

Terms of Reference (ToRs) for the Space Partnership Board

Approved: 17/10/23

Next review: 31/3/25

Background

The Space Partnership (SP) brings together industry, academia and Government stakeholders to work on shared priority issues to realise the ambition set out in the National Space Strategy (NSS), and to grow the UK space sector. The SP Board is the mechanism to fairly reflect all stakeholders across industry, academia and Government so that these shared priorities can be agreed and tangible proposals developed to benefit all parts of the sector across the UK.

Purpose of the Space Partnership Board

The SP Board brings together equal representation from industry, academia and Government to enable:

- *Shared priority issues* that will address the ambition set out in the NSS to be agreed
- *Collective action* that will enable this ambition to be delivered and grow the UK space sector to be agreed

The SP Board has appointed and will oversee and advise the independent SP Director. The SP Board will provide clear direction when the SP Director puts forward:

- Priorities that have been identified across the sector
- Opportunities for collective action that will involve all stakeholder groups

The SP Director will regularly report progress of the collaborative activities to the SP Board. This will allow the SP Board to monitor progress and by working with their stakeholder group ensure that the collective actions are delivered, so that the ambition of the NSS is achieved.

Composition of the Space Partnership Board

Each stakeholder group (industry, academia and Government) has 3 votes, each held by 1 representative with the exception of D-SIT and UKSA where the vote is shared. Each representative of the SP Board is accountable to the whole of the stakeholder group that it represents rather than to any single entity.

SP Board members are expected to:

- Fairly and objectively reflect the views of the whole of the stakeholder group they represent
- Champion the agreed shared priorities and collective actions within the stakeholder group that they represent while being accountable to the full stakeholder group

To ensure that there is a transparent mechanism for views to be put forward to the SP Board, the representatives are from cohering organisations within the stakeholder group. As a result, the representatives are by role, rather than ad hominem, however each representative is expected to reflect the wider views of the stakeholder group that they represent rather than their organisation.

The 9 voting representatives by role are:

Stakeholder Group	Industry	Academia	Government
<i>Representative</i>	UKspace Chair	SPAN Co-Chair	DSIT Space Deputy Director / UKSA Director - Championing Space
<i>Representative</i>	UKspace SME Forum Chair	SPAN Co-Chair	MoD Head of Space Policy
<i>Representative</i>	Satellite Finance Network Chair	SUN Chair	DBT Head of Space

9 votes will be cast for all decisions, meaning that the voting representatives are expected to attend every SP Board meeting. If they are unable to attend they must either:

- Nominate a Deputy to attend the meeting and vote on their behalf
- Allocate their vote to another representative from their stakeholder group

Meetings will be quorate when there are at least two voting representatives from each stakeholder group. Approval requires a voting majority of 5 or more (7:2, 8:1 or 9:0) to ensure that no stakeholder group's view can be excluded.

Permanent Attendees

Permanent attendees are agreed representatives from organisations delivering elements of the NSS ambition who will be invited to every SP Board. These currently are:

- Satellite Applications Catapult: John Abbott, Chief Executive Officer
- UK Research & Innovation (UKRI): Sarah Beardsley, UKRI Space Coordination Group Chair

Observers

Observers are invited to attend the SP Board to: bring a wider perspective, increase transparency and provide expertise on specific topics. Observers are allowed to contribute to the discussion, although do not have voting rights to ensure that the SP Board remains equally representative of industry, academia and Government.

At the request of either individual SP Board members or the SP Director, Observers may be invited to the SP Board meeting. Observers will be disclosed in the agenda to enable SP Board members to highlight any potential conflicts of interest. If none are raised ahead of the meeting, it is assumed that the Observers are approved and allowed to freely take part in the meeting (although not vote).

Independent Chair

The SP Board Chair is independent of the three stakeholder groups and non-voting. The SP Board Chair will:

- Speak on behalf of the SP Board when necessary
- Mediate between the different stakeholders in an open, objective and transparent way
- Ensure 9 votes are cast for every decision taken and that the majority is 5 or more for approval to be given

- Work with the SP Director to: agree the agenda and supporting papers required; ensure during meetings that there is sufficient opportunity for parties to contribute to the discussion before decisions are made, yet keeping the meeting to time.

The current Independent Chair is Tim Bestwick.

SP Board Meeting

The SP Board will hold 8 meetings per year, each for up to 1.5 hours generally these will take place on the third Tuesday of the month at 10:00 and be virtual. Any proposed changes to the meeting date or time will be agreed at least one meeting in advance.

SP Director is responsible for:

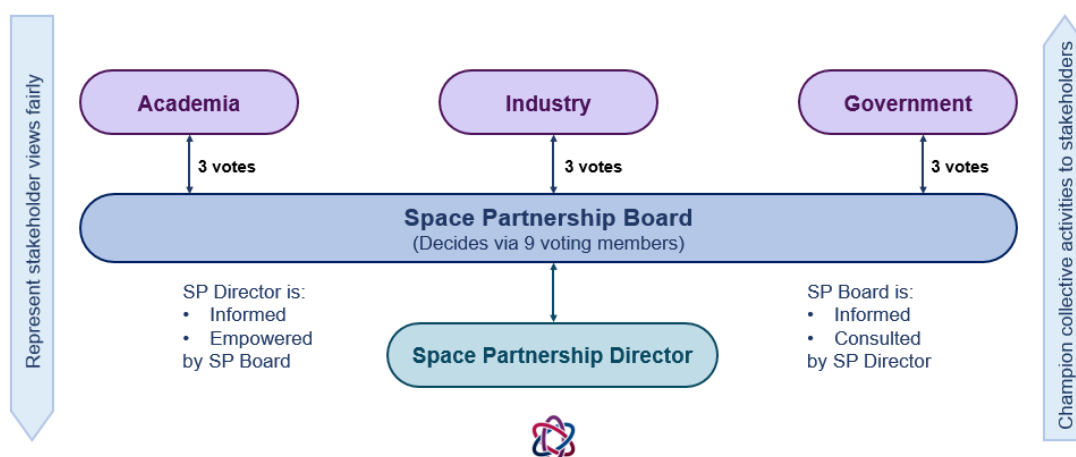
- Convening the meeting and drafting the agenda for discussion with the SP Board Chair
- Ensuring that the agenda is sent to SP Board members a week before the meeting with the decisions to be taken clearly laid out so that representatives can consult with their stakeholder group to ensure views are fairly reflected
- Sending a short summary of the meeting with decisions taken clearly stated within a week of the meeting
- Convening representative sub-groups of the SP Board as required to consider specific topics as appropriate
- Providing regular reporting on the progress of the agreed collective activities.

Communication

The ToRs are published on the Space Partnership website along with the names of the representatives from each stakeholder community to enable the wider community to engage with their representatives as appropriate.

The representatives of each stakeholder group must deal effectively and efficiently with any engagement, comments and other input from the wider community and shall, as appropriate, raise any issue at the next SP Board.

Diagram to illustrate Space Partnership Governance



Definition of terms

Acronym or Term	Definition
NSS	National Space Strategy
SFN	Satellite Finance Network which represents regulatory and financial concerns for businesses, particularly SMEs across the space sector
SME	Small and Medium sized Enterprises
SP	Space Partnership
SPAN	Space Academic Network
SUN	Space Universities Network
ToR	Terms of Reference
UKspace	Trade association for the UK space industry and includes ADS and techUK representatives on its Board

Version Control

Version	Approved	Comment
1.0	April 2023	Approved ToRs for initial 6 months of SP Board
2.0	October 2023	Updated to: split D-SIT/UKSA vote; rename Standing Observers to Permanent Attendees; Independent Chair recruitment.
2.1	March 2024	Updated to: name new Independent Chair & update Catapult CEO name