



Corporate Plan

2019-20



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Foreword

The UK is home to an incredibly diverse and vibrant space sector which stretches into more areas of our economy than you might think. There is a strong partnership between government and the industry which has been built up over many years, and we should be proud to celebrate its success.

Since I started my job as science minister in December, I've become a passionate advocate for the UK space industry, a sector that punches above its weight internationally. Going forward, the UK space sector will continue getting on with what it does best: growing, exporting and creating high-skilled jobs. The world's space sector has grown by 42 per cent since 2008, and in that time the UK sector has grown more than twice as fast, by 91 per cent. New figures published in the 2018 report on the Size and Health of UK Space Industry show that the sector has an income of £14.8 billion, supports wider industries worth over £300 billion and employs close to 42,000 people across the country¹. The UK Space Agency remains committed to building upon this success and fostering growth across the sector for the future.

Space is, and always has been, a global endeavour. As is the case in science and research, Britain's success is built on deep partnerships with other countries. Our relationship with the European Space Agency (ESA), which is independent of the EU, is historic and strong, and gives us access to an R&D budget worth more than £5 billion. It enables us to build the Mars rover in Stevenage, for Tim Peake to visit the International Space Station and for entrepreneurial British companies to receive world-class technical support. There are exciting new projects in the pipeline for ESA, from missions to Mars to a space station orbiting the moon. The UK Space Agency International Partnership Programme (IPP) gives strong reach beyond Europe and the UK Space Sector is also striving to address climate change.

The UK Space Sector has identified more than £70bn in new commercial opportunities that they can access over the next decade. Moreover, they estimate that over 80% of space revenues will arise outside of Europe by 2030. This highlights the importance of the UK Space Agency's and wider Government work to increase international bilateral cooperation to secure a significant UK share of these projected space revenues.

The UK Space Agency is leading the work to explore options for a new UK Global Navigation Satellite System as an alternative to Galileo, drawing on industry's expertise in this area. The UK Space Agency is also making investments in new UK capabilities such as small satellite launch through the government's modern industrial strategy.

Our commitment to the international aspects of the industry underlines the special nature of space. We approach it in a spirit of co-operation and collaboration, knowing that by working together we can explore new frontiers and improve lives both in the UK and across the world.

Chris Skidmore
Minister of State for Universities, Science, Research and Innovation

Our Role and Purpose

The UK Space Agency is an executive agency of the Department for Business, Energy & Industrial Strategy (BEIS). It was created in 2011 to deliver an excellent space programme with the maximum economic, scientific and policy benefit for the UK. We deliver a targeted programme of research and development, innovation and science funding and oversight to drive economic growth through exploitation of space infrastructure, services and data.

We are responsible for:

- space strategy and policy development, including representing the UK at international level on global issues;
- investing in the sector and delivering national programmes; and
- regulating UK space activities, including emerging markets like spaceflight and in-orbit proximity missions.

We currently employ over 200 staff. This includes secondees from other government departments and industry providing additional subject matter skills, knowledge and expertise. Our staff are based in Swindon, London and the Harwell Campus near Oxford. We will continue to invest in organisational development to ensure we have the right people and capability. More information is set out in the 'Our People' section below.

In the Financial Year 2019/20, the UK Space Agency will submit costed and suitably evidenced plans in support of the Spending Review 2019 process. This will incorporate the UK's continued subscription to the ESA whose budget, and the UK's contribution to it, will be confirmed at the ESA Council of Ministers in the autumn of 2019 (CMIN19). To support economic growth and productivity, we will seek to continue to invest in enabling space infrastructure. To underpin and support the delivery of our objectives, we will maintain good governance that delivers effective and efficient outcomes whilst ensuring secure stewardship of our assets, information and people.

Industrial Strategy

In November 2017, Government published its modern Industrial Strategy setting out five foundations to improve productivity and growth and setting four Grand Challenges that will be the most important for our economy and society. The space sector responded with its Prosperity from Space report in May 2018, setting out how it expected to deliver improved growth and competitiveness.

This has paved the way to create a Space Growth Partnership between the sector, the UK Space Agency, UK Research & Innovation and the Department for International Trade to review UK space activities in a coordinated way. The sector has set out how it can deliver new capabilities to improve the reach and resilience of

5G in the UK and abroad, take the initial steps into manufacturing and servicing in Space, and start a dialogue on how commercial investment in new infrastructure can be incentivised by Government acting as an 'anchor' customer. The Partnership is evaluating how best to invest, regulate and promote these new capabilities.

The work being undertaken by the UK Space Agency has also highlighted how Government often approached space in a siloed and fragmented way. We have therefore championed cross-Whitehall discussions to harmonise the way we use and invest in space, maximising the benefit for our contribution and setting a clear direction of travel that the Sector can rely on when developing future capabilities for commercial or security-related markets.

This work resulted in Government announcing on the 4 June 2019 its intent to create a National Space Council that will coordinate Government's space strategy and its future use of, and investment in, UK Space capabilities. This coordination will be driven by a new National Space Framework, which will be owned by the Council. This Framework is designed to maximise the space contribution to three national priorities: Prosperity and Knowledge; Security and Protection; and Global Influence. The UK Space Agency will also identify how the new Council will work effectively with the UK's space sector to achieve our ambitious Sector growth plans and create 30,000 new high-tech jobs across the UK.

Governance

Our **Executive Board** is chaired by our Chief Executive and manages the day-to-day operations and activity of the UK Space Agency, including the provision of policy advice to Ministers. The Board convenes twice a month to make decisions and oversee high-level business planning, financial, risk and management issues.

Our **Steering Board** is chaired by an independent non-executive member and advises the Secretary of State and Ministers on our strategic direction. The Steering Board monitors performance against targets and risks. It also provides guidance to the Chief Executive and the Executive Board on the operation and development of the UK Space Agency. In 2019/20, we look forward to welcoming a new Chair of the Steering Board following the retirement of the current incumbent.

The **Audit Committee** is a sub-committee of the Steering Board and provides guidance and assurance to the Chief Executive to assist in fulfilling Accounting Officer responsibilities. The Chair of the Audit Committee reports to the Steering Board Chair.

Our Vision, Mission and Priority Actions for 2019/20

Our Vision: What we, the UK Space sector want to be:

The Agency will support the UK to be a leader of the new space age. Due to rapid recent technological innovation, space offers a large and growing range of opportunities to support economic activity, deliver public services and protect the environment. Space technologies have become deeply embedded in, and critical to, almost every aspect of our daily lives. As a world leader in key space domains, we are well placed to take advantage of exceptional opportunities to enhance the UK's prosperity and knowledge, security and defence, and global influence.

Our Mission: What we, the UK Space sector will do to get there:

We aim to maximise uptake of space technology and services for science, security, the economy and public services with an overall ambition of capturing 10% share of the world market by 2030.

Furthermore, alongside enabling us to answer fundamental scientific questions and allowing us to better understand our solar system, space programmes also provide powerful opportunities to inspire the next generation of scientists and engineers to support continued growth of space and wider technology sectors. The UK's reliance on space systems is large and growing, as was recognised through designation of space as critical national infrastructure in 2015. Government and industry will need to act to ensure safety and resilience of space systems and the operating environment, and to assure access to space through launch capability.

The global space sector is at an inflection point; there is a revolution in technology, both in space and through the exploitation of the enormous potential to generate data about the earth from space through artificial intelligence with new business models delivered by commercial investment. The Agency needs to be responsive to changes and highlight areas where the UK is already strong such as data driven applications and space robotics, and can be a world leader.

Although it is our clear intention to allow commerce to continue to drive the sector forward, Government also has a critical role in supporting the development of technologies which will deliver wider economic, social and environmental benefits, protecting critical infrastructure, and in supporting the scientific use and understanding of space.

Vision: What we, the UK Space sector want to be

Mission: In achieving this vision, we intend to pursue economic growth across the following areas of benefit opportunity

Economy



Society & Security



Collaboration



Science



Our Key Performance Indicators in 2019/20 will cover activity across the following themes:

Sector Growth

Resilience and Security

International Engagement

Science and Technology Programmes

Launch UK

UK Global Navigation Satellite System (GNSS)

Regulation

Key Performance Indicators for 2019/20

We have one Key Performance Indicators (KPI) for each of the four missions as well as three cross-cutting KPIs for national capability programmes which support all missions.

These KPIs provide a framework for monitoring the Agency's performance and effective governance, accountability and delivery is achieved through regular monitoring.

We report monthly on performance to the Executive Board, quarterly to the Steering Board, and at quarterly meetings with our BEIS sponsor team. Our performance is reported annually in our Annual Report and Accounts.

Economy

KPI 1: Sustained Sector Growth

We will set out a cross-Government approach to space and set UK priorities for future sector growth and development and areas for priority investment. We will work with the Space Growth Partnership to agree a prioritised set of actions to support the growth of the space sector across the UK including building the case for a National Space Programme.

Metric:

- We will confirm UK priorities by the end of the second quarter of Financial Year 2019/20 (Q2). Agreement on a cross government approach to space by end of Q3.
- We will agree a growth action plan by end Q2 and we will prepare proposals for a National Space Programme by end of Q3.
- We will deliver with sector partners a coherent and effective skills and education programme which enables the long-term growth of the space sector by supporting the development of a skilled workforce by end Q4

Society & Security

KPI 2: Space Resilience and Security

We will strengthen international partnerships with nations strategically aligned to government priorities, based principally on economic benefit and national security.

Metric:

- We will increase UK resilience to disruptive challenge by completing all the activities set out in the 2019 Space Sector Security & Resilience Plan by Q4 and maintain access to spectrum by working closely with Whitehall and industrial partners, including agreeing the UK goals and the approach to achieving these at the World Radiocommunications Congress by end Q4

Collaboration

KPI 3: International Engagement

We will drive UK sector growth through leveraging international relationships and events by coordinating and influencing international activity across the Agency, Whitehall, Industry and Academia.

Metric:

- We will negotiate and secure a sustained programme of investment with ESA at Space 19+/CMIN 19 that maximises UK benefits (prosperity and knowledge, safety and security and global influence) by end Q4.
- We will build the case for an international bilateral programme for the next spending review period, in complement to our international investments through ESA by end Q4

Science**KPI 4: Science and Technology Programmes**

We will deliver programmes in science, innovation and grow our strategic capability in space. We will do this by delivering a world-class programme in science and exploration through ESA and bi-laterally with other agencies. We will fund the development of innovative and cutting-edge technologies in partnership with UK industry. We will support government objectives in addressing the needs of developing countries through the use of space technology and data.

Metric:

- Due to their varied nature, we will monitor the performance of all projects to ensure their effectiveness through the year. We will ensure that they are delivering within approved time and cost parameters and are aligned with Agency objectives.

National Capability**KPI 5: Launch UK**

We will continue to create the conditions needed to enable the UK to be the first country in Europe to achieve commercial small satellite launch – generating growth opportunities for the UK's space economy and establishing the foundations for achieving ongoing market growth and commercial sustainability by 2030.

Metric:

- We will oversee the use of grant funding to develop new vertical spaceflight capabilities within the milestone costs, timing and specification prescribed for 2019/20.
- We will establish a development fund for the emerging horizontal spaceflight market by the end of Q1 and decide on further funding for a pathfinder launch from Cornwall by Q3.
- We will continue to develop the legislative basis and establish the regulatory framework and resource to regulate spaceflight and associated activities.

KPI 6: UK Global Navigation Satellite System GNSS

We will, with the full support of the Ministry of Defence, undertake the necessary design and engineering studies and analysis to develop options for a new, independent UK GNSS capability to provide assured access to Position Navigation and Timing services.

Metric:

- We will identify preferred options for a UK GNSS by Financial Year 20/21.

KPI 7: Regulation

We will protect the space operating environment and government liabilities and responsibilities under the UN space treaties.

Metric:

- We will execute our regulatory responsibilities under the Outer Space Act efficiently and effectively and maintain the pace of reform of the UK's regulatory regime by the end Q4.

Our People

The Agency's most important resource is its people. In order to lead the new space age, we need the right people in the right place with the right skills and support. We will achieve this by:

- Improving as an Agency in response to continuous feedback from staff.
- Ensuring our HR policies and procedures are as efficient and effective as possible.
- Engaging staff and measuring organisational improvement, through our People Plan.

Progress will be monitored by our People Group which brings together HR, trade union representation and staff from across the Agency. Our work is underpinned by our values:

United: We are a united team with a single vision, taking strength from our diversity and committed to making our Agency a great place to work across all our sites.

Knowledgeable: We are knowledgeable leaders in the UK's space sector, nurturing our people's expertise in space, industry and government as the cornerstone of our success.

Sharing: We share our passion for space, working openly and collaboratively both at home and internationally, and celebrating our achievements.

Ambitious: We are pioneers who are ambitious for the UK's future in space, empowered as a team and individuals to be nimble, take risks and challenge how things are done to realise our vision.

Our Financial Plan

The UK Space Agency national and international activities in support of research and innovation programmes are funded through our programme (Science, Research and Development) and capital (Science Infrastructure) allocations.

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

As we do not own any assets (e.g. property, plant), we pay rent on our accommodation at our 3 sites, Swindon, Harwell and London.

In 2019/20 – we will continue to closely scrutinise our budgets, to ensure continued value for money and efficient allocation of resources.

UK Space Agency Budget Allocations

Allocation by Departmental Expenditure Limit (DEL) & Annually Managed Expenditure (AME)	2018/19 Est Outturn £m	2019/20 Indicative Allocation £m
DEL Resource & Development Allocation – Programme	188.60	184.20
DEL Resource & Development Allocation – Administration	3.85	4.10
DEL Capital Allocation	169.00	284.50
Global Challenges Research Fund	27.90	30.00
Total DEL	389.30	502.80
Annually Managed Expenditure	(26.70)	2.33

UK Space Agency Expenditure by Category

Allocation by Expenditure Category	2018/19 Est Outturn £m	2019/20 Indicative Allocation £m
International Subscriptions	252.30	345.30
National Programme	105.30	123.40
Operating & Other Costs	3.85	4.10
Global Challenges Research Fund	27.90	30.00
Total	389.30	502.80
Annually Managed Expenditure	(26.70)	2.33

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