



Corporate Plan

2021-22





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FOREWORD

Ministerial



The UK Space Agency's 2021/22 plan demonstrates how the agency will help deliver the Government's high ambition for the UK, to grow our thriving space sector and continue to lead the world in ground-breaking space science and technology. We will

strengthen our national capability, promote global industry investment into the UK space sector, create new jobs, and spread the benefits of this dynamic sector right across our Union.

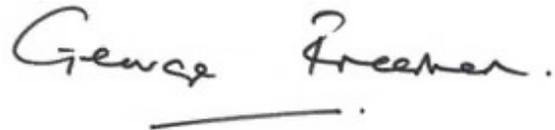
This year will see us accelerate the growth of space clusters and make further strides towards the first small satellite launches from British spaceports, laying the foundations that will boost space sector growth in every country and region of the United Kingdom, replicating the significant growth seen through concerted effort at Harwell and in Scotland's central belt. We will also provide options for the UK to strengthen the resilience of our position, navigation and timing (PNT) capability.

Space is a part of everyday life. Satellites underpin our national economy, from agriculture and banking to aviation and shipping, and support our national security. Space science provides critical data to

understand and address global challenges such as climate change, while missions to explore our solar system unite nations and advance humanity's horizons.

The Government has published an ambitious National Space Strategy, which sets a clear vision for the UK's future in space, co-ordinating civil and defence space policy. Overseen by the National Space Council, we will ensure the governance and capabilities are in place to deliver this new ambition while also building on existing activities.

As part of this, regulation of UK civil activity in space has transitioned from the UK Space Agency to the Civil Aviation Authority, and the Department for Business, Energy and Industrial Strategy (BEIS) has taken responsibility for civil space strategy and high-level policy, freeing the UKSA to increase its focus on driving investment in the sector as well as on programme delivery and cementing its place as a world-class space agency.



George Freeman MP

Minister for Science, Research and Innovation

"The UK Space Agency's 2021/22 plan demonstrates Government's high ambition for the UK to continue to lead the world in ground-breaking space science and technology"

Chief Executive



I have joined the UK Space Agency at a pivotal moment for the UK in space. This year, British-built technology is travelling to our sun and Mercury, while at home our engineers are building the UK's first commercial spaceports. Global investors are

backing Britain's growing space businesses, as space clusters spread high-skilled jobs across the UK. British innovators are pioneering new ways to make launch greener and to clean up space debris, while the UK Government is driving a global agenda to keep space safe and sustainable for future generations. The National Space Strategy builds on this, with an inspiring vision to harness space for the UK's prosperity, security and wellbeing. The UK Space Agency will work with our sector and with partners around the world to deliver this ambition.

The UK's space sector has grown significantly since the Agency was created in 2011, and our portfolio of activity has expanded and evolved with it. While the majority of our annual budget has historically been committed to delivering science and research in partnership with the European Space Agency (ESA), we have also begun developing our own national programmes, research projects and international relationships in recent years. This does not mean that we are turning our back on ESA - far from it - but we are expanding our work on the path to becoming a world class space agency in our own right. So in addition to incredible collaborations through ESA such as the UK-built Rosalind Franklin rover that will look for signs of life on Mars, we are pursuing initiatives such as the UK-France MicroCarb mission that will help us to tackle climate change from space, and Quantum - a satellite that can be reconfigured in space to respond to changing demands on Earth.

This brings significant opportunities for the UK. From 2022, our Spaceflight Programme will enable

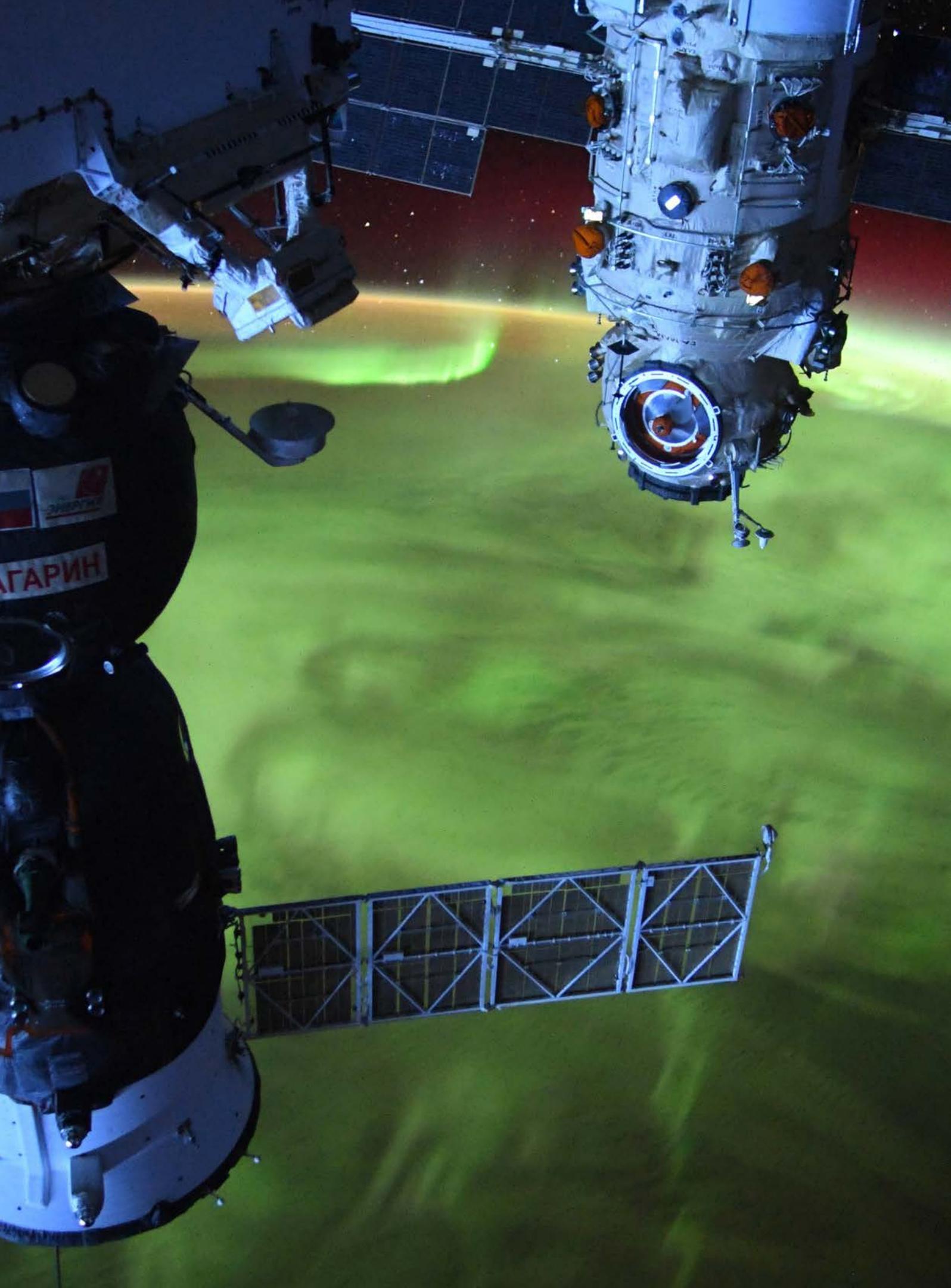
the first space launches from UK soil as we aim to become Europe's leading destination for commercial satellite launch. Our National Space Innovation Programme is supporting cutting-edge research and development in home grown space technologies. And our work to explore options to increase the UK's resilience in satellite navigation and timing aims to support our critical national infrastructure.

Taken together with our leading role in ESA, these programmes will enable us to continue to grow investment and level up the UK space sector, create high skilled jobs across the country and deliver solutions that will benefit the British people and our environment.

The success of all of this work depends on our dedicated and expert staff, their passion and the skills they deploy on a daily basis. I will work with my leaders and managers across UKSA to ensure we continue to support our people as we emerge from the pandemic and to ensure that we have the right balance of skills, resources and the effective organisational design and governance structures to deliver on the government's ambitions for space.

I am excited about the opportunities and challenges that lie ahead, and I look forward to working closely with the whole of the UK space sector and partners across government in the coming years. We have solid foundations on which to build and can look ahead with confidence to what promises to be a prosperous future for the UK in space.

Dr Paul Bate
Chief Executive UK Space Agency



OUR ROLE

The UK Space Agency provides technical advice on the Government's space strategy, supporting the UK space sector to deliver the Government's vision. The Agency designs and delivers programmes that implement the Government's strategy, including as a sponsor of national capabilities and an early-stage investor in space research and development. The Agency promotes the UK space sector's interests

and achievements, makes connections to join up industry and academia, and represents the UK in international space programmes.

We manage a co-ordinated portfolio of programmes and projects that together deliver our vision and goals.

OUR VISION

The UK Space Agency inspires and leads the UK in space, to benefit our planet and its people.

"The UK Space Agency provides technical advice on the Government's space strategy, supporting the UK space sector to deliver the Government's vision"

OUR GOALS

In 2021/22 we will help to deliver the UK's strategic ambitions in space through four goals:

Resilient UK space capabilities

- Ensuring the UK can access systems on the ground and in space to protect our critical national infrastructure, support our global climate leadership, and provide services that improve lives around the world.
- Supports National Space Strategy pillar *Developing Resilient Space Capabilities and Services* (see figure, below)

A strong and competitive space sector

- Supporting research that drives technical innovation and scientific discovery, making the UK a top destination for space industry and academia, and inspiring the next generation of space professionals.
- Supports National Space Strategy pillars *Unlocking growth in the UK space sector* and *Growing the UK as a science and technology superpower*.

A powerful global voice

- Working with the European Space Agency, the UN and other institutions, to help the UK to grow trade and investment, take part in global space programmes and missions, and promote an open, safe and sustainable space environment.
- Supports National Space Strategy pillar *Collaborating Internationally*.

A world class Agency

- Ensuring a diverse and inclusive UK Space Agency which is a great place to work, with the capabilities, processes and culture to thrive.

Our goals in 21/22 were established before the publication of the National Space Strategy in October, but are consistent with the strategy's goals and our national approach to achieving these (figure, below). A renewed set of priorities and metrics for the UK Space Agency are being developed for the next Corporate Plan in light of the National Space Strategy.

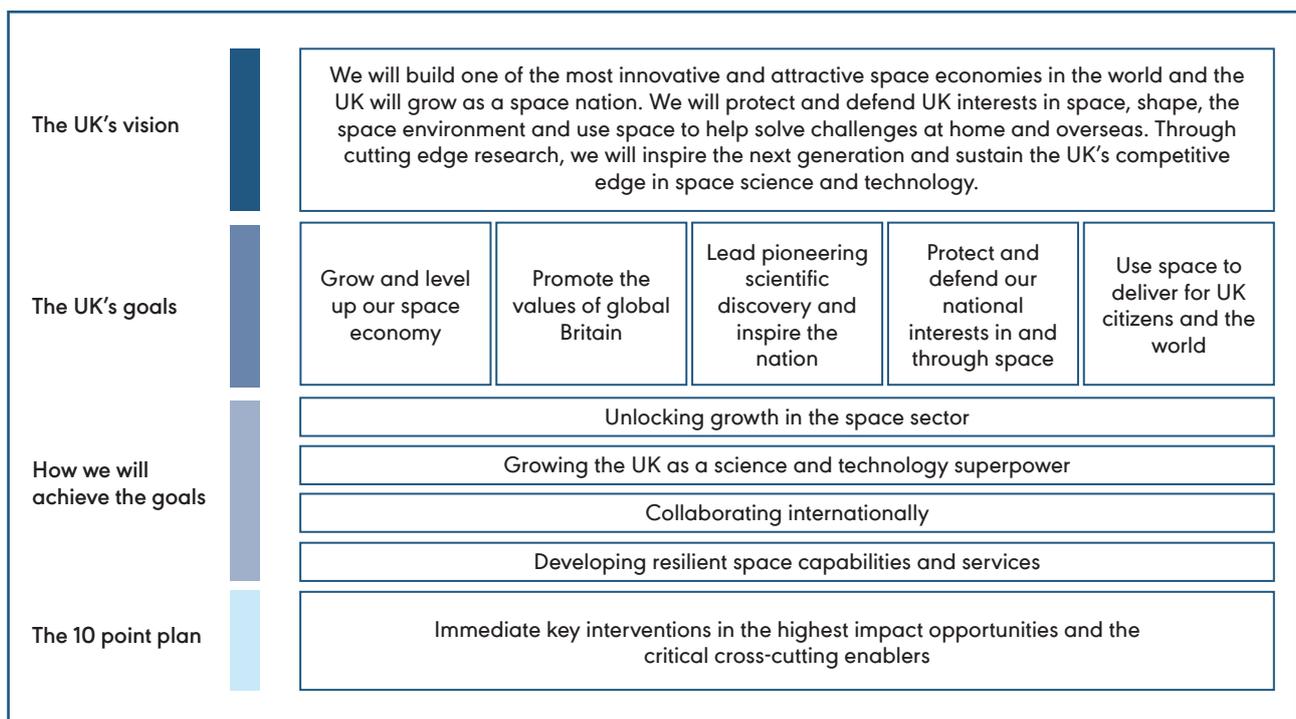


Figure 1: Vision, Goals and Pillars of the National Space Strategy, published in October 2021

BEIS PRIORITIES

The UK Space Agency is an Executive Agency of BEIS and plays an important role in delivering the Department's mission. Space underpins £360 billion of UK GDP and the space sector's workforce is over twice as productive as the UK average. The UK space sector is highly innovative, investing over £700m in research and development in 2018/19, and supports research that is essential to our national

climate commitments. In 2021-22, the Agency's objectives will therefore also help us to deliver BEIS's priorities of:

- **Enterprise: Backing long-term growth**
- **Net Zero: Tackling climate change**
- **Innovation: Unleashing a science super-power**

Supporting research that drives technical innovation and scientific discovery, and inspiring the next generation of space professionals.



Approach to Delivery

The Agency has changed dramatically since the 2015 Spending Review in terms of its size, portfolio and the increased prominence of space policy in Government. Our ambitions for the 2021 Spending Review recognise this step-change while also anticipating future opportunities for the Agency.

Our primary role will be to deliver expert programmes, backed by strong technical expertise. This means that BEIS sets the high-level policy that Agency programmes are to meet. How the Agency and BEIS engage with the space sector has been considered carefully. This updated design has ensured that both organisations have clear roles and responsibilities, allowing us to work together effectively.

Our programme, whilst ambitious, will enable a significant enhancement to the UK space sector and our national space capabilities - contributing to the delivery of the Prime Minister's vision for the UK's future in space, reflected in a new National Space Strategy, as well as wider BEIS and Government priorities for this Spending Review.

The Steering Board provides guidance to the Chief Executive and their senior executive team on the operation and development of the UK Space Agency. The Steering Board is responsible for scrutiny and challenge of strategic and operational issues, including: corporate planning, performance and risk; development of the Agency's corporate plan, annual report and accounts; alignment with the National Space Strategy, BEIS and wider Government objectives; risks to the Agency and its management;

major business developments which imply a significant change in the Agency's role and activities; financial performance and accountability; and Agency capability and plans for the future. The Steering Board consists of the Chief Executive, Senior Information Risk Officer, BEIS Director General or their representative, and four independent members, including the Chair.

The Executive Committee has collective responsibility for supporting the Chief Executive in effectively running the Agency operations. The Executive Committee is currently made of Executive Directors from Directorates within the Agency and are appointed by the Chief Executive. Certain strategic and operational decisions are reserved to the Chief Executive.

The Corporate Planning team regularly provide updates, and take decisions to the Executive. Updates are also provided to Steering Board, enabling the corporate planning team to engage the Chair and non-Executive Members in the delivery of the corporate plan and test aspects of the plan and delivery - which feeds into the portfolio reporting.

The Agency has refreshed the membership of the non-Executives during the year, whilst expanding in number in order to meet the Agency's evolving portfolio.



Priority Programmes

The Agency adopts an integrated and pragmatic approach to our programme delivery, which will enable us to meet expected challenges during this period of transformation. Our programme management will be driven and underpinned by our strategic goals and priorities.

UK Spaceflight Programme

The Agency's Spaceflight Programme aims to establish commercial vertical and horizontal small satellite launch from UK spaceports from 2022. This will help to create new jobs right across the UK and attract significant investment into our rapidly growing space sector.

Our outcome-focused regulatory framework is set to be the most modern space legislation in the world, with a focus on safety and the flexibility to support the pace of innovation. In March, the Government published our response to the Public Consultation into the draft Space Industry Regulations, which have been laid before Parliament.

We also have strong international relationships, giving us access to global markets, financing and

supply chains around the world. Signed in June 2020, the Technology Safeguards Agreement (TSA) paves the way for US companies to operate from UK spaceports and export space launch technology, enabling access to revenues and customers previously unavailable.

To help grow the UK's spaceflight capabilities, Government is funding a range of industry-led projects, to help establish vertical launch services from Scotland and to support horizontal launch by Virgin Orbit from Spaceport Cornwall.

Initiatives such as this will help cement our reputation as Europe's leading destination for small satellite launch and unlock a new era in commercial spaceflight for our nation.





National Space Innovation Programme – NSIP

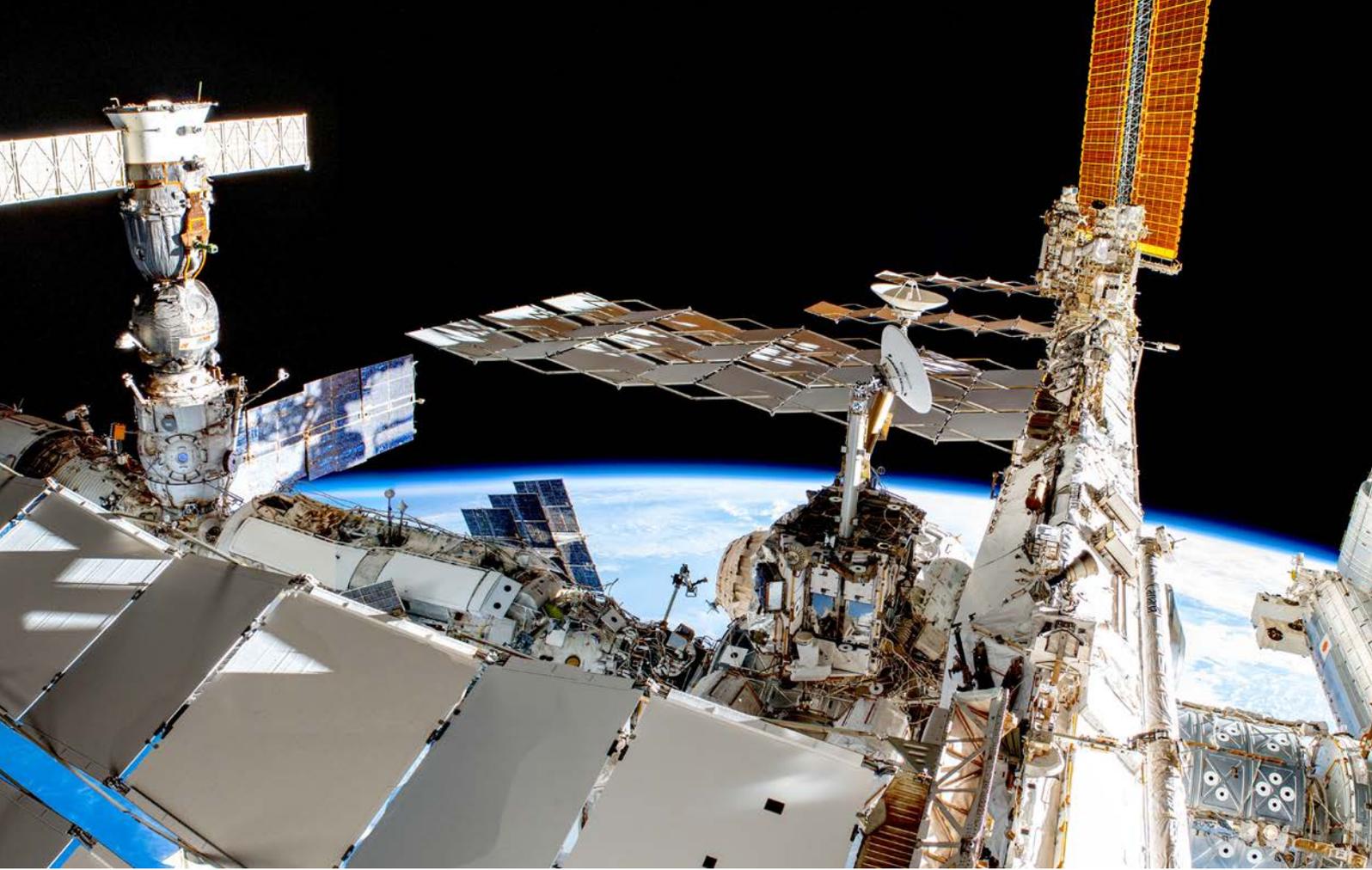
The UKSA's National Space Innovation Programme was developed and launched in 2020. The establishment of NSIP provides UKSA with a dedicated programme to support the advancement of innovation in space technologies, products and services, as well as enabling strategically important international innovation collaborations. NSIP has already helped the UK's space sector develop a range of innovations in telecoms and in the application of earth observation data to tackle climate change challenges. In FY 21/22, NSIP will focus on taking forward a number of projects funded in the programme's 20/21 pilot year, helping project consortia to advance their innovations.

Space Based Positioning, Navigation and Timing Programme – SBPP

Following the launch of SBPP on 1 October 2020, the Programme is progressing with a discovery phase to develop a range of innovative concepts for PNT services from space.

A number of mission concepts and commercial delivery approaches have been examined, with recommendations to follow around how the Programme should progress the next phase of work, beyond November 2021.





Transformation

The Agency will provide expert advice to Government with an enhanced technical capability. It will also play an increasing role in delivering programmes alongside the UK Space Command, maximising return from investments in space, and driving forward R&D both domestically and through international collaboration. BEIS has now taken on responsibility for civil space strategy and high-level policy.

How we work with others

The change in responsibilities for BEIS means they have now taken on the new cross-government strategy work that will support our delivery role. We are considering how our ways of working with BEIS need to evolve and what this changing relationship means for our wider relationships with international partners, industry, academia, UK Space Command and other parts of Government. In many cases these other relationships will grow in importance as we work together to deliver the National Space Strategy,

such as the need to work closely with the Ministry of Defence (MOD) to ensure the UK's space capabilities meet civil and defence requirements.

How we organise ourselves

Following completion of the National Space Strategy, we will also need to organise ourselves in the best way to support our new role. Therefore, this year we are also considering our organisation design, to ensure that our structures and ways of working help us to deliver our priorities and work effectively with our partners.

Who we are - people and culture

This year we have launched a new People Strategy, which has set out our priorities to develop and support our staff, and how we look to achieve them. This strategy will help the Agency to attract, recruit, retain, develop, and motivate a high performing diverse workforce able to deliver our priorities.

Our Organisation and People

Our people are our most valuable asset and are at the heart of the Agency's transformation journey, as we look to become more adaptable and create a great place to work. We want to foster an inclusive culture where everyone can thrive and contribute to helping the Agency to deliver the UK's strategic ambitions in space. We will achieve this by:

- Improving staff engagement through the effective delivery of our People Strategy and measuring the effectiveness of our programmes and initiatives through the annual People Survey and other internal feedback mechanisms
 - Promoting open and honest dialogue with our people on issues that matter to them, and ensuring that change is effectively communicated and managed
 - Equipping our people with the right skills and tools, so that the Agency can successfully fulfil its role and achieve its vision
 - Developing our leaders and managers so that they understand and model Civil Service Leadership behaviours
 - Championing collaboration and innovation in all that we do and ensuring that HR processes and procedures are robust and progressive, so that we can create opportunities which would support new ways of working that are flexible, agile and meet the needs of our people and the business
 - Promoting and supporting the health and wellbeing of our people through our policies and practices
 - Creating a diverse and inclusive environment that is reflective of the communities that we serve, where our people feel supported, are able to thrive and fulfil their potential.
- Progress against the above goals will be monitored by our People Group, which brings together HR and staff volunteers from across the Agency. Our Staff Networks and Trade Union representatives will also play a supporting role.
- Feedback from our staff has been pivotal in enabling our transformation programme to strengthen the UK Space Agency's values and define the behaviours that help bring our values to life. Our values will continue to underpin all that we do, and we live them by:
- Acting as one, **United** UK Space Agency
 - Valuing, recognising, and showing pride in our **Knowledge** and expertise
 - Supporting and **Sharing** across the whole Agency and listening to others
 - Harnessing **Ambition**, pioneering ideas and prioritising our efforts to the highest impact.

Our Financial Plan

The UK Space Agency's national and international activities are funded through our research and development science and infrastructure budget allocation from BEIS.

We have an administration budget allocation to cover operating running costs such as the provision of strategic oversight; human resources; and finance and commercial functions. It also covers costs for information technology, learning and development

and accommodation rental costs for our three sites: Swindon, Harwell and London.

Overall, the 2021/22 budget allocation reflects an increase above the 2020/21 outturn, reflecting increased activity levels in our largest programmes.

In 2021/22 we will continue to closely scrutinise our budget, to ensure continued value for money and efficient allocation of resources.

UK Space Agency Budget Allocations 2021/22

	2020/21 Outturn	2021/22 Indicative Allocation
	£m	£m
DEPARTMENTAL EXPENDITURE LIMIT (DEL)		
Departmental Expenditure Limit (DEL):		
Admin DEL	4.939	6.800
Research & Development DEL	218.584	240.122
Infrastructure DEL	213.536	246.274
Global Challenges Research Fund (GCRF)	21.177	6.000
National Productivity Investment Fund (NPIF)	15.935	-
National Space Innovation Programme	10.642	15.000
Global National Satellite System	16.224	-
SBPP	7.875	15.400
NSPOC	3.939	4.976
PNT	0.240	-
EU Exit support	1.895	-
Total Departmental Expenditure Limit (DEL)	514.986	534.572
Annually Managed Expenditure (AME):		
Non-Ring-fenced AME	0,847	-
Ring fenced - Forward contract revaluations	5,062	0.500
Total Annually Managed Expenditure	5,909	0.500
Total Agency	520,895	535.072



