UK SPACE AGENCY

Unlocking Space for Dual Use

Programme Summary

Programme Structure

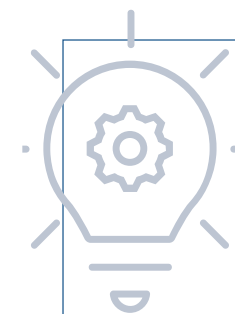| Phase 1 – Scoping Exercise	Phase 2 – Intervention Delivery
Barriers Scoping exercise (RFI)	Delivering the **Interventions**
Capabilities Mapping exercise	International Comparison exercise
Designing the Interventions	Leading engagement with the Defence community
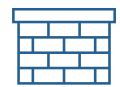
Programme Roles

One stop shop for information

Strategic alignment
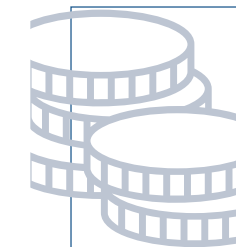
Funding support & Investment streams

3

Important	General	Internal

Barriers identified through the RFI

1 Unclear end-customer needs	2 Complicated procurement processes	3 Restrictive procurement conditions	4 Limited funding for early-stage tech	5 Lack of routes to market	6 Lack of clear Dual Use Funding Routes	7 Divergent requirements	8 Complex Dual Use landscape
9 Investment clarity in the UKSA	10 Clearance and classification	11 Defence Engagement & Collaboration	12 Lack of communication across HMG	13 Reduced human resources in the UKSA	14 Lack of interest from academia and start-ups	15 Export Controls & Regulations	16 Lack of access for SMEs
17 Funding and Investment availability	18 Limited access to facilities and infrastructure	19 Intellectual Property (IP) management	20 Technology adoption and adaptation	21 Perception of the Defence sector	22 Information access, awareness, and availability	23 Skills availability across sectors	24 Collaboration across the Space Sector

Capabilities Mapping

The Capabilities Mapping exercise was conducted to identify and assess the join civilian and defence capability needs in order to deliver a clear demand signal for the UK space sector.

Civilian	Defence	Dual Use/Both
IOSAM	SC C2 ISR	SATCOM SDA PNT Space Data
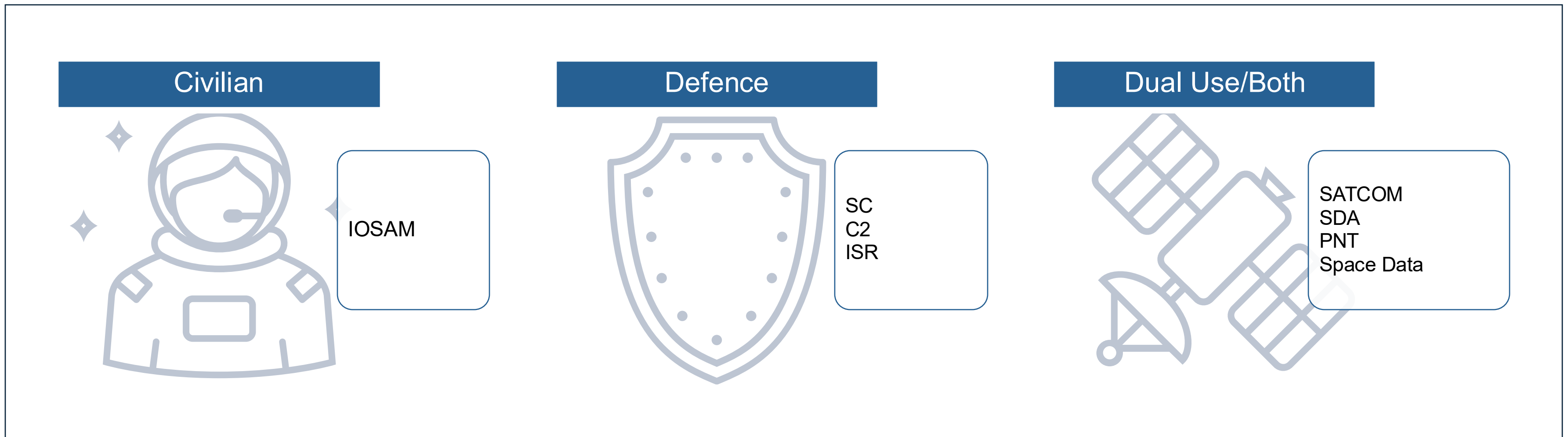
Potential Interventions*

*subject to SR and approvals

One stop shop for information	GovBridge Dual Use module	UKSA – MoD funding coordination	UKSA - MoD new funding partnerships
Delivering through others	Clearance & Classification support	Funding opportunities	UKSA – MoD strategic coordination
	Export Control & Regulations support	Access to Facilities support	

Programme Outcomes

Knowledge and
confidence

PLAN

Business
Development Plan

Connect with
experts & peers
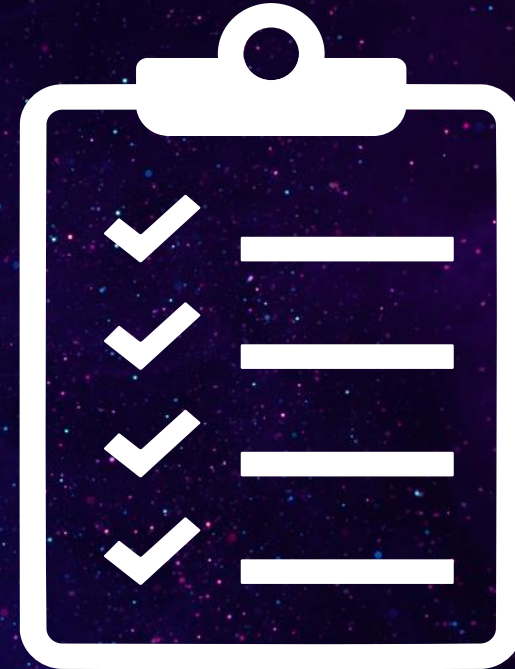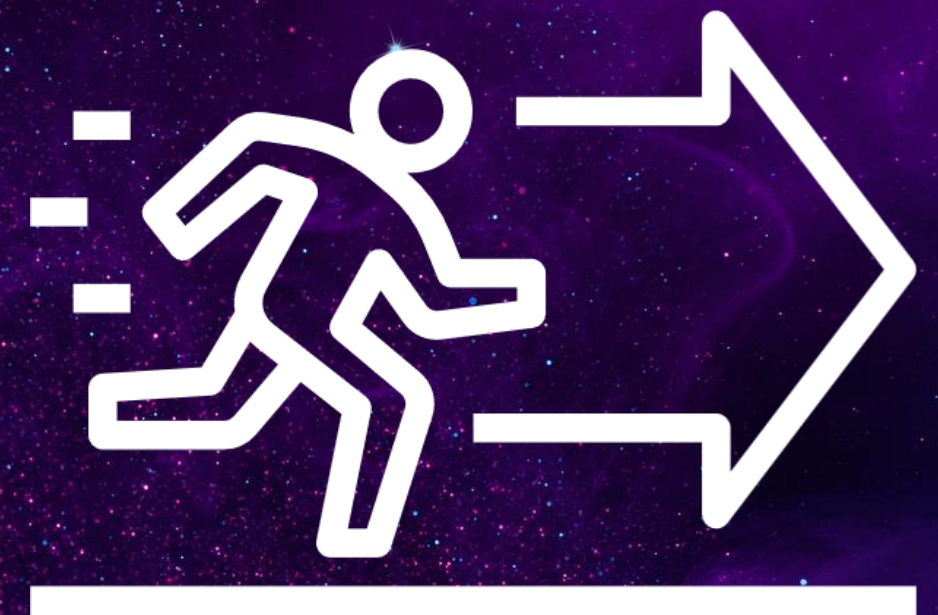
UK Space Command

UK Defence & Security Priorities & Key Challenges

UK Space Command

GovBridge Defence Boot Camp - Day 1

X Govt Governance

Ministerial Space Sector Council

National Space Board

Co-Chair
MOD   DSIT

Partners Across Government

MOD/DSIT Joint NSS Implementation Team

MOD Space Policy

DSIT Space Directorate

Department for Transport

UK Civil Aviation Authority

Foreign, Commonwealth & Development Office

Department for Digital, Culture Media & Sport

Department for International Trade

SECURITYSERVICE MI5

SECRET INTELLIGENCE SERVICE MI6

GCHQ

UK SPACE AGENCY

Strategic Command

ARMY

ROYAL NAVY

ROYAL AIR FORCE

de&s

[dstl] The Science Inside

Programmes
Skynet
Istari
Asteria

Industry Partners

Ministerial Space Sector Council *(MOD & DSIT Co-Chair)*

National Space Board *(MOD & DSIT Co-Chair)*

MOD-DSIT Joint NSS Implementation Team

MOD Space Policy

Department for Science, Innovation & Technology

Cross Government National PNT Office

UK SPACE AGENCY

DSIT Space Directorate

National Space Operations Centre

Joint Chair

Joint Chair

UNITED KINGDOM SPACE COMMAND

Met Office

Ofcom

Department for Business, Energy & Industrial Strategy

Department for Business & Trade

UK Civil Aviation Authority

Department for Culture Media & Sport

Department for Transport

Foreign, Commonwealth & Development Office

AUKUS — AUSTRALIA UNITED KINGDOM UNITED STATES

NATO · OTAN

3 CANADIAN SPACE DIVISION — 3e DIVISION SPATIALE DU CANADA

UNITED STATES SPACE FORCE — DEPARTMENT OF THE AIR FORCE — MMXIX

Japan Air Self Defense Force — SPACE OPERATIONS GROUP

COMANDO DELLE OPERAZIONI SPAZIALI — HIC SUNT LEONES

CDE — COMMANDEMENT DE L'ESPACE

TE OPE KĀTUA O AOTEAROA DEFENCE FORCE

DEFENCE SPACE COMMAND — AUSTRALIAN DEFENCE FORCE

Space Command holds UK's first space wargame

UK Space Command has hosted the UK's first space wargame by holding 'Space Warrior' at the Defence Experimentation and Wargaming Hub at Southwick Park in Hampshire.

BBC — Sign in — Home — News — Sport — Weather

NEWS

Home | InDepth | Israel-Gaza war | US election | Cost of Living | War in Ukraine | Climate | UK

Science & Environment

UK military satellite launches to boost space power

Defence Nuclear Organisation

SSRO Single Source Regulations Office

Submarine Delivery Agency

AWE

MINISTRY OF DEFENCE POLICE

OPA The Oil & Pipelines Agency

Defence Business Services

SHEFFIELD FORGEMASTERS

Space Power Roles

Satellite Communication	Space Domain Awareness
Intelligence, Surveillance and Reconnaissance	Command and Control
Space Control	Position, Navigation and Timing
Launch	Space Support to Operations

Approach Framework

| Own | Collaborate |
| Access | |

3 Big Ideas

EFFECTORS

CONTROL OF THE SPACE DOMAIN

C2

SDA

PROTECT & DEFEND

INTEGRATE & ASSURE

RESILIENT & PERSISTENT

Data links

IAMD

SPACE MISSION NETWORK

DECISION ADVANTAGE

GLOBAL SENSE & STRIKE

SATCOM

SBISR

GNSS

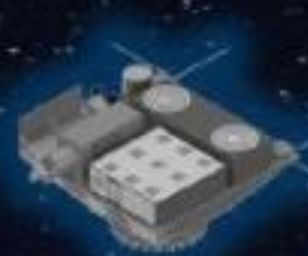# Capability Development and Delivery

Programme ISTARI

Space Segment

JUNO
(EO)

TITANIA
(FSOC)

TYCHE
(EO)

OBERON
(SAR)

Ground Segment

HERMES

PRIMUS

MINERVA

PUCK

Programme ASTERIA

Project: PANOPTES (Sensors and Data)

- Sensor/Data Project to feed Project BOREALIS
- System of systems approach to SDA to support Space object detection and characterisation
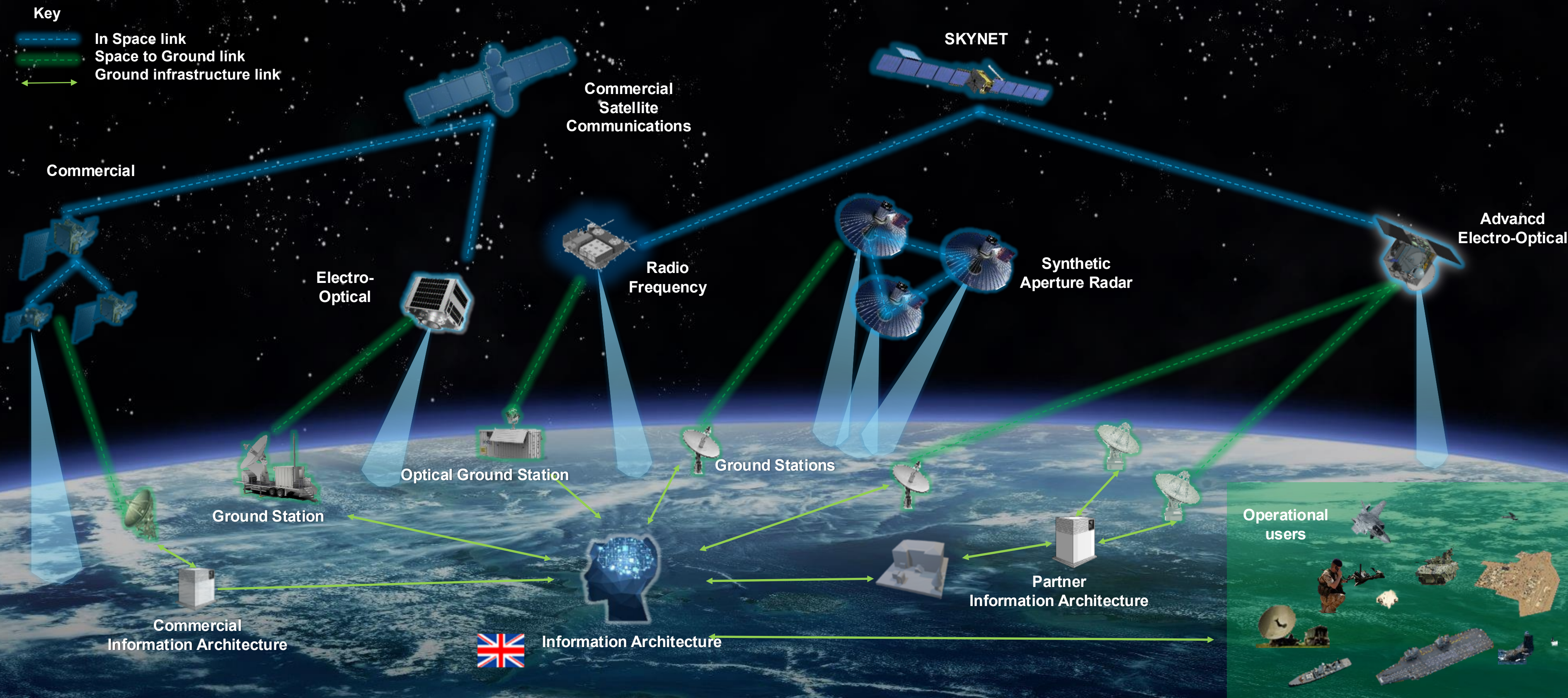
Project BOREALIS (Software)

UK SPACE AGENCY

Delivering a national civil-military hub to understand the space domain, conduct space operations and support timely decision making.

- Heart of National Space Operations Centre C2 System
- Integration of disparate systems

Programme ISTARI Vision 2026

Develop and deliver the UK Defence ISR Constellation
Integrate Research & Development projects to enable a foundation capability by 2025
Develop towards an operational constellation by 2031

Ministry of Defence
de&s
[dstl] The Science Inside

Key
- — — In Space link
- — — Space to Ground link
- ←→ Ground infrastructure link

Commercial

Commercial Satellite Communications

SKYNET

Commercial

Electro-Optical

Radio Frequency

Synthetic Aperture Radar

Advancd Electro-Optical

Optical Ground Station

Ground Stations

Ground Station

Operational users

Commercial Information Architecture

Information Architecture

Partner Information Architecture

Deep Space Advanced Radar Capability (DARC)

- Trilateral programme (US lead)

- Tracks satellite & objects out to and in GEO

- 3 global sites
  - US
  - UK
  - Australia

- MOU announced Dec 23

- Environmental and Planning Permission work ongoing to enable final UK site selection

- Nominal UK build start NET Oct 24
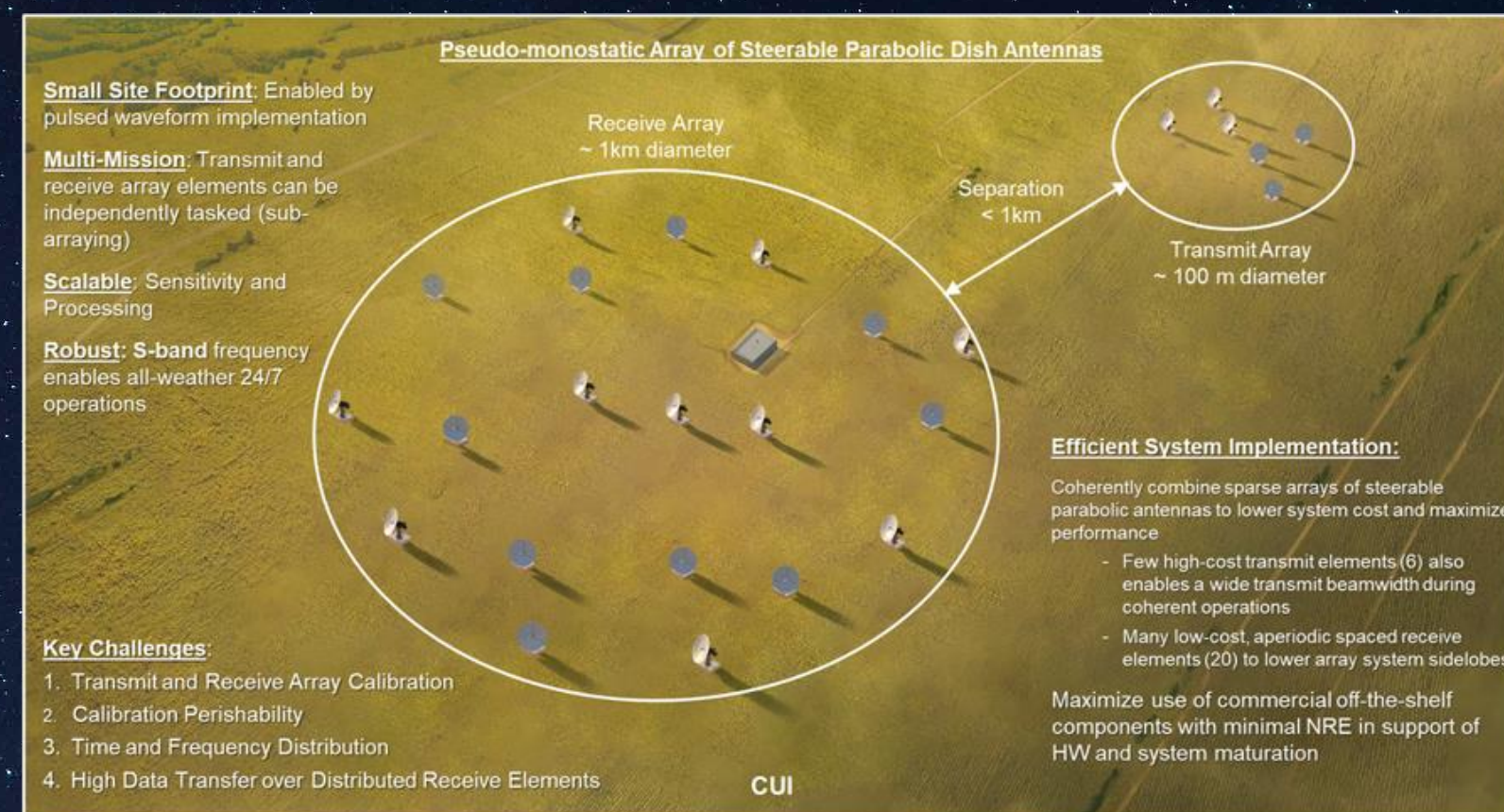
Space Control

- UK Space Command Mission 'to protect and defend UK and Allies interests'

- Understanding current reliance and vulnerability

- Future space system design considerations for space mission assurance

- Threat and hazards

- Optimise Space Domain Awareness to support

- Understand the policy appetite

- Consider previous work and new areas for S&T consideration

SkyNet: Strategic Satellite Communication (SATCOM)

- Mil hardened SATCOM to Defence, OGDs and allies
- Provision
  - From 2003 to 2022 Airbus PFI
  - Skynet system reverted to MOD ownership Aug 22
  - Babcock 1 Mar 24
- Procurement
  - UK Strategic Command
  - Transfer to UK Space Command no earlier than 1 Apr 25
- Spacecraft Protect & Defend responsibilities with UK Space Command
 - Link
  - Ground Segment
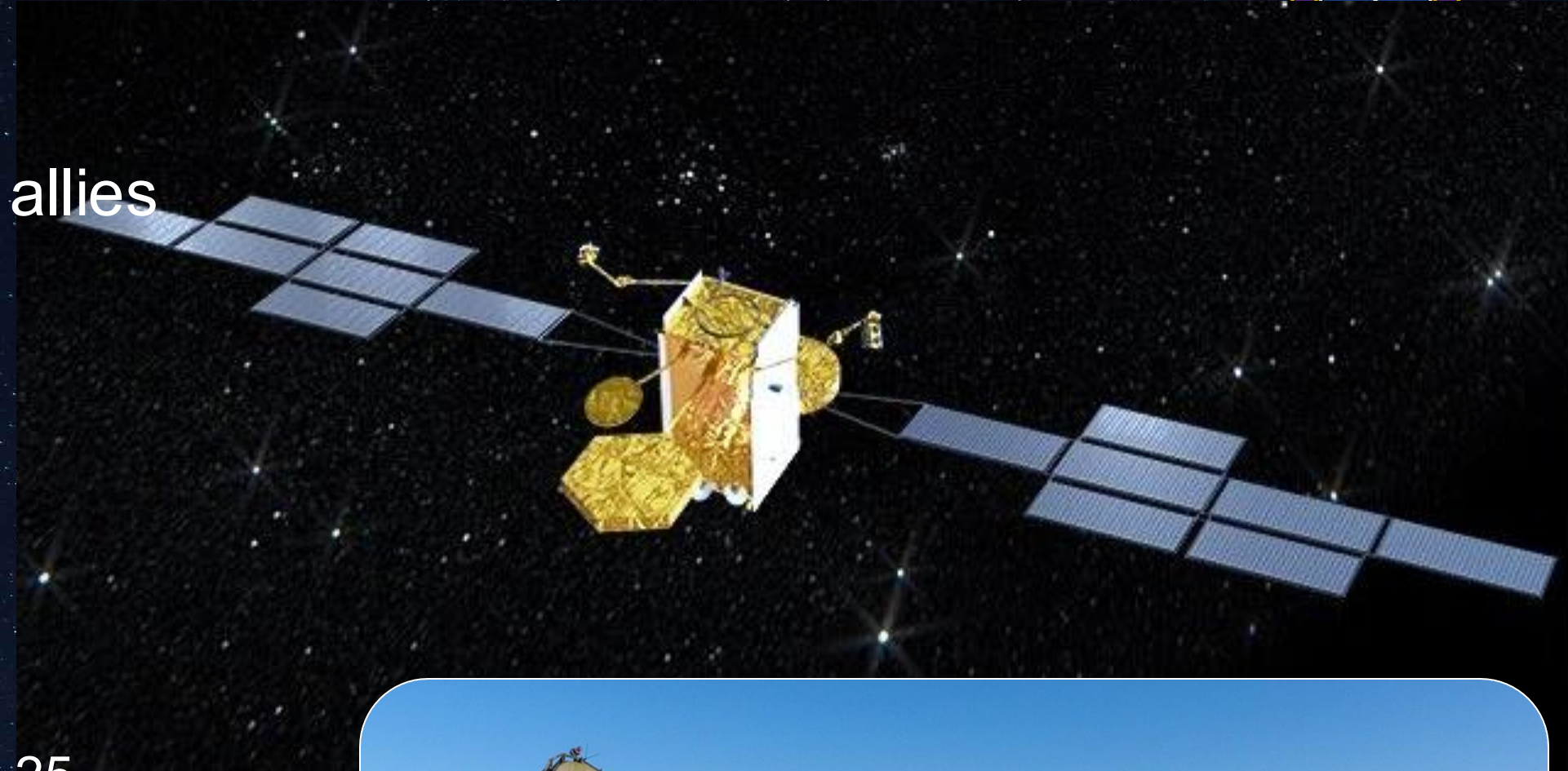
SKYNET & PNT

SKYNET

Next Generation Maritime Terminals

Next Generation Land Terminals

Ka Satellite and Ground systems

Narrowband Satellite System

Wideband Satellite System

SATCOM Private Sector Support

SKYNET 6A Build

PNT

Current Activities

de&s

PNT Programme Office

[dstl]

Future Sensing and PNT Quantum
BRIGHT CORVUS

Department for Science, Innovation, & Technology

Engagement with x-HMG National PNT Office

NATO OTAN

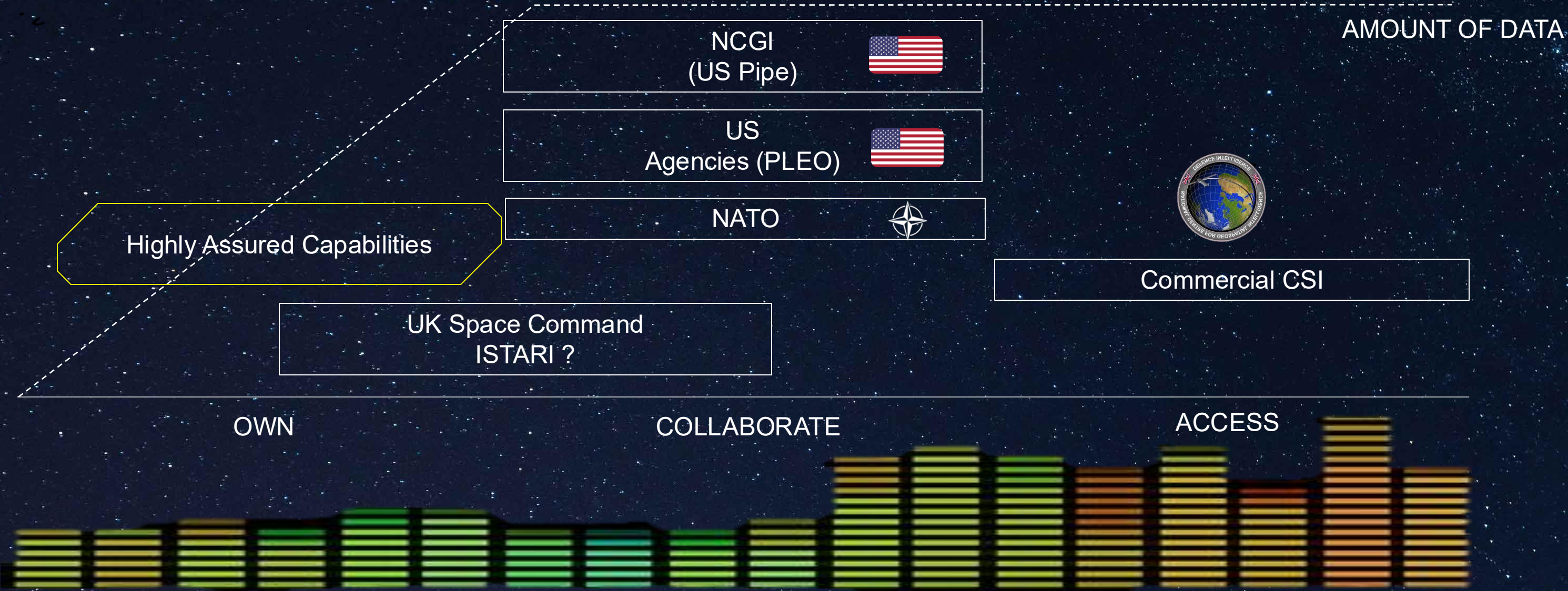International Links (NATO, US, Allies, FVEY NAVWAR)
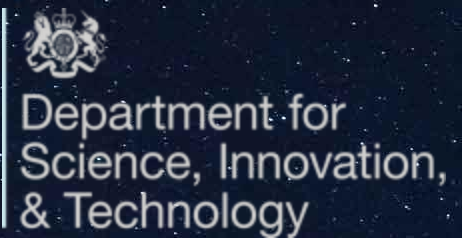
Programmes of Record

Robust Global Navigation System (RGNS)

Alternative Navigation (Alt Nav)

Space 2030 … a meaningful global leader in space

"*A meaningful, Global, Space player*"

National Space Ops Centre, fused data, heart of MDI

National coherence & resilience

Multi-role, multi-spectral ISR LEO

R&D, tech-led, agile, rapid, acquisition

Space Control

Enhanced Space Domain Awareness

Global space-based comms

National Security Strategic Innovation Fund (NSSIF)

Defence Innovation Unit

NATIONAL SECURITY STRATEGIC Investment Fund

Investing in the future security and prosperity
of the United Kingdom

Introduction

October 2024

Our Mission

To deliver standout capability to the National Security and Defence Community

The National Security Strategic Investment Fund

OFFICIAL

Our levers

STRATEGIC ADVANTAGE

Investment

Insight

Capability

Invest in leading venture funds, or directly in individual businesses, where there is strong strategic alignment.

Insight into advanced technology companies and their markets to inform technology decision making.

Contract for Work Programmes between companies and HMG teams to co-develop products that accelerate NS&D capability.

NATIONAL SECURITY STRATEGIC Investment Fund
Delivered by British Business Bank

The National Security Strategic Investment Fund

OFFICIAL

Our themes

Space, Satellites, Future Comms

AI, Data, Automation & Robotics

Quantum Tech, Advanced Compute & Semiconductors

Emergent Tech

As well as 12 areas of interest:

Audio and visual processing

Technologies that allow audio and visual data to be captured, recorded and analysed.

Commercial space, platforms and robotics

Low cost of deployment technologies for transporting sensor payloads into challenging environments.

Computational behavioural analysis

Technologies that automate processes for measuring and inferring human behaviour at scale.

Cyber security

Technologies to enhance and defend digital networks.

Data analytics and A.I.

Technologies and tools for interactive data transformation and exploitation, and to enable analysts to work more efficiently.

Financial technologies

Technologies that enable financial information to be tracked.

Identity technologies

Technologies that highlight or obscure identifying information about individuals and groups.

IOT and the evolving environment

Technologies that help understand the local environment or deliver a step change in infrastructure.

Novel data transport

Technologies to move data securely and without detection between geographical locations.

Sensors, novel materials and power sources

Technologies and novel manufacturing to enable operations.
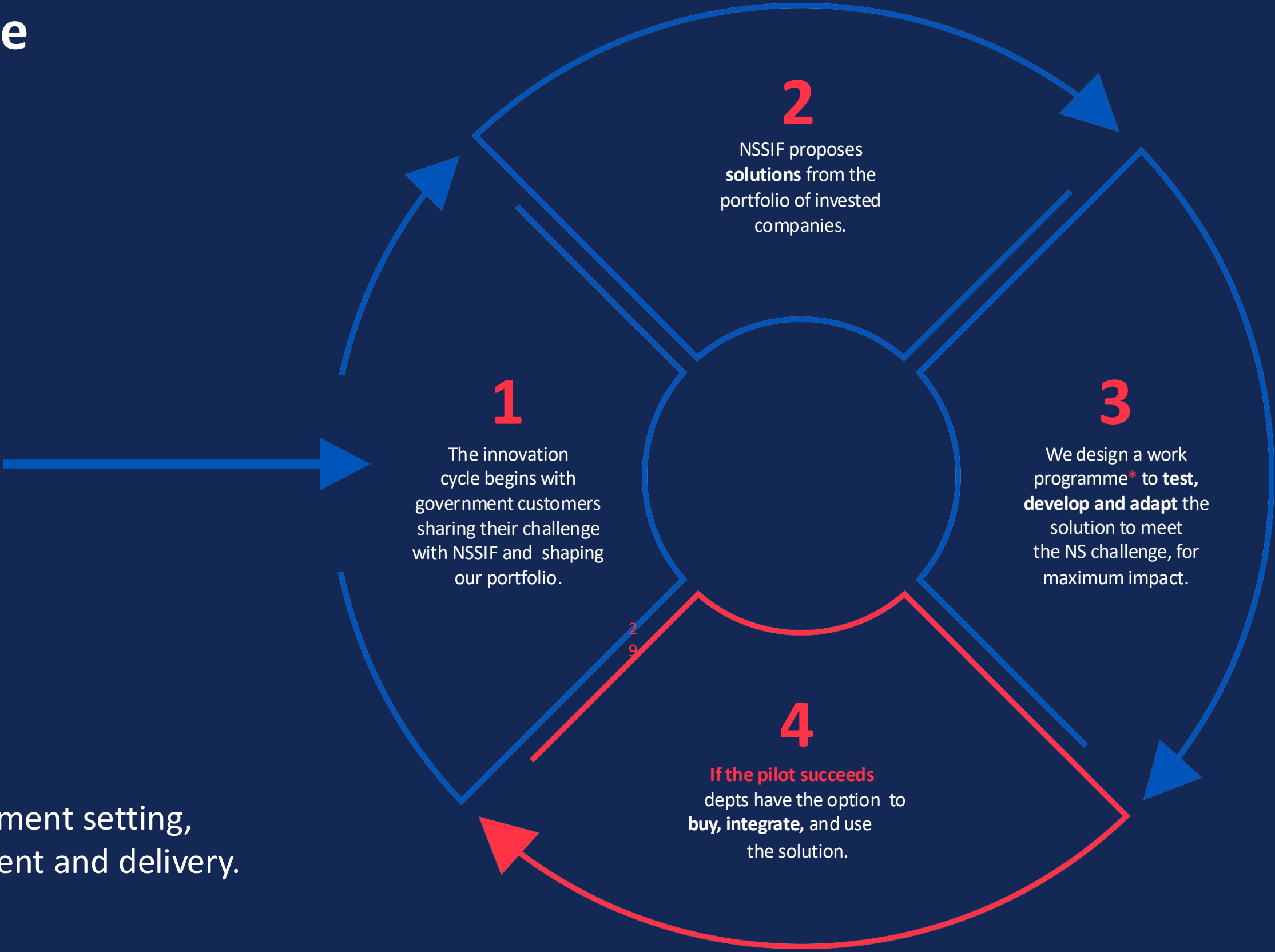
Quantum technologies

Novel technologies and techniques, viable in commercially exploitable timescales.

Biological and medical technologies

Technologies and techniques with national security implications, including to detect, manage and mitigate biosecurity risks.

NATIONAL SECURITY STRATEGIC Investment Fund
Delivered by British Business Bank

The National Security Strategic Investment Fund

Our Innovation Cycle

2

NSSIF proposes **solutions** from the portfolio of invested companies.

1

The innovation cycle begins with government customers sharing their challenge with NSSIF and shaping our portfolio.

3

We design a work programme* to **test, develop and adapt** the solution to meet the NS challenge, for maximum impact.

4

If the pilot succeeds depts have the option to **buy, integrate,** and use the solution.

*
Work Programmes are paid for and can be carried out by NSSIF. We use them to trial and adapt new technologies for NS&D customers.

A value-adding cycle of requirement setting, investment, testing, enhancement and delivery.

The National Security Strategic Investment Fund

Our team

Government partners

➢ Mission and Theme Partners collate NS&D requirements to inform NSSIF activity

➢ Support the adoption of new technologies into Government departments.

Technology partners

➢ Communicate national security and defence challenges to private companies

➢ Pilot and assess new technologies and adapt them to national security and defence needs

Investment partners

➢ Invest directly in companies, often taking Board Observer roles

➢ Build partnerships with trusted fund managers

# How we invest

Investing in leading venture capital funds

We invest via a select group of leading venture funds into a wide range of dual-use technology with potential National security and defence applications.

Direct investment

We invest directly in individual businesses.

Strategic Partnership

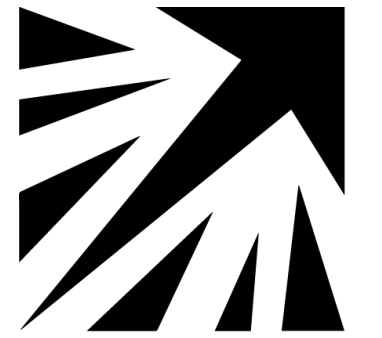We sponsor the In-Q-Tel International Programme alongside the US and Australian Governments.
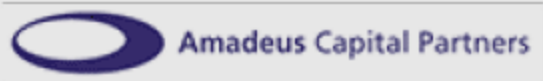
Defence Innovation Cluster:
Defence Boot Camp – 'SME Toolkit'
for MOD Engagement

Innovation Through Collaboration

MOD Engagement – Key requirements
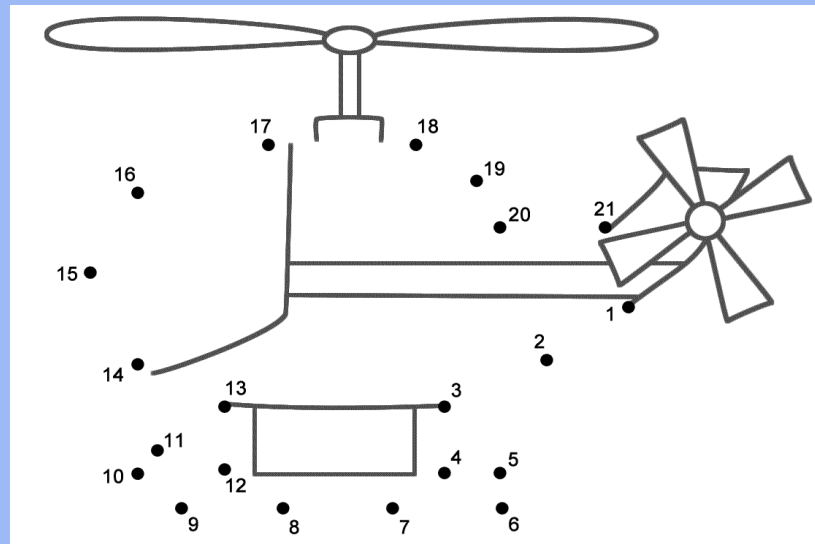
Join a lot of dots	Spin a lot of plates	Lots of frogs	Mesh the matching cogs

You will get a significant shortcut and benefit from 35 years of field sales experience…14 of which are directly in Defence

Insight Structure

Learning for today...

Key challenges - Awareness

Benefits for engagement - Why

Engagement methodology - How

Enterprise structure - Fabric

Engagement approach – Ways of working

Overview – Critical success factors

Case Study: Project 'Zeus' A working example of success

Trade bodies – Who and their value

Funding Routes – What and where they are

Workshop activity

Brief Introduction

UK SPACE AGENCY ACCELERATOR

Elements...

- RAF Aeronautical Engineer – Number 1 (Fighter) Squadron, Harrier Jump Jets – Left in 1989

- Joined HIAB Cranes – General Sales Manager

- Joined Venture Capitalist Group – Group MD, 54th fastest growing company in UK, £500 M sales

- Part-time Entrepreneur in Residence for Coventry University – Trained 180 business's including the winner of the East Midlands Entrepreneur of the year.

- 14 years ago, started the Defence Innovation Cluster, 33 companies from 16 countries

Takes 10,000 hours (250 working weeks) to get good at something, ½ a million miles
Well-developed network, 600+ quality contacts, long standing relationships/trust
Out in the field 3-4 days a week – Defence is a contact sport
Team Defence involvement (Space, Future Capabilities Innovation, Test & Evaluation)
Wide basket of innovative/disruptive technologies and services so attractive to engage with
Frameworks (Future Lab, DASA – DTEP, AURORA, DSP etc)
Digital Twins (award winning)
Ex-Military
Security Cleared
Unsolicited proposals
Specialist Generalist
14 years of operational experience and IP (extremely valuable – in and out of Defence)
Overview creation – Crystallise pitch and offer

MOD Engagement Challenges

Defence Innovation Cluster

UK SPACE AGENCY ACCELERATOR

There is no cold calling in Defence

There is no 'Yellow Pages' for contacts

Constant churn of seniors

It has a unique set of language and behaviours

Cannot advertise

As mentioned, takes 10,000 hours (250 working weeks) to get good at something

Judged on knowledge of the environment

Primes hold a lot of the cards if you let them

Engagement Benefits for Defence

UK SPACE AGENCY ACCELERATOR

Clarity, pace, empathy for a user-friendly experience delivers…

Access to previously invisible technology/services

Shaping of technology/services for best matched read across

Access to new 'Spin-In' technology (Paid for, developed and field tested outside but easily adaptable for Defence)

Budget magnification – Head start or off the shelf solutions can reduce direct investment required

Speed increased from requirement to delivery

Collaboration, one potential supplier may not have the complete solution, but others may so a trusted environment can be stimulated

Oversee so can shape OEM/Prime/Higher Tier integration

Become a more agile and intelligent customer

Increased empathy with the marketplace so can affect sound policy and

- Maze of accreditations and prerequisites increases the cost of doing business

- Confusion caused by multiple points of entry puts them off

- Hard to understand language (402 pages of acronyms)

- Time taken for contact to contract can cause fatigue

Benefits to Engagement

UK SPACE
AGENCY
ACCELERATOR

With some help everybody gains…

Defence want you (Mandated 25% target) – Across the landscape

It's a 'Blue Chip' industry and environment – Not going away

Realistic margins – Compared with many others (especially volumes)

Business resilience – Stable, continued investment, constant need

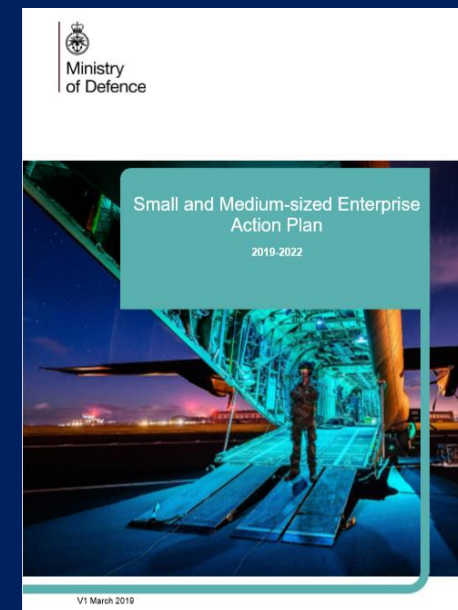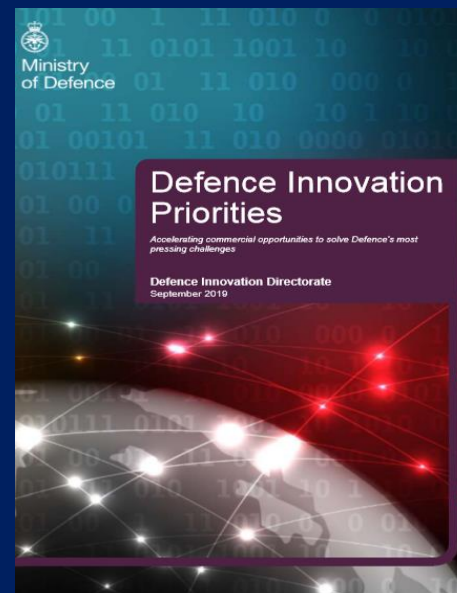Feeds a good moral compass – Defence for many has extra patriotic value

Interest – A multifaceted, fascinating environment compared to many others

Once they are in – They tend to be in, and it grows further iterations, so effort becomes justifiable and sustainable
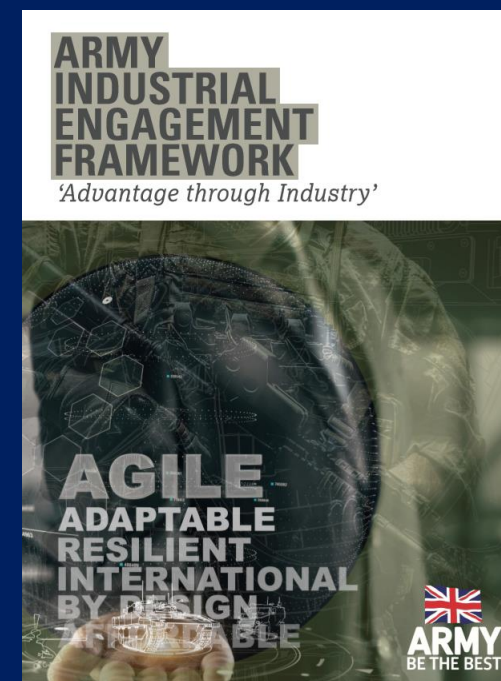
Contract duration – Can be long and repeated so attractive

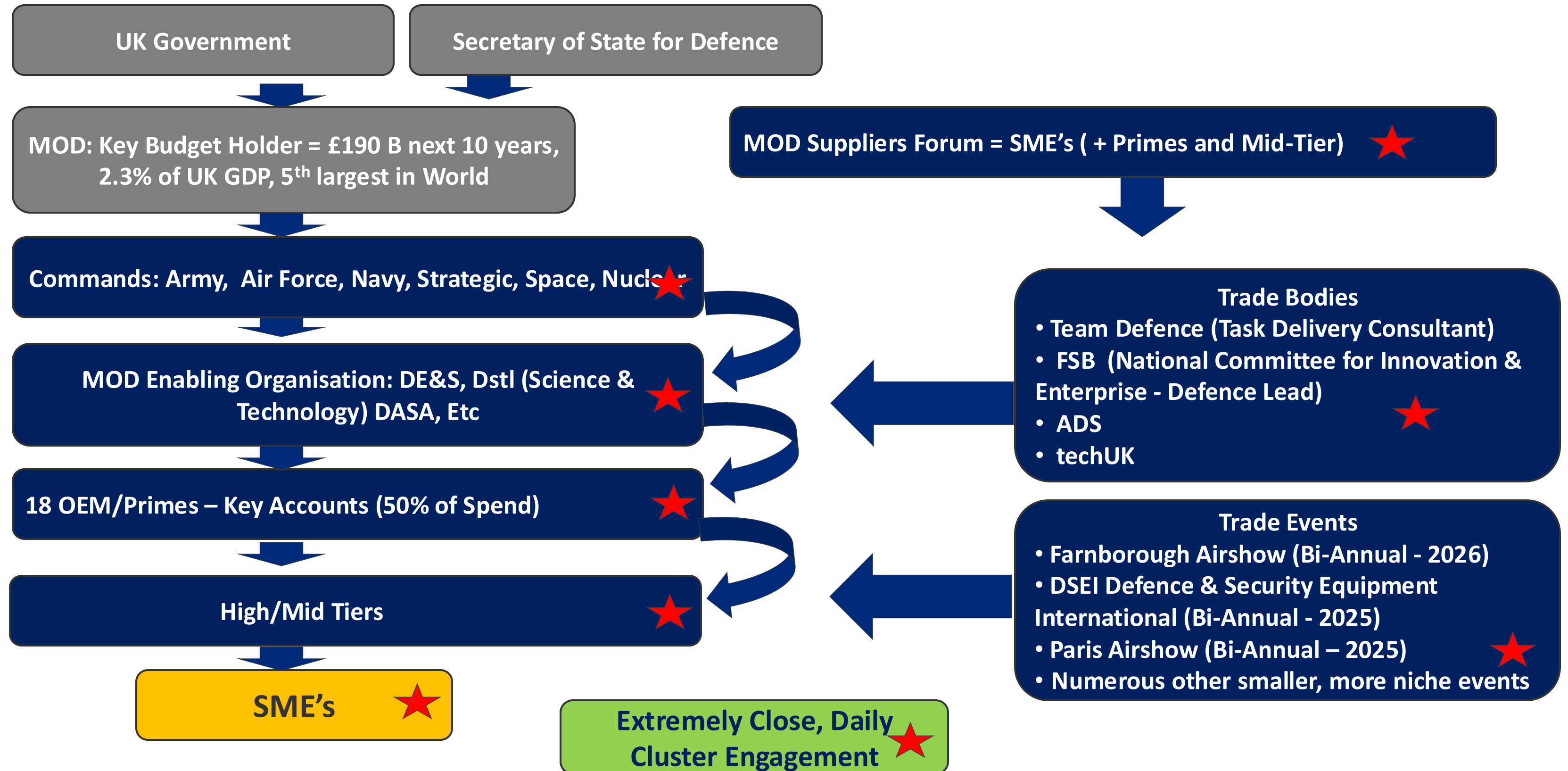Can generate collaborative partnerships for wider traction
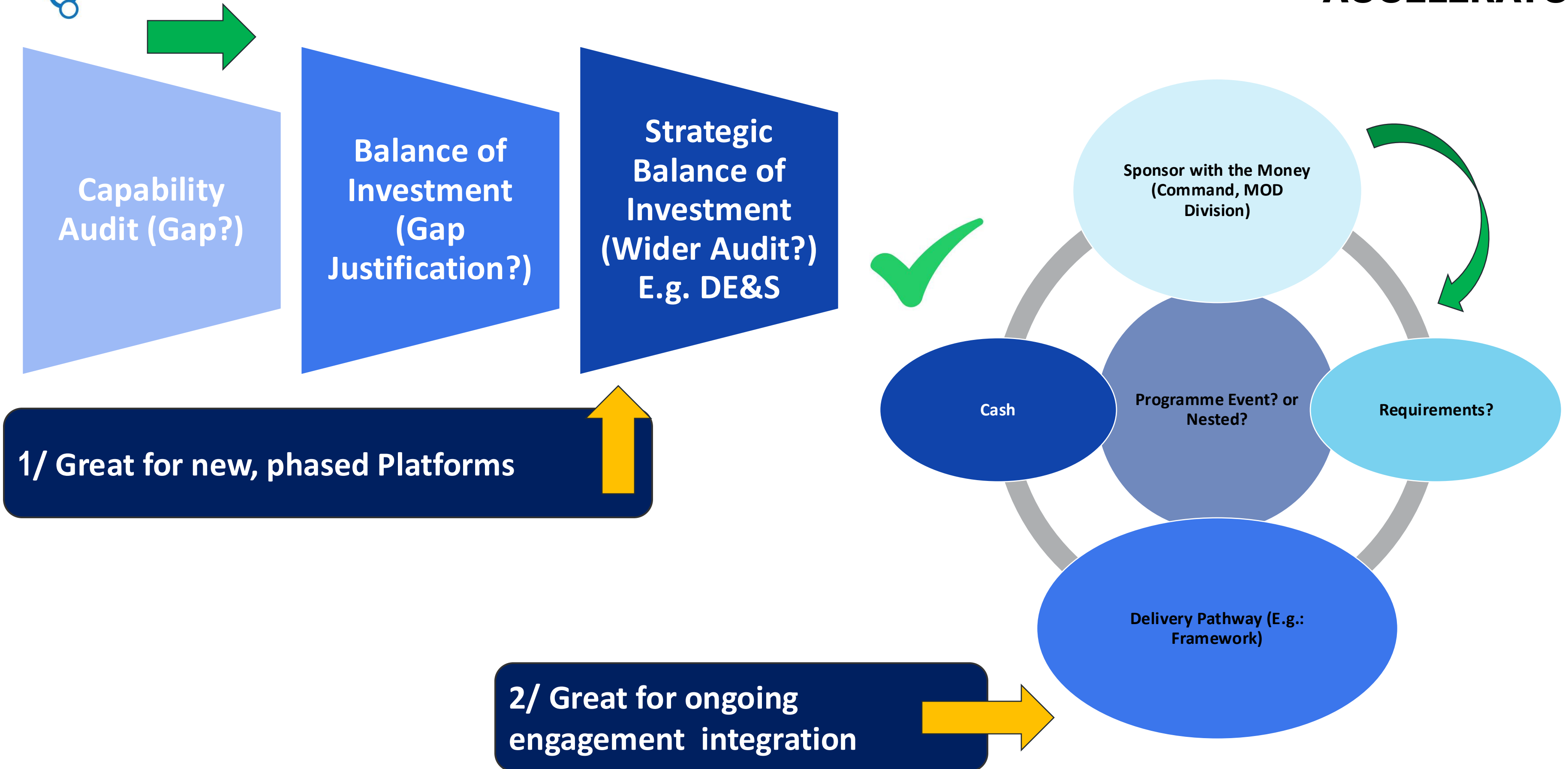
MOD Engagement – Where to look

Strategy rich, tactical roadmap poor

MOD Engagement on a Page

Defence Innovation Cluster

UK SPACE AGENCY ACCELERATOR

UK Government

Secretary of State for Defence

MOD: Key Budget Holder = £190 B next 10 years, 2.3% of UK GDP, 5th largest in World

MOD Suppliers Forum = SME's (+ Primes and Mid-Tier) ⭐

Commands: Army, Air Force, Navy, Strategic, Space, Nuclear ⭐

MOD Enabling Organisation: DE&S, Dstl (Science & Technology) DASA, Etc ⭐

18 OEM/Primes – Key Accounts (50% of Spend) ⭐

High/Mid Tiers ⭐

SME's ⭐

Trade Bodies
- Team Defence (Task Delivery Consultant)
- FSB (National Committee for Innovation & Enterprise - Defence Lead)
- ADS
- techUK
⭐

Trade Events
- Farnborough Airshow (Bi-Annual - 2026)
- DSEI Defence & Security Equipment International (Bi-Annual - 2025)
- Paris Airshow (Bi-Annual – 2025)
- Numerous other smaller, more niche events
⭐

Extremely Close, Daily Cluster Engagement ⭐

Defence Innovation Cluster

UK SPACE AGENCY ACCELERATOR

Contract Pathway

Capability Audit (Gap?)

Balance of Investment (Gap Justification?)

Strategic Balance of Investment (Wider Audit?) E.g. DE&S

1/ Great for new, phased Platforms

2/ Great for ongoing engagement integration

Sponsor with the Money (Command, MOD Division)

Cash

Programme Event? or Nested?

Requirements?

Delivery Pathway (E.g.: Framework)

'Normal' Tier Progression

Top Down not Bottom Up

End Users
MOD (Commands, Support Functions, Framework/Contract – Owners)

Primes (OEM) – Project End Users, Framework/Contract - Contractors

Tier 1 – Multi-Technology Systems Companies

Tier 2 – Component Maker/Service Integrators

SME's – Technology/Service Provider
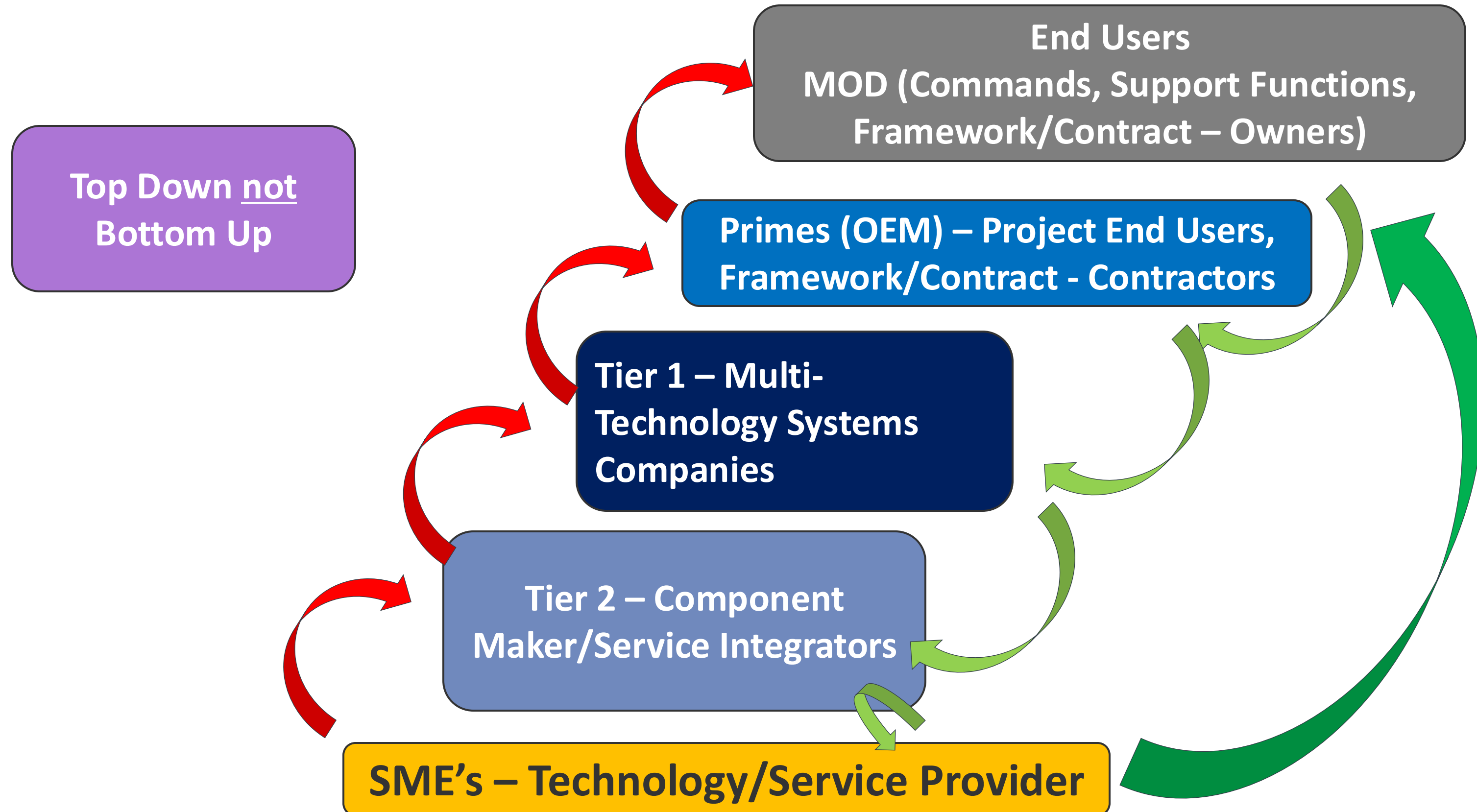
The Defence Enterprise

MOD Head Office UK MOD Departments and Agencies (all organisations are a part of MOD) Sets Policies and Direction

Army Command	Navy Command	Air Command	Strategic Command	Space Command (Under Air Command)	Defence Nuclear Organisation	Command Organisations Define requirements for the enacting organisation to deliver
Defence Support & Equipment (DE&S)	Submarine Delivery Agency	Defence Infrastructure Organisation	Atomic Weapons Establishment	Defence Science & Technologies Laboratories (Dstl)	Defence Digital	Enabling Organisations through mix of self-delivery and placing contracts with industry
UK Hydrographic Office	Defence Electronics & Components Agency	Single Source Regulations Office	Oil & Pipeline Agency	Defence Safety Authority	Defence Business Services	
BAE Systems	Babcock	Airbus	QinetiQ	Atlas Elektronik	General Dynamics	Leonardo	Fujitsu
Rolls-Royce	Boeing	Lockheed Martin	Serco	Oshkosh	Thales	MBDA	BT

MOD Rank and Seniority

RAF	Army	Royal Navy	MOD (Function)	Rank (Star)
Air Chief Marshall	General	Admiral	Group Head	4 Star ****
Air Marshall	Lieutenant General	Vice Admiral	Group Deputy Head	3 Star ***
Air Vice Marshal	Major General	Rear Admiral	Division Head	2 Star **
Air Commodore	Brigadier	Commodore	Division Deputy Head	1 Star *
Group Captain	Colonel	Captain	Wider Ownership	Senior Stakeholder
Wing Commander	Lieutenant Colonel	Commander	Ownership	SO (Staff Officer) 1
Squadron Leader	Major	Lt Commander	Day-to-Day Management	SO (Staff Officer) 2

Engagement Approach

Great, can you send me something...

Who you are? (Are you relevant...strapline helps)

What you do? (How you might fit)

How do you do it? (Is this special or different, and facts and figures, x£, y% to scale or quantify it)

When they need you? (Call to action points)

Credibility: De-risking (Who has gone before me?)

Communication asset (Not enough staff, resource or bandwidth - don't want to own the overhead burden, worlds best is what's on front of them)

- **Websites**

- **They want to send it on to just 'Top and Tail it'**

- **Not their job to see the fit it is yours (any Elephants in the room)**

- **Called an 'Overview' in fact this is a distance selling document, not a Power Point Presentation (Page and a half of text)**

- **Professionally produced, high impact, graphics, images**

Trade Bodies

UK SPACE AGENCY ACCELERATOR

- ADS
- techUK
- Team Defence Information

Team Defence Information (TDI)

- Team Defence is a not-for-profit membership organisation funded by industry that harnesses and co-ordinates volunteer contributions from its 167 members and the MOD
- A collaborative association that informs Defence policy and pilots new ways of working to transform the Defence ecosystem with a MOD 3 Star Governance Structure
- Team Defence is exceptional in the way it pursues obtaining a wider understanding for Defence
- Provides coherence, common solutions and corporate memory

MOD and Industry Lead:

1. DMSO/DSEP (Defence Synthetic Environment Programme) – Workshop and White Paper
2. Digital Twins - Three White Papers, capability development)
3. Hydrogen – Conference, Workshop and White Paper
4. **Space Command (Vanguard) – White Paper**
5. Test & Evaluation (Plus COP)
6. Futures Lab (Remote Autonomous Systems)
7. FCI (Future Capability Innovation)
8. Kindred (Hirst)
9. DASA - DTEP (Defence Technology Exploitation Programme)

Support

- Natural Resources & Infrastructure
- Trading Forum
- DCPP (Defence Protection Partnership) External Comms Working Group
- DAIC (Defence AI Centre)
- Dstl (Search Light)
- Dstl - Metis

Other

- DASA - DTEP (Defence Technology Exploitation Programme) - Panel
- Industry Nominations for CDLS Commendations 2024 - Panel
- Harnessing AI
- Babcock Postgraduates (Behaviours)

Outside but connected

- FSB (Federation of Small Businesses, 200,000 members) – National Enterprise and Innovation Committee
- Innovate UK Business Connect (Innovate UK KTN) – Vice Chairman Defence and Security Advisory Board

As a member

Defence Innovation Cluster

UK SPACE AGENCY ACCELERATOR

Funding Routes - MOD Anticipated Budget: £190 B over next 10 years

DASA
- **Open Calls**
- **Focus Areas**
- **DTEP** (Defence Technology Exploitation Programme)
- **Ideas Market Place**
- **Defence Innovation Loan**
- **DIANA (NATO Version)**

Dstl
- **R-Cloud** (Will remain till 2028 till Category Groupings contracts are established – See Metis)
- **Frameworks** (14 off i.e. Serapis) Mandated to stop money 'leakage' via direct contractor engagement
- **Tasking from Commands** - Was a 100% funded on demand operation now must share government cuts so will prioritize tasks (1 in 1 out recruitment)
- **Search Light**
- **Missile Defence – Storm**
- **Science & Tech Futures**
- **Weapons Systems - Thunderbolt**
- **Metis** (Starts process to replace frameworks: R-Cloud Version 5 (V. 4 current) - Centres of excellence
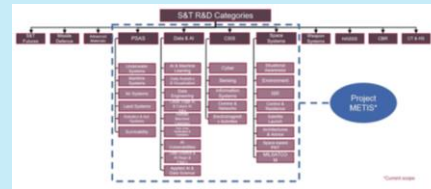
DE&S
- **Portal** - New industry Gateway – (Direct front door) - removal of stove pipes, FCI Heavily Involved
- **FCI** (Futures Lab)
- **EDP** (Engineering Delivery Partner) **Aurora**
- **PDP** (Project Delivery Partner)
- **LTPA (T3E)** - TEST PT

Front Line Commands
(Innovation Units)
- **RAF - RCO**
- **StratCom – JHub**
- **Army – Aerial**
- **Navy – OCTO**
- **Space**

MOD Central
- **Defence Sourcing Portal** (Committee)
- **Other Frameworks**
- **Other Functions – DIO** (Defence Infrastructure Organisation), **SDA** (Submarine Delivery Agency), **DD** (Defence Digital – SPACE – Higher TRL), **Team Leidos** (Logistics supply)
- **Commercial 'X'**
- **Acquisition Pipeline – General and DIO** (Update with forecasts)
- **DGP** (Defence Growth Partnership)
- **UKDSC** (UK Defence Solutions Centre)

Contractual Factors:
- **Social Value (10%)**
- **JOSCAR (Hellios)**
- **Cyber Essentials and CE Plus**
- **SME Target = 25%**
- **Facility Security Clearance** (Was List X)
- **Government Procurement Reform Act** (Single source, more flexibility)

MOD Key Accounts (18 off)
- Airbus
- Babcock
- BAE Systems
- Boeing
- Capita
- DXC
- General Dynamics
- KBR
- Leidos
- Leonardo
- Lockeed Martin
- MBDA
- QinetiQ
- Raytheon
- Rolls-Royce
- Serco
- Thales
- Ultra

What does this mean?
- SME engagement will be more direct and with new emphasis, importance and focus
- MOD will have to own more risk (ways to mitigate)
- Even more reduced MOD available to 'users' bandwidth and SQEP
- Cannot fall back on frameworks to deliver work
- Dstl will 'reject' more work requests (commercial to take over)
- Less points/ways of entry directly to MOD
- Spiral approach – How, when and why help needed

Spiral Development:

VC Funding in Defence

UK SPACE AGENCY ACCELERATOR
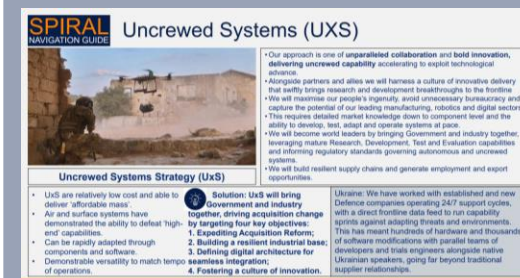
Venture Capitalists and Business Angels the difference

VC investment in NATO counties 2024 = $3.9B (US 83%), VC total funding in Europe risen from 0.4% 2022 to 1.8% in 2024

Mission driven VC's

Smaller, cheaper and more connected and dual use

Bubble territory

VC Fund Managers may be excluded from ESC (Environmental, Social, Governance) ESG examples... Weapons, Tobacco, Coal

Governance – Ultimate Governance 'Defending Democracy'

Slow – Life or death technologies collateral damage for military or civilians

Summary

Could you?…

What do you have, is it a fit

Should you?

Invest in bottoming out, who will do it (Bandwidth, focus, resource, support), cost it (Time, overhead, lost opportunity),

Tenacity, patience, commitment

Culture (Correct fit, stakeholder agreement, staff agreement)

Road Map

Steps, correct sequence, approach, engagement assets (Overview), compliance (standards, certification), investment approval, clear strategy, pick on strengths not weaknesses, be flexible to adapt or even pivot