

Artificial Intelligence and IP: copyright and patents

Following this [consultation](#), the Government intends to amend copyright law to make it easier to analyse material for the purposes of machine learning, research and innovation. This will promote the use of AI technology, and wider “data mining” techniques, for the public good.

Data mining is where software is used to analyse material for patterns, trends and other useful information. The Government intends that anyone with lawful access to material protected by copyright should be able to carry out this analysis without further permission from the copyright owner. Among other uses, data mining can be used when training AI systems. For example, machine-learning software which has been trained on large repositories of computer code is able to intelligently suggest new code to programmers.

This data mining provision will take advantage of the UK’s ability to set its own copyright laws now that we have left the EU and will put the UK’s copyright framework among the most AI and research friendly in the world. It will help make the UK a location of choice for data mining and AI development, supporting the Government’s ambition for the UK to be a global leader in AI innovation and research.

This initiative is targeted and will preserve wider copyright protection, including copyright owners’ ability to control who has access to their works. It will bring benefits to a wide range of stakeholders in the UK, including researchers, AI developers, and cultural heritage institutions.

The consultation also considered the extent to which inventions and creative works which are generated by AI should be protected by patents and copyright. The Government has decided that no changes will be made to the UK’s patent inventorship criteria or copyright computer generated works provisions at this time. It will keep AI technical development under review to help ensure that UK inventorship rules continue to support AI innovation and will seek to advance discussions internationally to support the UK’s economic interests.

Science & Innovation Minister George Freeman said:

Now that the UK has the ability to set our own copyright laws for the first time in decades, we want to ensure the UK continues to have one of the best intellectual property frameworks in the world. IP is key to innovation.

That’s why, following our consultation earlier this year, we intend to bring the law up to date, embracing the challenges and opportunities presented by rapid developments in technology. The UK will continue to engage with partners around the world, seeking to

lead global conversations as we unleash our potential as an innovation nation.

Our new UK rules on copyright and data mining will act as a catalyst for our innovators to flourish, helping ensure the UK's IP system remains a powerful enabler for ground-breaking R&D.

David Prosser, Executive Director, Research Libraries UK, said:

The UK is a global research powerhouse and researchers are ready to take advantage of powerful new AI and text and data mining techniques. The proposed changes to copyright announced today will allow us to harness the potential of new, innovative computational tools and significantly advance UK research and innovation.

Dame Wendy Hall, acting AI Council Chair said:

The AI Council's AI Roadmap recommended that the Government should consider how to redefine intellectual property to incentivise investment and attract world-class talent to develop leading AI products and services here in the UK.

The proposed changes to copyright law announced today will enable the UK's IP framework to remain relevant, adaptable and keep pace in a changing world. Most importantly, it will encourage UK industries to invest strategically in AI research, development and innovation, with the aim of becoming globally competitive.

Notes to editors:

- the Government consulted on issues relating to intellectual property and AI from October 2021 to January 2022. The consultation followed the Government's [Call for Views on AI and IP](#) in 2020 and was in line with its commitment under the [Innovation Strategy](#) and [National AI Strategy](#) published in 2021
- the consultation asked if the law takes the right approach to protecting inventions and creations made by AI, and whether steps should be taken to make it easier to use data mining techniques, including machine learning, with copyright material
- a [summary of the responses](#) received to the consultation is published on GOV.UK, with the Government response
- rights holders will still be able to control and charge for access to their works and will be able to control their wider use. The only change is that they will no longer be able to charge extra specifically for the ability to mine them

Island communities across the UK to come together in Orkney for first Islands Forum

Press release

Island communities across the UK have been invited to the first Islands Forum meeting in September.



- New Islands Forum created to level up island communities and work together on shared opportunities and challenges
- Representatives from island communities in England, Scotland, Wales and Northern Ireland and the devolved governments have been invited to join the Islands Forum
- First meeting will take place in Orkney in September

Island communities across the UK have today (28 June 2022) been invited to the first Islands Forum meeting in September.

The Islands Forum will help to level up island communities by encouraging collaboration to tackle common challenges such as connectivity, infrastructure, demographic trends and explore opportunities including the transition to net zero. It will also allow the UK government to hear and learn from island communities to inform future policy.

Orkney has been chosen as the location for the first Islands Forum, which will be chaired by Secretary of State Michael Gove.

The UK government has invited council leaders and chief executives of island communities in all parts of the UK to take part in the first Forum. The devolved administrations will also have a key role, with ministers from the Scottish and Welsh governments and the Northern Ireland Executive invited.

Secretary of State for Levelling Up Michael Gove MP said:

Island communities contribute a huge amount to the UK and often face common challenges. Our new Islands Forum will bring communities together and give our islands a stronger voice.

Whether it is the requirement for better transport connectivity or opportunities for economic development, I want to hear directly from island communities across the UK what they need to unlock their full potential.

The UK government's goal is to unite and level up our whole United Kingdom, from Shetland to the Scillies. This new forum will make sure that our islands are placed right at the heart of our levelling up mission.

Several projects in island communities are set to benefit from cash injections through levelling up funds. This includes:

- £48.4 million for the Isles of Scilly to upgrade sea links between the islands and the mainland, including replacing the ferries and delivering harbour improvements, and £440,000 through the UK Community Renewal Fund for their new museum and cultural centre.
- £5.8 million for East Cowes Marine Hub project in the Isle of Wight, which sits within the proposed Solent Freeport zone. The funding will futureproof the marine engineering hub, creating jobs and boosting productivity.
- Anglesey has seen a boost of £2.7 million through the UK Community Renewal Fund for 6 projects including schemes to develop youth enterprise and provide high quality Health and Social Care education.
- £173,400 to Argyll and Bute Council for investment into the West Coast UAV Innovation Logistics and training hub, which helps explore using drones to transport medical supplies to islands.
- The Western Isles was awarded more than £166,000 to fund projects for the Port of Ness Harbour and Horshader Community Asset Development.

Invitations have been sent to representatives from the following islands:

Nation	Member	Island(s)
England	Isle of Wight Council	Isle of Wight
England	Council of the Isles of Scilly	Isles of Scilly
Scotland	Highland Council	Skye, Rum, Raasay, Eigg, Muck, Canna, Sanday
Scotland	North Ayrshire Council	Arran, Great Cumbrae
Scotland	Argyll & Bute Council	Bute, Islay, Mull, Coll; Colonsay; Danna; Easdale; Eilean da Mheinn; Erraid; Gigha; Gometra; Inchtavannach; Innischonon; Iona; Jura; Kerrera; Lismore; Luing; Oronsay; Seil; Shuna (Luing); Tiree; Ulva

Nation	Member	Island(s)
Scotland	Comhairle nan Eilean Siar	Western Isles
Scotland	Orkney Islands Council	Orkney Islands
Scotland	Shetland Islands Council	Shetland Islands
Wales	Isle of Anglesey County Council	Anglesey
Northern Ireland	Rathlin Development & Community Association, NI Department for Infrastructure	Rathlin Island

Published 28 June 2022

[Chris Boardman named permanent National Active Travel Commissioner alongside other senior Active Travel England appointments](#)

Chris Boardman will continue to inspire the nation into getting about on foot and by bike after being appointed as permanent National Active Travel Commissioner alongside several other senior officials, the Department for Transport (DfT) announced today (28 June 2022).

Chris, who has served as Interim Commissioner since January 2022, will head up the new executive agency alongside Chief Executive Officer (CEO) Danny Williams and Chief Operating Officer (COO) Louise Wilkinson.

Over the past decade, the Olympian has been one of the country's most prominent active travel advocates and has served in Greater Manchester as Transport Commissioner and Walking and Cycling Commissioner.

Danny Williams, who is expected to be confirmed as Active Travel England's CEO shortly, has spent over 25 years leading media businesses, including setting-up a start-up and developing large and high performing teams within global corporations.

In his spare time, Danny has been advocating for change in how villages, towns and cities approach walking and cycling. He was a member of the Mayor of London's Roads Task Force.

Louise Wilkinson has a long career in strategic finance and accounting within the civil service and local government. Most recently she has worked for the Cabinet Office as a Deputy Director of Finance.

Active Travel England also today announced Graham Grant as its Director of Planning and Development. Grant, currently Assistant Director of Transport at Newcastle City Council, is expected to take up his post in the autumn. He joins Brian Deegan, who was announced as Director of Inspections in May 2022.

Confirming the appointments, Cycling Minister Trudy Harrison said:

Today's appointments are another great step for Active Travel England as it continues to make sure getting around our towns and cities on foot or by bike is an easy and attractive option.

Chris, Danny, Louise and the rest of the incoming team are hugely respected experts in their field and are dedicated to making people-friendly streets a reality. I wish them every success and will do all I can to support them.

Chris Boardman said:

I am thrilled to be announced as permanent National Active Travel Commissioner and to be given this incredible opportunity. To help change the travel culture of a nation is by far the most important thing I have ever, or will ever, be involved in.

For cycling and walking to become the natural choice for shorter journeys, people must feel safe and the options must be easy.

Active Travel England aims to help local authorities across the country deliver that environment, so that people can get to schools, shops and workplaces under their own steam. That's the kind of place people want to live and the freedoms they want for their children.

Danny Williams added:

If you were to put down on paper my dream job, this is it. I'm passionate about building successful teams from the ground up and I have been an active travel advocate for the past 20 years. It's a huge privilege to be able to combine those interests as CEO of Active Travel England.

I want to support councils to be bold and create an environment that is going to change people's everyday lives for the better. It doesn't get more exciting than that.

Louise Wilkinson added:

I can't wait to take on the role of C00 at Active Travel England

and be part of this exciting journey. This is something I really believe in and I am proud to be part of a team that will help transform active travel and deliver real change.

I will be focusing on putting in place all the things we need to succeed and to ensure that councils and other delivery partners are supported every step of the way.

Last month DfT [announced that millions of people across the country will benefit from cleaner air and cheaper ways to travel](#) and keep active thanks to £200 million of government funding for 134 new active travel schemes.

Active Travel England will oversee delivery as part of its ambition to drive up the standards of infrastructure across the country and make walking, wheeling and cycling the easiest choice for local journeys.

Chris Boardman has been appointed with immediate effect. Danny Williams and Louise Wilkinson are expected to take up their posts in August.

[Active Travel England update](#)

I am pleased to announce further progress standing up Active Travel England, the new executive agency which will help deliver this government's £2 billion commitment to active travel and creating a new golden age of walking and cycling.

A number of senior leadership appointments have now been made for Active Travel England. Chris Boardman MBE has been confirmed as England's National Active Travel Commissioner on a permanent basis.

After his appointment as the Interim Commissioner at the start of the year, he will continue to lead Active Travel England and chair the Interim Board which has now been established.

The Department for Transport (DfT) expects to be able to confirm shortly the appointment of Danny Williams as Active Travel England's Chief Executive, who will be starting full time in August.

He will bring a wealth of experience to the role from successfully setting up and growing both large and start-up businesses and from his dedicated campaigning for improving walking and cycling provision.

Louise Wilkinson has been appointed as Active Travel England's Chief Operating Officer. She has a successful career in financial management for the Civil Service and local government and has most recently been a Finance Deputy Director in the Cabinet Office.

The department expects to confirm shortly the appointment of Graham Grant as its Director of Planning. He was until recently the Assistant Director of Transport at Newcastle City Council.

Brian Deegan has also started as the Director of Inspections. He has successfully developed and delivered street designs for improving active travel in Greater Manchester and London and will work with local authorities to design high-quality schemes. A small number of DfT employees will also transfer to the new body.

Despite only having a handful of officers in place – Active Travel England has already started to deliver significant benefits, in line with the [Gear Change](#) commitment to deliver a step-change in the quality of walking and cycling infrastructure.

It has assessed and awarded £161 million of funding for [134 Active Travel Fund projects](#), announced on 14 May 2022, which will deliver high-quality schemes in 46 authorities in England, outside London. This early work will enable 16 million extra cycling and walking journeys to take place each year.

It has also developed a suite of tools that will help local active travel projects deliver high-quality infrastructure and it has delivered training and engagement events for local authorities. Its work will significantly improve value for money of cycling and walking schemes.

Improved active travel provision has many benefits. It will play an important role in improving the health of the nation by reducing physical inactivity and it is vital to the government's commitment to achieve [net zero carbon emissions by 2050](#). Better walking and cycling provision will also help make local areas greener, healthier and better places to live.

[Chief the General Staff Speech at RUSI Land Warfare Conference](#)

I stand here as the first Chief of the General Staff since 1941 to take up this position in the shadow of a major state on state land war in Europe. As I do, I'm reminded of the words of a man in whose footsteps I tread. In relative obscurity, and recognising the impending danger the nation faced, the then Brigadier Bernard Montgomery wrote this in the pages of that magnificent publication Royal Engineers' Journal of 1937:

We have got to develop new methods, and learn a new technique... There is no need to continue doing a thing merely because it has been done in the Army for the last thirty or forty years – if this is the only reason for doing it, then it is high time we changed

and did something else.

For us, today, that “something else” is mobilising the Army to meet the new threat we face: a clear and present danger that was realised on 24th February when Russia used force to seize territory from Ukraine, a friend of the United Kingdom. But let me be clear, the British Army is not mobilising to provoke war – it is mobilising to prevent war.

The scale of the war in Ukraine is unprecedented. 103 Battalion Tactical Groups committed. Up to 33,000 Russians dead, wounded, missing or captured. A casualty rate of up to 200 per day amongst the Ukrainian defenders. 77,000 square kilometres of territory seized – 43% of the total landmass of the Baltic states. Ammunition expenditure rates that would exhaust the combined stockpiles of several NATO countries in a matter of days. The deliberate targeting of civilians with 4,700 civilian dead. 8 million refugees. For us, the visceral nature of a European land war is not just some manifestation of distant storm clouds on the horizon; we can see it now.

In all my years in uniform, I haven't known such a clear threat to the principles of sovereignty and democracy, and the freedom to live without fear of violence, as the brutal aggression of President Putin and his expansionist ambitions. I believe we are living through a period in history as profound as the one that our forebears did over 80 years ago. Now, as then, our choices will have a disproportionate effect on our future.

This is our 1937 moment. We are not at war – but we must act rapidly so that we aren't drawn into one through a failure to contain territorial expansion. So surely it is beholden on each of us to ensure that we never find ourselves asking that futile question – should we have done more? I will do everything in my power to ensure that the British Army plays its part in averting war; I will have an answer to my grandchildren should they ever ask what I did in 2022.

We have agency to prevent war now. But only if we take a new approach.

These are extraordinary times. So I will not take the usual approach of a new CGS to this event. It will not be the traditional tour of the horizon covering the full breadth of Army business. I will concentrate on one area alone – how I intend to mobilise the British Army – our Regulars, Reservists and Civilians – to deter Russian aggression. To prevent war.

We are already a busy Army. But today is about mobilisation, and to mobilise effectively we will need to suppress our additive culture and guard against the ‘tyranny of and’ – we can't do everything well and some things are going to have to stop; it will mean ruthless prioritisation.

From now the Army will have a singular focus – to mobilise to meet today's threat and thereby prevent war in Europe.

This is not the rush to war at the speed of the railway time tables of 1914. It is instead an acceleration of the most important parts of Future Soldier's bold modernisation agenda, a move to a positional strategy, an increased

focus on readiness and combined arms training and a broader institutional renewal that creates the culture required to win if called upon. This process, given a name Operation MOBILISE, will be the Army's primary focus over the coming years.

So why do we need to mobilise?

Under the leadership of the Prime Minister and the Defence Secretary, the United Kingdom has risen to meet Moscow's aggression. Defence has worked at a phenomenal pace to bring together a coalition of partners to provide materiel, intelligence and training to sustain Ukraine in its fight against the Russian invaders. Our bi-lateral relationship with Kyiv has gone from strength to strength; this year alone we have supplied 9500 anti-tank missiles, of which over 5000 were NLAW. We have already provided UK-based training for 650 AFU soldiers, and in the coming months, the British Army will deliver battle-winning skills to a further 10,000. It's just started.

The upcoming Madrid Summit is a timely opportunity to demonstrate our leadership in NATO and our enduring commitment to our allies. Mobilising the Army to prevent war is as tangible and concrete an act of leadership as I can offer – the UK will lead by example.

It is dangerous to assume that Ukraine is a limited conflict; one of its obvious lessons is that Putin's calculations do not always follow our logic. It's also worth remembering that historically, Russia often starts wars badly. And because Russia wages war at the strategic, not the tactical level – its depth and resilience means it can suffer any number of campaigns, battles and engagements lost, regenerate and still ultimately prevail. History has also shown us that armies that have tasted defeat learn more quickly. While Russia's conventional capability will be much reduced – for a time, at least – Putin's declared intent recently to restore the lands of 'historic Russia' makes any respite temporary and the threat will become even more acute. We don't yet know how the war in Ukraine will end, but in most scenarios, Russia will be an even greater threat to European security after Ukraine than it was before. The Russian invasion has reminded us of the time-honoured maxim that if you want to avert conflict, you better be prepared to fight.

So this is the challenge that I will address through mobilisation. And to make it crystal clear – This means focusing on winning the war, working with these allies, against this threat and in this location. And we will see the first orders issued in Madrid tomorrow.

This threat has also materialised at a time when the world is already looking less secure – the viewpoint set out clearly in last year's Integrated Review and the Defence Command Paper. In meeting a revanchist Russia, we cannot be guilty of myopically chasing the ball. Defence cannot ignore the exponential rise and chronic challenge of China, not just within the South China Sea but through its sub-threshold activities across the globe. Beijing will be watching our response to Moscow's actions carefully. But ceding more territory to Putin could prove a fatal blow to the principle of national sovereignty that has underpinned the international order since 1945. And we

can't allow NATO states to live with the grim reality of the human cost of occupation that we see in front of us.

Given the commitments of the US in Asia during the 20s and 30s, I believe that the burden for conventional deterrence in Europe will fall increasingly to European members of NATO and the JEF. This is right in my view: taking up the burden in Europe means we can free more US resources to ensure that our values and interests are protected in the Indo-Pacific

And we are not alone in facing this new reality. Looking out at you here today I am reassured by the number of allies and partners I see before me. The faces of friends from previous campaigns where we have shared hardship and laughter, failures and victories. We have shed blood together. We remember those we left behind. And it is this our willingness to shed blood to protect our common values and each other's territory that will see us prevail.

So, how are we going to mobilise?

Article V remains the cornerstone of our national security; that makes it a critical national interest. The conflict in Ukraine will herald I think a paradigm shift in how NATO delivers collective deterrence; from a doctrine of reacting to crises, to one of deterring them. This principle is at the heart of Op MOBILISE: Russia knowing that they cannot gain a quick localised victory – that in any circumstances and any time frame they will lose if they pick a fight with NATO.

Deterrence demands all of the tools of statecraft, underpinned by soldiers, sailors, aviators and Civil Servants operating across all five operational domains. It requires forces across Defence that are modernised, relevant, and harness the potential of the fourth industrial revolution. Effective deterrence also means communicating clearly so we maximise deterrent effect without increasing the risk of mobilisation.

When faced with an adversary such as Mr Putin, with the campaigns of Peter the Great as his reference point, the war in Ukraine also reminds us of the utility of Land Power: it takes an army to hold and regain territory and defend the people who live there. It takes an Army to deter. And this army, the British Army, will play its part alongside our allies.

In Ukraine we've seen the limitations of deterrence by punishment. It has reinforced the importance of deterrence through denial – we must stop Russia seizing territory – rather than expecting to respond to a land grab with a delayed counteroffensive.

To succeed, the British Army, in conjunction with our NATO allies and partners, must be in-place or at especially high readiness – ideally a mix of both. Tripwires aren't enough. If we fail to deter, there are no good choices given the cost of a potential counterattack and the associated nuclear threat. We must, therefore, meet strength with strength from the outset and be unequivocally prepared to fight for NATO territory.

If this battle came, we would likely be outnumbered at the point of attack and fighting like hell. Standoff air, maritime or cyber fires are unlikely to dominate on their own – Land will still be the decisive domain. And though I bow to no one in my advocacy for the need for game changing digital transformation, to put it bluntly, you can't cyber your way across a river. No single platform, capability, or tactic will unlock the problem.

Success will be determined by combined arms and multi-domain competence. And mass. Ukraine has also shown that engaging with our adversaries and training, assisting and reassuring our partners is high payoff activity. Future Soldier's new Ranger Regiment – on the ground in Ukraine before the invasion – and the new Security Force Assistance Brigade are well set for this. With the right partner and in the right conditions persistent engagement and capacity building can be really effective. Operation ORBITAL has made a key contribution to preparing the Armed Forces of Ukraine for this fight and it continues to expand exponentially. And We must be wary of Russia's malign activities further afield – our global hubs, including Kenya and Oman, will still play a vital role as we seek to mobilise to meet aggression in Europe – allowing us to help our partners there secure strategic advantage elsewhere in the world.

This is the war that we are mobilising to prevent, by preparing to win. With our NATO and JEF partners. Against the Russian threat. In Eastern and Northern Europe. And in doing so it is my hope that we never have to fight it.

So what does this mean for the Army...

My predecessor, and my friend, General Sir Mark Carleton-Smith, laid the foundations for the most ambitious transformation of the British Army in a generation, Future Soldier. We, I owe him a great debt. The Government has also generously committed 41 billion pounds to Army equipment over the next decade.

But as we face a new reality, a race to mobilise, we must be honest with ourselves about Future Soldiers' timelines, capability gaps and risks – and now our own diminished stockpiles as a result of Gifting in Kind to the brave soldiers of the Armed Forces of Ukraine. We should not be afraid of necessary heresies. Defence is only as strong as its weakest domain. And technology does not eliminate the relevance of combat mass.

To mobilise the Army I intend to drive activity across four focused lines of effort:

First, and most importantly, boosting readiness. NATO needs highly ready forces that can deploy at short notice for the collective defence of alliance members. Deterring Russia means more of the Army ready more of the time, and ready for high-intensity war in Europe. So we will pick up the pace of combined arms training, and major on urban combat. We will re-build our stockpiles and review the deployability of our vehicle fleet. And having seen its limitations first-hand as the Commander of the Field Army, I think we need to ask ourselves whether Whole Fleet Management is the right model given

the scale of the threat we face. The time has come to be frank about our ability to fight if called upon.

Second, we will accelerate the modernisation outlined in Future Soldier. NATO needs technologically advanced modern armies able to deploy at speed and fight together. They must be able to integrate effects across the domains, all stitched together by a sophisticated and robust command, control and communication network. We will seek to speed up the delivery of planned new equipments including long range fires, attack aviation, persistent surveillance and target acquisition, expeditionary logistic enablers, Ground Based Air Defence, protected mobility, and the technologies that will prove pivotal to our digital ambition: CIS and Electronic Warfare. Most importantly, this will start now – not at some ill-defined point in the future.

Third, we will re-think how we fight. We've been watching the war in Ukraine closely and we are already learning and adapting. Not least to the help of RUSI, Many of the lessons are not new – but they are now applied. We will double-down on combined arms manoeuvre, especially in the deep battle, and devise a new doctrine rooted in geography, integrated with NATO's war plans and specific enough to drive focused, relevant investment and inspire the imagination of our people to fight and win if called upon.

And Fourth, I am prepared to look again at the structure of our Army. If we judge that revised structures will make the Army better prepared to fight in Europe, then we will follow Monty's advice and do "something else". Now of course adapting structures has implications for the size of the Army – and I know that there will be questions on Army numbers locked, loaded and ready to fire from the audience! Put simply, the threat has changed and as the threat changes, we will change with it. My job is to build the best Army possible, ready to integrate with fellow Services and Strategic command and ready to fight alongside our allies. Obviously our Army has to be affordable; nonetheless, it would be perverse if the CGS was advocating reducing the size of the Army as a land war rages in Europe and Putin's territorial ambitions extend into the rest of the decade, and beyond Ukraine.

Importantly, the four mechanisms I have used to illustrate how the Army will mobilise will all be initiated from the line of march. This means now rather than in some distant and ill-defined point in the future.

Op MOBILISE is as much about people as it is about training and hardware. The last 125 days of conflict in Ukraine have shown us if we needed showing the enduring nature of war; its violent and human nature, and its timeless interplay of friction and chance. It has reminded us all that war fundamentally remains a clash of wills. Russia's so called 'Special Military Operation' has shown that while Moscow may have invested in some of the most modernised land technology in the world, it lacked the will to fight when faced with a tenacious Ukrainian defence. Let down by its leaders, we have seen the moral decay of the Russian Army play out in front of us.

The fighting spirit of our people is the Army's single greatest responsibility. The moral component matters. To succeed in mobilising we must

ensure that we engender the culture and behaviour required to forge and cohere a confident and winning team, and, in my 37 years' experience, I have learnt that trust increases tempo. I am fully behind the TEAMWORK initiative set up by my predecessor. It is not woke-ism nor in any way a lessening of standards at a time where the British Army must be prepared to engage in warfare at its most violent. To put it simply, you don't need to be laddish to be lethal – in a scrap you have to truly trust those on your left and right.

And when the British Army has been faced with any challenge during its long history, it has always been the ingenuity of our people that has seen us through. I know there will be an opportunity cost to mobilising – and we must continually review and balance our priorities to meet emerging threats. But mobilisation also requires us to cut down that which slows us down. I want to you all, I'm talking to the Army here to identify those areas of our process and bureaucracy that take up your time – like any public institution we have accumulated some barnacles that slow us down – but we are not just any institution, so it's time to strip them back.

Mobilisation is not just an internal focus. We must take industry with us and have the right relationships with our enabling agents to deliver and quicken the ambitious modernisation targets we have set ourselves. I will use the next few months to engage personally with you, our industry partners and encourage you to use the framework offered by the new Land Industrial Strategy to make the Army more lethal and more effective, with better equipment in the hands of our soldiers at best speed. We can't be lighting the factory furnaces across the nation on the eve of war; this effort must start now if we want to prevent war from happening.

I'd be naïve if I ignored the fact that the Army's platform procurement has not been a smooth journey during the last decade. We have the humility to learn the lessons from where it has gone wrong and the confidence to engage with industry to generate the mutual trust required to get the very latest technology for the best value for money. And we should also be bolder in celebrating our successes – AH64 Echo is flying now, the first Boxer will be in service in 2023, the first Challenger 3 arrives in 2024 'and the Sky Sabre air defence system was deployed and operating in Poland only weeks after entering service.

This speech forms my first order of the day. Mobilisation is now the main effort. We are mobilising the Army to help prevent war in Europe by being ready to fight and win alongside our NATO allies and partners. It will be hard work – a generational effort – and I expect all ranks to get ready, train hard and engage. We must be practical and cut through unnecessary bureaucracy, be prepared to deprioritise where activity is not mission critical, honestly highlight risks where we identify them and avoid falling victim to the say-do gap or the lure of institutional panaceas – conscious of the advice of the late, great, John Le Carre that Whitehall panaceas often simply go 'out with a whimper, leaving behind...the familiar English muddle'.

I expect this change to be command led. And that includes all commanders: from the General in Main Building, to the young Lance Corporal in the barrack

room, from the reservist officer on a weekend exercise, to the Civil Servant in Army Headquarters.

And as we mobilise, I echo the words of General Montgomery to his team in the dust of the North African desert in 1942, "we must have confidence in one another"...

As the new CGS I have confidence in each and every one of you. And I am proud to stand among you.

And my final message to you is this:

This is the moment to defend the democratic values that define us;

This is the moment to help our brave Ukrainian allies in their gallant struggle;

This is the moment we stand with our friends and partners to maintain peace throughout the rest of Europe.

This is our moment. Seize it.