generosity, and Pride.
4. Members of the Council will be expected to engage in debate and discussion. Members should be ready and willing to openly discuss issues with stakeholders and other members in every Council meeting.
5. Key responsibilities include:
  - a. Steering the Smart Infrastructure and Systems Programme, agreeing priorities for action, and engaging with the resulting Working Groups;
  - b. Defining the policy responses required for a given issue – wider programme member views will also be sought;
  - c. Acting as a trusted sounding board for the Government and regulators seeking input on relevant issues;
  - d. Working directly with external stakeholders on specific industry issues;
  - e. Interacting with other techUK groups focusing on related topics;

- f. Representing the interests of techUK energy, utilities, and transport members in industry forums, standards bodies, platform operators, and other stakeholders.
- g. Raising the profile of the techUK Smart Infrastructure and Systems Council by contributing to techUK's thought leadership outputs, including events, reports and insights.

## Membership

6. techUK Smart Infrastructure and Systems Council membership aims to reflect the range of companies, both in terms of sectors and size that are interested in each work programme. It will also strive to reflect diversity in all its forms and, in particular, from underrepresented groups across the tech sector. One member will be appointed as Chair to help coordinate its output with the techUK Secretariat; there will also be a Vice-Chair to support the Chair.
7. The Council will comprise up to 20 members, plus the Secretariat, drawn from techUK's Smart Infrastructure and Systems Programme.
8. Members of the Council must be employed by a body that is a member of techUK and should ideally be of manager status or above.
9. If appropriate and agreed by members of the group, stakeholders (government officials, technical experts, consultants, legal experts, or educational bodies) can be invited to attend meetings on a regular basis.
10. 50% (up to 10 members) of the Council should be part of the energy and utilities sector (defined as electricity, gas, heat, and water).
  - a. Of this 50%, 25% (2 or 3 members) should be SMEs, defined as businesses with a turnover of less than £54m and fewer than 250 employees, and not owned by another company.
11. 50% (up to 10 members) of the Council should be part of the transport sector.
  - a. Of this 50%, 25% (2 or 3 members) should be SMEs.
12. Members of the Council should be directly involved in the supply chains of the energy, utilities or transport sectors. This includes providing technology and consultancy services (e.g. legal, policy, technical, operational) related to them. The Secretariat will ultimately determine eligibility.
13. Membership will run for two-year periods on an individual basis. Members will be nominated via an open call to techUK's Smart Infrastructure and Systems Programme.

14. Once nominations have concluded, this will be followed by a member vote if necessary. Only one individual per techUK member company may be on the Council.
15. If an individual Council representative leaves their company to join another techUK member then they may remain on the Council (as long as this does not result in a techUK member company having two representatives). If they join a company which is not a techUK member, they will be required to leave unless the company is in the process of applying for techUK membership.
16. Representatives may be re-elected onto the Council, and there is no cap on how many times they can be re-elected.
17. The Council will operate a 'Strike' attendance policy. If a member is not present (even with apologies sent) at two or more compulsory meetings during a calendar year, that representative may be ejected from the Council and asked to provide an alternative member from their organisation to take their seat.
18. Council members may designate appropriate deputies in their absence, or in case items on the agenda require specific expertise.
19. The Council shall have the power to create sub-groups and working groups to address strategic issues which require more detailed input. These sub-groups should be led by Council members and comprised – where required – of other invited individuals from the techUK membership. The chair of these groups shall report back to the Council when requested.

## Meetings

20. The Council should meet (in person and/or online) at least six times a year, with further meetings and/or calls to be scheduled as required/agreed by the membership.
21. Meetings will be minuted by the Secretariat unless a private session is requested and agreed to by the Chair.
22. Where decisions require a vote, each Council member (one vote per company in case of deputies present) has one vote but in the case of a hung vote, the Chair may exercise an additional casting vote.
23. A minimum of six members is required for a meeting to be deemed quorate.
24. Discussion is transparent: meeting agendas and minutes are available to all Smart Infrastructure and Systems Programme members.

25. Council meetings operate under The Chatham House Rule when necessary.

## Decision-making process

26. When techUK member funds are being used to commission work, a high level of consensus is required.
27. When developing a formal position (such as an industry response to a government consultation), the Secretariat will only develop an outline once at least ten members of the Council have indicated a willingness to participate.
28. Policy positions require a lower level of consensus, although techUK is at its strongest when it speaks with one voice.
29. There will be times when consensus cannot be reached given the different viewpoints present in the Council. If the Council is particularly divided – or if there is significant opposition to developing a position – the Secretariat (in conjunction with the Chair) will decide whether a public position would help to ensure techUK remains a relevant, influential and credible voice.

## Secretariat

30. The techUK Secretariat will manage and resource the work of the Council.

31. The Secretariat comprises:

			
<b>Katie Davies</b> Head of Energy and Infrastructure Policy	<b>Jade van Zuydam</b> Junior Programme Manager - Energy and Utilities	<b>Robert Price</b> Programme Manager - Transport and Mobility	<b>Lucas Banach</b> Programme Assistant

## About techUK

32. techUK is the trade association which brings together people, companies and organisations to realise the positive outcomes of what digital technology can achieve. With around 1,000 members (the majority of which are SMEs) across the UK, techUK creates a network for innovation and collaboration across business, government and stakeholders to provide a better future for people, society, the economy and the planet. By providing expertise and insight, we support our

members, partners and stakeholders as they prepare the UK for what comes next in a constantly changing world.

33. The Smart Infrastructure Systems Programme Smart infrastructure allows us to capture new insights through data capture for more informed decision-making, more efficient and decarbonised systems, and opens up the opportunity for new business models and new services for citizens. We examine how energy, utilities, mobility and cities are embracing technology, working with government, regulators and our members to accelerate change. We champion the role of technology in driving positive outcomes; from hitting net zero goals to improving safety. In doing so, we also optimise the commercial and regulatory landscape to ensure innovation in infrastructure can flourish.

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