

Space Skills Advisory Panel (SSAP): Terms of Reference

Approved by the Space Partnership Board: 18 July 2025

Next review: March 2027

Background

The UK Space Agency has asked the [Space Partnership](#) to facilitate the Space Skills Advisory Panel (SSAP) to bring industry, academia and government together to address skills opportunities and challenges for the UK space sector. As explained in the [NSS In Action](#), the SSAP plays a crucial role in ensuring access to quality skills and training offered across the UK space sector. SSAP supports the development of future space workforce policy initiatives, ensuring coordinated action can be taken by government, academia and industry in resolving current and future skills gaps. On behalf of the UK space sector, the Space Partnership Board will then agree how best to deliver the collective action required to address these gaps.

Purpose of the Space Skills Advisory Panel

The Space Skills Advisory Panel (SSAP) has been formed to:

- Represent the skills related opportunities and challenges across the UK space sector in an open and balanced way on behalf of the communities across the UK space sector.
- Identify the most appropriate collective action to address these opportunities and challenges. This collective action will be proposed to the Space Partnership Board on behalf of the SSAP by the Space Partnership Director.
- Support the delivery of the agreed collective action both directly and by building a wider consensus across the UK space sector to ensure delivery.
- Review the annual skills dashboard managed by the Space Partnership Director on behalf of the SSAP, contributing to the reporting for the dashboard as relevant.

Roles and Responsibilities

The table below summarises the roles and responsibilities for the SSAP members, SSAP Chair and Space Partnership Director with further details on expectations below:

Role	Responsibilities
General SSAP Members	<ul style="list-style-type: none">- On behalf of your stakeholder group, fairly represent the skills related opportunities and challenges across the UK space sector.- Work with your community to identify the most appropriate collective action required to address these opportunities and challenges.- Champion the agreed collective action to your community, contributing to delivery as appropriate.
Reporting SSAP members	Each stakeholder group (Industry, Academia, Government) will select one of its members to be a Reporting SSAP member. The Reporting SSAP member will be responsible, with the support of the Space Partnership Director, for regularly (at least once per year) reporting the collective progress made by their stakeholder group.
SSAP Chair	To manage the meetings and ensure SSAP members deliver on the responsibilities listed above and in line with the expectations below.

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Space Partnership Director	<ul style="list-style-type: none"> - Facilitate 4 SSAP meetings per year - Support the SSAP members to deliver on their responsibilities - Regularly report to the SSAP, SP Board and UKSA, including an annual update to the agreed skills dashboard
Space Partnership Board	<ul style="list-style-type: none"> - To provide regular oversight of the Space Partnership Director and progress of the SSAP. - To agree on behalf of the UK space sector the collective action proposed by the SSAP. - To appoint one of its members as SSAP Chair on a rotating 2-year basis.

Expectations of Space Skills Advisory Panel Members

Space Skills Advisory Panel members are expected to deliver the responsibilities listed above by:

- Fairly and objectively reflecting the views of the wider UK space sector, rather than their personal and/or specific organisational views.
- Contributing a minimum of two days per quarter to the Space Skills Advisory Panel, including attendance at SSAP and wider UK space sector meetings.
- Signing the Panel Member Declaration, which includes:
 - Being respectful and constructive in meetings as defined by the UK Space Agency Respectful Behaviour Policy.
 - Conflict of Interest Declaration to avoid any perceived Conflicts of Interest.

In addition to the above, the 3 Reporting SSAP members are expected to report at least annually on progress made by their stakeholder group (industry, academia and government).

Expectations of the Space Skills Advisory Panel Chair

The Space Skills Advisory Panel Chair will be appointed by the Space Partnership Board from one of its members, rotating on a 2-year basis. The Chair will be expected to:

- Attend and facilitate each meeting, encouraging the SSAP to reach a consensus where possible.
- Confirm that the Space Partnership Director is accurately reporting on discussions and progress to the Space Partnership Board.
- Ensure that the proposed actions proposed are accepted by the proposed owner before they are adopted formally at the SSAP and Space Partnership Board.
- Ensure panel members are respectful and constructive in meetings, ensuring any non-compliance is handled appropriately by the UK Space Agency representative.
- It is recommended that the Chair has a pre-meeting with the Space Partnership Director and UK Space Agency to agree the agenda and proposed papers before each Space Skills Advisory Panel meeting.

Expectations of the Space Partnership Director

The Space Partnership Director is expected to:

- Organise 4 SSAP meetings a year with dates shared at the beginning of the year.
- Prepare the agenda and relevant paperwork to be shared with members at least one week before the meeting and at the pre-meeting with the Chair to agree agenda/papers (if requested).

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- Produce a summary of each SSAP meeting for SSAP members within 2 weeks of the meeting, along with a short summary of the meeting that can be shared widely.
- Share the short summary of the meeting through the SP newsletter.
- Regularly update the Space Skills Advisory Panel page on the Space Partnership website.
- Report to the Space Partnership Board at least twice per year on the progress of the Space Skills Advisory Panel and its recommended activities to address the UK space skills opportunities and challenges. Provide feedback to the SSAP.
- Support the delivery of agreed collective action, taking on activities where appropriate and resourced to do so.
- Produce an annual dashboard that summarises progress and other key metrics regarding skills. Updating throughout the year as information is received from reporting SSAP members, national datasets and other agreed sources. Regularly share a public version of this dashboard with appropriate commentary.
- Facilitate the Expression of Interest process for the appointed representatives of the Space Skills Advisory Panel.
- Attend meetings and events to either present the output of the SSAP or to gather input from the wider sector for the SSAP.

Composition of the Space Skills Advisory Panel

With the SSAP Chair, there will be 20 members in total. The Space Partnership Director is not a member of the SSAP, but facilitator of the SSAP. 13 of the 20 SSAP members will be appointed by their stakeholder group: industry appoints 5 representatives; academia appoints 3 representatives; government appoints 3 representatives and “other” appoints 2. The remaining 6 panel members will be appointed following an Expression of Interest (EOI) process facilitated by the Space Partnership Director.

When agreeing the appointments, the Space Partnership Board will take into account:

- Representation from stakeholder groups should reflect the anticipated delivery expectations across stakeholder groups, ensuring that there are sufficient range of working-level leads who are empowered to reflect their membership group’s views and take action;
- Balanced demographic, geographic and priority capability representation.

The membership is summarised in the following table:

Membership Group	Representative
Chair	1. Appointed from Space Partnership Board
Government ¹ (3)	2. UKSA
	3. Skills England
	4. MOD
	5. SPAN
Academia appointed (3)	6. SUN
	7. UKSEDS
	8. UKspace (including representing SMEs)
Industry appointed (5)	9. ADS (including representing large defence companies)

¹ The government representatives on both the Space Partnership Board and Advisory Panel will ensure that skills input from the SSAP is fed into the correct forums across government, including the internal boards and UK Space Agency Executive Committee, as appropriate.

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	10. UKspace Vice Chair	
	11. [TBC]	
	12. [TBC]	
Other (2)	13. Satellite Applications Catapult	
	14. RCAB member to represent Clusters & Devolved Administrations	
Expression of Interest (Eol) Members (6)	15.	18.
	16.	19.
	17.	20.

The panel membership will be reviewed by the Space Partnership Board every 3 years.

Space Skills Advisory Panel Meetings

Each quarterly meeting will be 2 hours in duration and hybrid. Space Skills Advisory Panel members are encouraged to attend meetings in person where possible, with the expectation that they attend at least one meeting in person per year.

As there are no votes, members do not need to send a deputy if they are unable to attend. Input can be provided by email to the Space Partnership Director and represented in the meeting on the member's behalf.

Additional attendees can be invited to attend meetings to contribute to specific items. Subject to a request a week in advance of the meeting to the Chair, Observers may join the meeting for awareness.

SSAP Communication Channels to the wider sector

The Space Partnership Director will ensure the following communication channels are regularly updated:

SSAP on the Space Partnership Website

There will be a Space Skills Advisory Panel page on the Space Partnership website, which will be updated quarterly and include:

- Names or job titles of Panel members, the Chair and Space Partnership Director;
- Terms of Reference for the Space Skills Advisory Panel;
- Short public summaries of each SSAP meeting;
- Collective action and activities agreed by the Space Partnership Board;
- Top level reports on progress towards the agreed collective action;
- List of events where Space Skills Advisory Panel members will present the ongoing work of the SSAP to a wider audience, or be available to gather wider input;
- Skills related information as appropriate.

Space Partnership and other Newsletters

The public summaries of SSAP meetings will be shared through the monthly Space Partnership newsletters. SSAP members will share the public summaries through their newsletters as appropriate (including UKspace / SPAN / SUN / ADS newsletters)

Other

The Space Partnership team will keep the [Space Enterprise Community](#) updated on progress.

Space Skills Advisory Panel

Definition of terms

Acronym or Term	Definition
NSS	National Space Strategy
SSAP	Space Skills Advisory Panel
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	18/07/25	Approved by Space Partnership Board