



# ***Building Blocks for the Future of UK Space***

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Communications.  
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# Contents

Foreword	1
Introduction: The UK Space Sector	2
Problem Statement	3
About the Roundtable and Attendees	3
Recommendations	5
Session 1: Addressing the Skills Shortages in UK Space	6
Session 2: Restoring Clarity and Co-ordination	9
Session 3: Improving the Investment Landscape	13
Conclusion	17
About Us	18



# Foreword

## Developing the UK's World-Leading Space Sector

**T**he UK Space Champion Portfolio was years in formulation and the title of Space Champion became a governmental appointee position in 2022. My primary role is to engage and interface with the UK space sector on all levels – whether that be with industry primes or specialist SMEs in the supply chain – and to engage with academia. The UK is uniquely placed in the global space sector as we contribute so much to the global market. Having helped in the procurement process of OneWeb, as well as previously chairing the Parliamentary Space APPG for the better part of the last 10 years, I am no stranger to the UK space sector.

In the UK, we have companies that develop and improve technology, which helps us access a global market and contributes to the UK's goal of becoming a leader in the global space market, as outlined in the UK National Space Strategy. This will unlock and contribute thousands more jobs and billions to the UK economy.

I fervently believe we can get a decent share of this global business.

As an example, Cardiff-based Space Forge recently raised £7.6 million in seed funding, Europe's highest ever amount for a space company. They plan to offer the global semiconductor and pharmaceuticals market new technology, the properties of which could only be achieved through manufacturing in space. In the UK, we are very good at envisioning a product, identifying a market and delivering a product.

The UK space sector boasts the most educated and talented workforce in Britain, with three out of four employees holding a degree. It's also grown rapidly, with total income trebling in size since the year 2000. I believe the skills base can be offered and achieved by non-graduates as our industry evolves.

The figures from the Size and Health of the UK Space Industry 2022 report show direct employment in the UK space sector hit 48,800 in 2020/21, up from 46,995 in the previous year, an increase of 1,805. Sector income grew by 5.1% in real terms to £17.5 billion, with exports counting for around a third (34%) of this total. Ancillary services, including launch and satellite insurance (inc. brokerage) services, financial and legal services, software and IT services, grew the most in real terms up by £72 million to £614 million.

As a market-led sector, with an innovation and skills-focused approach and upwards of 100,000 jobs, the space industry could represent a real example of levelling up in action.

Space costs less than people think. According to the Impact Evaluation of UK Investment in ESA report, each £1m invested into the ESA Ministerial Council will generate a return of £11.8m, over time.

Money invested in space programmes is spent here, in the UK. It creates high-skilled jobs that grow the economy and benefit society.

I feel an awakening is happening in the UK and that space is having an increasingly significant positive impact on British society and our economy. We must invest in consequential funding and relevant regulation to ensure space will deliver our status as a science and technology superpower.



**I feel an awakening is happening in the UK and that space is having an increasingly significant positive impact on British society and our economy.”**

**David Morris MP**  
UK Government National Space Champion







## Introduction: The UK Space Sector

In the 2022 *Size and Health of the UK Space Industry* report, the UK Space Agency outlined the importance of the space sector to the future of the UK economy.<sup>1</sup> Currently, the space industry supports over 126,000 jobs and boasts a total industry income of £17.5 billion, numbers which are only expected to increase in the coming years. Global estimates suggest that the industry will grow from £270 billion in 2019 to £490 billion by 2030, as space moves into its new commercial age.<sup>2</sup> UK Space believe that Britain has the potential to almost double its share of the global space market to £30 billion by 2030. The opportunities are vast, with the UK particularly well placed to exploit growth opportunities due to the consumer and producer capabilities sector in Britain.

However, the sector is developing at pace and structural issues in the UK space industry means the UK risks losing out to rivals in the global space race. Parliamentarians, key industry players and think tanks have identified a range of fundamental issues that need addressing, including: the lack of administrative clarity on space, a small labour pool and the need for further investment.

On 9th January 2023 Spaceport Cornwall attempted the first orbital launch in British history. Whilst this was unsuccessful, a second launch later this year has the potential to be the major catalyst that the UK space industry needs. 2023 therefore represents a year of immense opportunity for the industry, and one the UK cannot afford to miss.

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1 <https://www.gov.uk/government/publications/the-size-and-health-of-the-uk-space-industry-2022>

2 <https://www.gov.uk/government/publications/national-space-strategy/national-space-strategy>

# Problem Statement

As the global space industry continues to grow at an exceptional rate, it is crucial that all aspects of the UK's space sector are streamlined to ensure that it is well positioned to exploit future growth opportunities and build strong national capabilities in the coming decades. Therefore, relevant stakeholders must work together to address the sector's underlying structural challenges that have been identified by the UK Government, industry players, and think tanks. The main issues that have been highlighted in recent years can largely be grouped into three broad topics: the skills gap, lack of administrative clarity on space and the need for further investment, research and development.

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## About the Roundtable and Attendees

Participants at the roundtable hosted by the independent policy institute Curia, in partnership with strategic communications specialists JBP Associates, were looking to address key agenda items related to the space industry and growing the skills base. The Chair of the roundtable, Government Space Champion David Morris MP, facilitated the meeting and encouraged participants to introduce themselves and share their perspectives.

Overall, the roundtable aimed to foster an open dialogue between industry experts, government representatives, and policy professionals, with the goal of driving the growth and development of the space sector while ensuring effective communication between the industry and the Government. The roundtable was organised under the Chatham House rule.

Here is a summary of the introductions and the focus of the discussions.

### **David Morris MP, Government Space Champion (Chair):**

David Morris, Member of Parliament for Morcambe, highlighted his role as the Space Champion and the Government's interest in collaborating with the space industry to drive growth. He mentioned the Chancellor's keenness to support the industry and expressed the need for more interface between government and the space sector.

### **Jake Thompson, Head of Innovation, Rolls Royce Nuclear:**

Jake Thompson, Head of Innovation at Rolls Royce Nuclear, discussed his responsibility for engineering activities related to new nuclear products, including nuclear power for space applications.

### **Ian Jones, CEO of Goonhilly a Satellite Ground Station in Cornwall:**

Ian Jones, CEO of a satellite ground station in Cornwall, shared details about their many notable projects. He mentioned their expansion into the USA and Australia.

### **Charles Davis, CEO of Earth-I:**

Charles Davis, CEO of Earth-I, described their downstream data analytics business. He highlighted their use of satellite data to create commercial and dual-use analytics, enabling customers to improve profitability and monitor sites worldwide.

### **Peter Anderson, CCO at AAC Clyde Space:**

Peter Anderson, Chief Commercial Officer at AAC Clyde Space, discussed their global entity that specialises in manufacturing, products, and missions related to small satellites. He mentioned their recent focus on data services and making space more accessible.

### **Ed Stevens, Chief Engineer at In-Space Missions:**

Ed Stevens, Chief Engineer at In-Space Mission Limited, shared information about their company's specialisation in space as a service using small satellites.

### **Nik Smith, Regional Director for UK and Europe at Lockheed Martin Space:**

Nik Smith, representing Lockheed Martin Space UK, highlighted the company's extensive involvement in various aspects of space, including CubeSats and ground systems. He emphasised the breadth of their capabilities and their focus on growth in the UK and Europe.

### **Roy Kirk, Project Director, Highlands and Islands Enterprise:**

Roy Kirk, representing Highlands and Islands Enterprise, discussed their efforts to drive the space sector's growth, including the project directorship of Space Hub Sutherland.

### **Anita Bernie, Managing Director, MDA Space**

Anita Bernie represented MDA Space.

### **Melissa Quinn, Head, Spaceport Cornwall**

Melissa Quinn represented Spaceport Cornwall.

### **Elizabeth Seward, Head of Space Strategy & Future Business, BAE Systems**

Elizabeth Seward represented BAE Systems.

### **Sir Martin Sweeting, Executive Chairman, Surrey Satellite Technology Ltd.**

Sir Martin Sweeting represented Surrey Satellite Technology Ltd.

### **Piran Trezise, Director, Goonhilly a Satellite Ground Station in Cornwall**

Piran Trezise represented Goonhilly Satellite Ground Station.

### **Kieran Bergholcs, Senior Account Director, JBP Associates**

### **Ben Howlett, CEO and Founder, Chamber and Curia**

### **Ben Walker, Account Executive, JBP Associates**



## Recommendations:

- 1** Establish a long-term direction of travel for the UK in space, with clear goals and milestones along the way.
- 2** Treat space launch as a national asset and develop a well-funded, long-term launch program.
- 3** Create a supportive environment and ecosystem for commercial space companies, institutions, and universities to thrive.
- 4** Address generic challenges collectively, such as skills development, through government initiatives and incentives.
- 5** Focus on inspiring and educating young people, and all genders, about the importance of space and the opportunities it presents.
- 6** Emphasise the UK's strengths in robotics and space operations and position it as a leader in space exploration.
- 7** Revamp HM Treasury processes to facilitate efficient funding and decision-making for space-related projects.
- 8** Increase government accountability and transparency to build trust and confidence in space-related initiatives.
- 9** Launch a national campaign to raise awareness about the importance of space and its benefits to the country.
- 10** Appoint a dedicated space minister to lead and coordinate space-related efforts across government departments.
- 11** Include space-related risks, such as geopolitical competition, in the national risk register to ensure their proper consideration.
- 12** Develop a ten-year plan with clear funding and support for key programs, such as Copernicus or GNSS, and prioritise initiatives aligned with global trends like ESG.
- 13** Focus on long-term goals like CIS lunar exploration and space-based solar power, driven by identified risks and opportunities.
- 14** Strengthen the connection between national space programs and early education to promote space-related careers and opportunities.
- 15** Utilise the insights from the roundtable discussions to inform a comprehensive report that can be widely shared and used by stakeholders.



*Goonhilly satellite station, Cornwall*

## Session 1: Addressing the Skills Shortages in UK Space

### Key Findings:

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**Establishing the accessibility of the space sector.** The space industry often exhibits a level of exceptionalism, creating high barriers to entry and perpetuating the perception that it is inaccessible to many.

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**Transferability of skills.** Many individuals working in the space industry did not start their careers in the sector, highlighting the importance of cross-training and skills transferability from other industries.

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**Creating a hub and spoke model.** Larger companies, often referred to as primes, play a significant role in generating skills and nurturing entrepreneurial talent in the space industry.

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 **Diversifying the industrial base.** There is a need for diversity in the industrial base to foster skills generation and innovation in the space sector.


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 **Broadening the skills base.** The space industry is attractive to graduates, but competition for skilled and experienced professionals is tight, leading to challenges in recruitment and retention.

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 **A long-term investment plans.** Inward investment can create both opportunities and challenges, and a more co-ordinated approach is needed to align investments with long-term industry objectives.

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 **Tackling the shortage of skills.** There is a shortage of specific skills, such as experienced propulsion engineers, which may require looking beyond the local talent pool and exploring international recruitment.

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**T**he first topic on the agenda was growing the labour pool in the space industry. The Chair acknowledged the need for a talented workforce and highlighted the importance of education and nurturing future talent. The participants were invited to share their perspectives on this topic.

The roundtable highlighted the challenges and opportunities in the space industry regarding skills development, accessibility, and growth. The participants discuss the need to break away from the perception of the space industry as exclusive and unattainable, and instead promote accessibility and diversity. Participants emphasised the importance of recognising the role of industry in generating skills and the need for a strong industrial base to support skill development.

The participants noted that many individuals in the space industry did not start their careers in the field, highlighting the importance of cross-training and the value of experience gained in larger companies. They discussed the significance of industry involvement in skills generation, alongside the focus on schooling and tertiary education.

The conversation moved onto the challenges faced by companies in finding skilled and experienced professionals, particularly in specialist areas such as propulsion engineering. They mention the need for collaboration and co-ordination between industry and organisations responsible for educational development to address the skill gaps effectively. The participants also highlighted the competition for skilled professionals and the difficulty of securing local talent.

The discussion touched on the attractiveness of the space industry, particularly to graduates and individuals seeking career changes. They mentioned the need for better communication and clarity about the objectives and opportunities within the UK space industry. The lack of a flagship project is noted, and it is suggested that the industry should strive for a coherent vision to attract and retain talent.

The participants emphasised the importance of long-term planning, avoiding short-term views, and aligning investments with the industry's needs. They discuss the challenges faced by smaller companies in the gap between being an SME and a prime contractor, and the impact of bidding wars on skills availability and retention.

The roundtable also included insights from participants with backgrounds in academia and experience across different sectors. They highlight the potential for skills transfer from other industries and the benefits of recruiting widely to support the space industry's diverse needs. The growth of SMEs and startups was acknowledged as both beneficial and challenging, as it creates a broader base but also increases competition for skills.

The conversation concluded with a discussion on the potential pitfalls of inward investment and the need for careful consideration of its impact on the UK's export market. The participants stress the importance of long-term planning and developing a broad experience base in the workforce.

Overall, the roundtable highlighted the need for a collaborative and co-ordinated approach to skills development and industry growth in the space sector. It underlined the challenges and opportunities faced by companies in attracting, developing, and retaining skilled professionals, and emphasises the importance of accessibility, diversity, and long-term planning.

## Session 1

### Recommendations:

- 1 Promote inclusivity within the sector.** Address the perception of inaccessibility by promoting inclusivity and creating more pathways for individuals from diverse backgrounds to enter the space industry.
- 2 Generating a whole system response to skills shortages.** Encourage cross-training and skills transferability between industries to leverage existing talent and bridge skill gaps.
- 3 Focus on creating more primes and supply chains will grow.** Recognise the role of larger companies in generating skills and fostering entrepreneurship and support their initiatives to cultivate talent within the industry.
- 4 Broaden the industrial base.** Foster a diverse industrial base to support skills generation, innovation, and long-term industry growth.
- 5 Demonstrate the attractiveness of the sector.** Develop targeted strategies to attract and retain skilled professionals in the space industry, including competitive compensation packages and highlighting the unique opportunities and projects available.
- 6 Communicate the opportunities and demonstrate excitement about the sector.** Implement a more coherent and comprehensive approach to communicate the objectives and opportunities within the UK space industry to attract talent, particularly among high school and university students.
- 7 Identify the gaps in the supply chain.** Conduct supply chain gap analyses to identify specific skills needed in the industry and collaborate with academia and training institutions to develop programs that address these gaps.
- 8 Assess success and constantly make improvements.** Evaluate the impact of inward investment on the domestic market and ensure alignment with long-term industry objectives to avoid excessive competition and export confusion.





## Session 2: Restoring Clarity and Co-ordination

### Key Findings:

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**Downstream space sector.** The downstream space industry is crucial for commercialisation and is gaining recognition in sectors like defence and security. Commercial buyers are beginning to understand the value of space data for digital transformation.


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**More cross-government working and co-ordination.** The Government has a dispersed requirement for space data across various departments but lacks co-ordination in centralising these requirements. There is a need for a common platform to facilitate the industry and address common challenges.


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 **Educate to drive implementation.** Education is essential for both staff and clients to understand the possibilities and accuracy of satellite data. Clients need to be educated on the potential applications and benefits of space data.


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 **More industry partnership.** The downstream space industry is diverse and requires collaboration with various sectors such as transportation, logistics, and resource management.


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 **Ending grant addiction.** The Government should act as a co-ordinated customer, supporting the industry and committing to buying solutions rather than providing grants or funding for unsophisticated development.


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 **Ambitious commercial strategy.** Export policies need to strike a balance between protecting national interests and allowing the industry to compete globally. The current policies may be too conservative (with a small 'c'), hindering competitiveness.

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 **Support for SMEs.** Government support through schemes like R&D tax credits and seed grants can help SMEs and startups overcome technological hurdles and stimulate growth in the industry.

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 **Recognising the importance of the space sector.** There is a lack of recognition at the government level regarding the importance of space. Co-ordinated efforts and a Cabinet Office-level coordination for space activities are crucial to foster growth and coordination.

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The second session of the roundtable discussion focused on the topic of restoring clarity and co-ordination in the space industry and how governments can facilitate its growth. The participants included representatives from prime companies, small and medium-sized enterprises (SMEs), and academia. The discussion began with highlighting the challenges faced by the downstream space sector, which is the last stage of commercialisation. While defence and security drive the industry, commercial buyers are only beginning to understand the value of space data in digital transformation. Participants said the Government has a significant requirement for space data across various departments but lacks co-ordination in centralising these needs.

According to participants, if the Government could consolidate its requirements and provide a unified platform for the industry, it would be beneficial for all stakeholders. The importance of creating an ecosystem of suppliers and long-term projects to address common challenges like biodiversity monitoring, carbon sequestration, and urban planning was stressed. It was also highlighted the need for education among data science teams and clients regarding the potential and accuracy of satellite data.

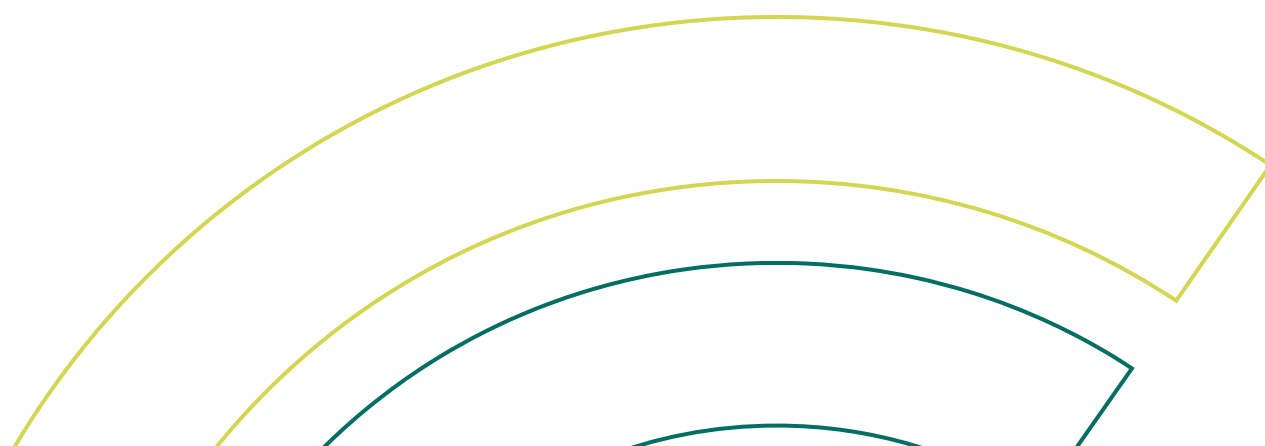
The discussion then shifted to the UK's position in the global space industry. Participants expressed their belief that the UK is behind countries like the US, China, and Australia in the space sector – although comparative economies were not necessarily mentioned. The importance of bringing together different skill sets and focusing on sustainable practices and environmental objectives was mentioned. It was suggested that the Government should act as a facilitator and customer, allowing the industry to set the strategy and focus on solving problems.

The participants acknowledged the complexity of downstream activity, as it involves multiple sectors such as transportation, logistics, and resource management. They discussed the need for the government to act as a co-ordinated customer, recognising its reliance on space capabilities. Export policy was identified as another area where the Government could support the industry's growth. They emphasised the importance of robust policies that protect national interests while maintaining competitiveness against international competitors.

The participants also discussed the role of research and development (R&D) tax credits and seed grants in supporting SMEs and startups in the space industry. These initiatives were seen as valuable in overcoming technological hurdles and encouraging innovation.

Some participants highlighted the lack of co-ordination and recognition of space's importance within the Government. They called for a higher level of co-ordination, potentially at the Cabinet Office level, to address this issue. The need for a clear statement from the Government that recognises space as a strategic sector was emphasised. Participants suggested that stronger policies and support were necessary to compete with other nations that have well-established space industries.

In conclusion, the roundtable discussion highlighted the need for better co-ordination, government support, and policies to facilitate the growth of the space industry. Participants emphasised the importance of centralising government requirements, creating an ecosystem of suppliers, and focusing on education and sustainability. They also called for a clearer recognition of space as a strategic sector and the implementation of policies that support industry growth and competitiveness in the global market.



## Session 2

### Recommendations:

- 1 Stronger cross-government co-ordination.** Establish a centralised platform or organisation that can co-ordinate the dispersed requirements for space data across government departments. This will facilitate collaboration and streamline the use of space data in areas like urban planning, biodiversity monitoring, and carbon sequestration.
- 2 Establish an education programme for UK space sector.** Focus on education and awareness programs to ensure that staff and clients understand the potential of space data and its applications. This will help maximise the value and accuracy of satellite data.
- 3 Government to become a co-ordinated customer.** Encourage the Government to act as a co-ordinated customer, committing to buying solutions and supporting the industry's growth. This approach will allow the industry to set the strategy and address market needs effectively.
- 4 Enhance the UK Space Strategy.** Review and update the UK space strategy to align with current industry challenges and opportunities. Instead of being overly descriptive, focus on setting mission statements that emphasise sustainability and environmental objectives.
- 5 Focus on export markets.** Develop export policies that strike a balance between protecting national interests and fostering competitiveness. This will enable the industry to compete effectively against international competitors and support export growth.
- 6 More support for growing SME sector.** Expand support for SMEs and startups through schemes like R&D tax credits and seed grants. These initiatives will provide the necessary resources for innovation and help overcome technological barriers.
- 7 Make space a strategically important sector.** Improve co-ordination and recognition of the space industry at the government level. Establish a clear policy that acknowledges space as a strategic sector, putting in place the necessary policies and support to drive growth and competitiveness.

By implementing these recommendations, the downstream space industry can thrive and contribute significantly to economic growth, technological advancements, and national security. The Government's role as a facilitator and co-ordinated customer will be crucial in achieving these outcomes.



## Session 3: Improving the Investment Landscape

The third session of the roundtable discussion focused on improving the investment landscape in the UK space industry. Participants shared their insights and experiences regarding government funding, private investments, and the need for long-term vision and support.


### Key Findings:

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**Lack of Continuous Government Funding.** Participants noted that government funding in the space industry is often thinly spread and lacks continuity. In particular, start-up companies face challenges in securing follow-up funding. The United States was cited as an example where venture capitalists support numerous start-ups, whereas the UK struggles with providing sustained support for businesses requiring long-term investment.

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 **Long-Term Vision and Strategic Planning.** There was a consensus that the UK needs a longer-term vision for the space industry. Participants emphasised the importance of setting clear goals, identifying desired products and services, and generating requirements to bridge the gap between the present and future capabilities. A systems engineering approach was suggested to develop a roadmap that aligns with the nation's objectives and stimulates economic growth.


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 **Need for Patient Investors.** The space industry's high capital expenditure and long return on investment (ROI) cycle present challenges in attracting traditional investors. Educating investors about the unique characteristics and potential of the industry is necessary. Strategic patience and a longer-term outlook are essential for investors to understand the value and support base capabilities that drive downstream development.

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 **Co-ordination and Centralised Funding.** Participants highlighted the need for better co-ordination among government departments and a centralised approach to funding. A central entity, such as the Cabinet Office, was suggested to oversee strategic areas and allocate funding to departments accordingly. This approach could reduce fragmentation and ensure a cohesive investment strategy that aligns with national objectives.

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 **Importance of Customers and Profitability.** To attract investors, it is crucial to emphasise customer acquisition and profitability. Participants emphasised the need to secure customers, both domestically and internationally, to drive investment. Government support in facilitating partnerships and international trade was seen as critical for enabling businesses to thrive and generate profits.

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The roundtable discussion focused on improving the investment landscape in the space industry. The participants highlighted the need for continuous assessment of investment sources and discussed the current state of investment in the United States, where commercial ventures and billionaire funding dominate the sector. They emphasised the importance of long-term planning and follow-up capital for businesses in the space industry.

Participants expressed the need for government support in identifying future investment areas. The example of Australia was given, where lack of government support hindered the growth of their business compared to their American counterparts. The conversation then shifted to the role of primes and SMEs in providing follow-up funding, irrespective of government allocations.

The roundtable participants suggested the importance of developing a longer-term vision for the industry. They proposed taking a system engineering approach to identify future products, services, and capabilities required and bridging the gap to achieve them. They emphasised the need for government support in shaping this long-term roadmap to stimulate more markets and foster sustainable economic growth.

The discussion continued with a focus on the challenges faced by startups in accessing government funding in the UK. The participants expressed frustration over the lack of a supportive environment for space startups, contrasting it with the funding opportunities available in other countries. They highlighted the need for the UK Government to provide funding for capabilities that support the entire value chain, rather than solely focusing on high-risk, low-TRL (Technology Readiness Level) projects.

The conversation touched upon regulations related to data companies and their impact on investment. The participants discussed the importance of data regulations that facilitate access to data for AI generation and promote innovation. They mentioned the need for regulations that ensure data usage is ethical and compliant with export control and financial regulations.

The discussion also addressed the role of investors in the space industry. Participants acknowledged that traditional investors often struggle with the long lifetime and return on investment (ROI) cycle of space businesses. They called for a shift in investor attitudes, focusing on risk-based assessments and longer-term outlooks. The participants noted that constraints on funding in the early days of the UK space industry fostered innovation and competitiveness, and capturing that essence is crucial for future success.

The roundtable concluded with a discussion on the co-ordination of government departments and funding allocation. Participants suggested a centralised approach, led by the Cabinet Office, to co-ordinate funding and ensure a unified strategy for the space industry. They emphasised the need for a clear understanding that investment is just the beginning, and the ultimate goal is to generate profits by attracting customers, either from the UK or through international partnerships.

The participants also highlighted the need for longer funding periods and smarter support mechanisms to accommodate the ever-evolving nature of the space industry. They emphasised the importance of sustained government funding and partnerships to facilitate investment and foster growth in the industry.

## Session 3

### Recommendations:

- 1 Enhance Government Funding.** The government should consider allocating funding over longer periods, allowing businesses to have sustained support and invest in their growth. A comprehensive assessment of future business needs is required to identify priority areas for funding. Learning from successful models in other countries, such as the United States, can provide insights into effective investment strategies.
- 2 Develop Long-Term Vision and Roadmap.** The Government should work with industry stakeholders to develop a long-term vision and roadmap for the space industry. This vision should encompass the desired products, services, and capabilities, with a focus on fostering economic growth and maintaining competitiveness. Systems engineering methodologies can be employed to establish clear objectives and requirements.
- 3 Educate and Attract Patient Investors.** Efforts should be made to educate investors about the unique characteristics of the space industry, emphasising the longer ROI cycle and the potential for high returns. Engaging with strategic investors who understand the industry's dynamics and can provide patient capital is crucial. Exploring innovative funding models, such as public-private partnerships, can also expand investment opportunities.
- 4 Co-ordinate Funding and Establish Central Oversight.** The Government should establish a centralised entity, such as the Cabinet Office, to oversee strategic areas and co-ordinate funding allocation. This would ensure a cohesive investment strategy, minimise duplication of efforts, and enable better alignment with national objectives. Close collaboration between government departments, industry experts, and investors is essential for effective co-ordination.
- 5 Facilitate Customer Acquisition and International Trade.** The Government should support businesses in securing domestic and international customers by creating favourable conditions for collaboration and trade. Promoting the UK as a customer for space-related products and services can help stimulate investment and innovation.

## Conclusion

The roundtable discussion on the future of the UK space sector has provided valuable insights and recommendations for shaping a comprehensive implementation plan. The participants expressed a consensus on the need for a long-term vision and direction, establishing space as a national asset, and prioritising funding for space initiatives. They emphasised the importance of treating space infrastructure as essential national infrastructure, fostering skills development, and leveraging space capabilities for geopolitical advantages.

The participants highlighted the significance of creating an enabling environment for commercial companies, institutions, and universities to thrive, emphasising the framework for growth and addressing generic challenges faced by the industry. They also called for increased government accountability, a revamp of HM Treasury processes, and a focus on skills and talent development from a young age.

The roundtable participants emphasised the need for a strong national campaign to raise awareness about the importance of space, along with the appointment of a dedicated space minister to drive space-related initiatives. They also advocated for including space risks on the national risk register and developing a funded ten-year plan with a focus on specific programs such as Copernicus or GNSS, as well as initiatives related to CIS lunar exploration and space-based solar power.

Furthermore, the participants emphasised the integration of space education into early-stage curriculum to promote space-related careers and opportunities.

The roundtable highlighted the comprehensive nature of the plan required with the potential for the report to guide policy-making processes and set a comprehensive implementation plan. It emphasised the importance of taking action promptly rather than waiting for another five years to address the same issues.

This report is intended to serve as a resource for all stakeholders to use and can be employed in shaping future government policy positions.

Overall, the roundtable discussion has provided valuable insights and recommendations for a forward-thinking and comprehensive development programme for the UK space sector. By incorporating these suggestions into policy-making processes, the government can lay the foundation for a thriving space industry, foster innovation, and secure the country's position in the global space arena.

## About Us



Independent, cross-party and not-for-profit, as a policy institute Curia turns policy into practice as the UK's first "do tank". Curia hosts three commissions including NHS Innovation and Life Sciences, Levelling Up, Energy Sustainability. Curia provides evidence-based consultancy services, due diligence and socioeconomic and environmental analysis. Commissions share best practice through partner publishing and broadcasting agency Chamber UK.

[www.curiauk.com](http://www.curiauk.com)



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