



## Infrastructure and Facilities Working Group

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# 1. Background

Space Scotland is the coordinating body representing the Scottish space sector. Its mission is to **grow a globally competitive, sustainable, and inclusive space economy in Scotland**, aligned to the ambitions of Scottish and UK space policy. Space Scotland brings together industry, academia, government, and the public sector to deliver on four strategic priorities:

- Position Scotland as a leading location for space launch and manufacturing.
- Exploit space data and applications to address national and global challenges.
- Build a resilient, diverse, and highly skilled workforce.
- Ensure the sector is recognised as a leader in sustainability and responsible space.

Working Groups are one of the delivery mechanisms within Space Scotland. Each group operates under a shared framework of Terms of Reference and Action Plans, ensuring work is strategically aligned, practically deliverable, and visible to the wider ecosystem. Working Groups report progress and issues to the Delivery Coordination Group and contribute evidence, advice, and outputs to the Space Scotland Chief Executive Officer (CEO) and Board. The purpose of each Working Group is to:

- **Align** expertise around specific themes linked to Scottish and UK space policy.
- **Define** and deliver actions that support the sector's growth.
- **Surface** challenges, dependencies, and opportunities for collaboration.
- **Provide** advice and insight to the Space Scotland Board and partners.
- **Represent** the collective voice of the sector in their thematic area.

This Action Plan sets out what the Working Group will focus on through short to long term objectives and actions. It highlights the group's priorities, the activities planned, and how these will support the growth of Scotland's space sector. The plan is designed to give clarity to members, partners, and the wider community about where effort is being directed, what outcomes are expected, and how people can get involved.

The purpose of this Space Scotland working group is to support the needs of the space community, specifically those who use or are looking to use space testing facilities within Scotland. This working group directly supports the Scottish Space strategy by addressing the specific objective of "Capability mapping and space sector cooperation around infrastructure, equipment and facilities" noted within A Strategy for Space in Scotland.

# 2. Executive Summary

This Action Plan outlines the priorities and activities of the Working Group. It is structured to provide a clear and accessible overview of the group's objectives, the actions it will take, and the expected timeframes for delivery. The plan is divided into two key timelines:

- **Near-term plans (1–3 years):** These actions are designed to align closely with the Scottish Space Strategy, ensuring the group's activities support immediate national priorities and opportunities.

In the short term, the group will support Scottish Enterprise by providing the outputs of the INFRA mapping project. It will also contribute to the Glasgow City Region PRISM funding initiative, particularly during the consultation phase for facility development, and assist Satellite Applications Catapult in their ongoing work to map UK capabilities in space environment materials testing. Additionally, the group will provide support for large-scale infrastructure funding applications, such as SCIF-2.

To better understand the needs of the community, a series of roundtables will be conducted with researchers, industry partners, and other stakeholders. These consultations will collect data on current and future needs, desired capabilities, and perceived gaps in the infrastructure. The results will then be analysed to identify common themes and specific requirements.

- **Long-term vision:** This section sets out broader objectives and aspirations for the group beyond the initial 5-year period, providing a forward-looking perspective on future growth and strategic impact.

The Working Group's purpose is to support the space ecosystem, particularly those using or seeking to use space testing facilities and infrastructure in Scotland to enable economic growth and its objectives align with the Scottish Space Strategy and other ecosystem priorities. Each objective is underpinned by a set of actions or work packages that have been identified and prioritised through consultation with members and partners.

The table below outlines the planned actions for each year, mapped against the group's objectives. This provides a high-level roadmap to track progress and ensure accountability, while allowing flexibility as priorities evolve.

### Summary of objectives:

- **Objective 1:** Support facility mapping and evidence gathering of infrastructure usability within the UK / Scottish space sector.
- **Objective 2:** Supporting current and future needs of space-related infrastructure and equipment within the UK / Scottish space sector.
- **Objective 3:** Strengthen national and regional collaboration between facilities and infrastructure across the UK.
- **Objective 4:** Promote cross-sector collaboration between space and non-space sectors to enable growth.
- **Objective 5:** Support international engagement and access to UK infrastructure and facilities for other countries, and vice versa.

### High-level action timeline:

|           | Objective 1                                                                                                                                                                                                                                                                                                                                      | Objective 2                                                                                                                                                                                                                                                                                    | Objective 3                                                                                                                                                                                                                                                                                                   | Objective 4                                                                                                                                                                                                                                                               | Objective 5                                                                                                                                                                                                                                                                                   |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026–2027 | <p>A1.1<br/>Support with the outputs and recommendations of the Scottish Enterprise ‘An Assessment of Infrastructure and Equipment in the Scottish Space Sector’ project.</p> <p>A1.2<br/>Assist with ongoing and future exercises to map UK infrastructure and equipment capabilities</p> <p>A1.3<br/>Conduct roundtables with stakeholders</p> | <p>A2.1<br/>Engage with industry to identify priorities and access needs for space-related infrastructure and equipment, and act as a voice for the sector by representing these requirements to policymakers and funding agencies.</p> <p>A2.2<br/>Engage with large-scale infrastructure</p> | <p>A3.1<br/>Improve connectivity across UK space clusters, including Space East, the North West Space Cluster, and Northern Ireland.</p> <p>A3.2<br/>Engage with stakeholders such as UK and Scottish Governments, DSIT, Satellite Applications Catapult, Universities, and other public sector bodies to</p> | <p>A4.1<br/>Identify and evaluate cross-sectoral facilities (e.g. in energy, manufacturing) that could support space testing requirements.</p> <p>A4.2<br/>Encourage knowledge-sharing and partnership opportunities between the space sector and adjacent industries</p> | <p>A5.1<br/>Showcase Scotland’s facility capabilities internationally to attract collaboration and investment (working with Scottish Development International and International Working Group).</p> <p>A5.2<br/>Hosting international delegations to showcase UK facilities and identify</p> |

|  |                                                                                                                                                |                                                                                                                                                                                                       |                                                                                              |                                                                                                                                                              |                              |
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|  | (including universities, public sector and industry) to gather data on current and future needs and perceived infrastructure / equipment gaps. | projects such as Glasgow City Region PRISM to support facility development in Scotland.                                                                                                               | ensure avoidance of duplication of efforts and resources and to ensure coordinated progress. | A4.3<br>Produce a strategy document / Case studies examples document of the benefits of cross-sector infrastructure (facilities usage and industry examples) | collaboration opportunities. |
|  |                                                                                                                                                | A2.3<br>Support the preparation of strategic funding proposals and bids, and lobby for programmes that make funding available to Scotland to address identified gaps in infrastructure and equipment. | A3.3                                                                                         |                                                                                                                                                              | A5.3                         |

### 3. Case Studies

The Infrastructure and Facilities Working Group is currently reviewing work that was conducted by the Scientific Technologies Facilities council (STFC) on behalf of Scottish Enterprise into 'An Assessment of Infrastructure and Equipment in the Scottish Space Sector'.

### 4. Action Plan

## 4.1. Objective 1: Support facility mapping and evidence gathering of infrastructure useability within the UK / Scottish space sector

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| <b>Action 1.1</b>  | <b>Support with the outputs and recommendations of the Scottish Enterprise 'An Assessment of Infrastructure and Equipment in the Scottish Space Sector' project.</b>                                               |
| <b>Description</b> | The group will look to form projects / activities on the outputs / recommendations of this study. This may include bringing in external stakeholders and look for funding to achieve recommendations / objectives. |
| <b>Outputs</b>     | Forming, supporting or conducting projects / activities based off the results of the 'Assessment of Infrastructure and Equipment in the Scottish Space Sector Study'                                               |
| <b>Success</b>     | The completion of at least 1 project that reflects the recommendations of the 'Assessment of Infrastructure and Equipment in the Scottish Space Sector Study'                                                      |
| <b>Action 1.2</b>  | <b>Assist with ongoing and future exercises to map UK infrastructure and equipment capabilities</b>                                                                                                                |
| <b>Description</b> | This includes on-going UK Space Agency and Satellite Applications Catapult work, that the working group will provide support towards.                                                                              |
| <b>Outputs</b>     | Time and resource given in-kind towards activities that may result in materials for / that will benefit the UK Space Sector.                                                                                       |
| <b>Success</b>     | A positive and proactive relationship with other key stakeholders such as UK/Scottish Government, DSIT, Satellite Applications Catapult and other UK Space Ecosystem Clusters.                                     |
| <b>Action 1.3</b>  | <b>Conduct roundtables with stakeholders (including universities, public sector and industry) to gather data on current and future needs and perceived infrastructure / equipment gaps.</b>                        |

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| <b>Description</b> | The activity will allow a constant and up to date accurate representation of the sectors needs and demands that the working group can look to support.        |
| <b>Outputs</b>     | Roundtable discussion outputs / notes that hopefully present key stakeholder opinions / demands that the working group can react upon.                        |
| <b>Success</b>     | Between 2025 and 2027 to publish discussion from roundtables that cover key issues / topics affecting infrastructure / facilities within the UK Space Sector. |

## 4.2. Objective 2: Supporting current and future needs of space-related infrastructure and equipment within the UK / Scottish space sector.

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|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action 2.1</b>  | <b>Engage with industry to identify priorities and access needs for space-related infrastructure and equipment, and act as a voice for the sector by representing these requirements to policymakers and funding agencies.</b> |
| <b>Description</b> | Maintaining a positive relationship with industry to retain an accurate overview of industries priorities and needs surrounding space-related infrastructure and equipment.                                                    |
| <b>Outputs</b>     | Channels that allow the group to communicate and represent industry requirements / needs to policymakers and funding agencies.                                                                                                 |
| <b>Success</b>     | A continual dialogue / channel to policymakers and funding agencies, that allows industry representation.                                                                                                                      |

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| <b>Action 2.2</b>  | <b>Engage with large-scale infrastructure projects such as Glasgow City Region PRISM to support facility development in Scotland.</b>       |
| <b>Description</b> | Engage and be active within discussion surrounding large-scale infrastructure projects that will affect the UK and Scottish Space industry. |

|                |                                                                                                                                                                               |
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| <b>Outputs</b> | Hold consultation meetings with key stakeholders and industry to support the needs of these infrastructure projects as well as understand and document industry requirements. |
| <b>Success</b> | As a working group hold or have input into at least one industry consultation meeting for two large-scale infrastructure projects such as Glasgow City Region PRISM.          |

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| <b>Action 2.3</b>  | <b>Support the preparation of strategic funding proposals and bids, and lobby for programmes that make funding available to Scotland to address identified gaps in infrastructure and equipment.</b>    |
| <b>Description</b> | Collaborate with government, industry, and academia to ensure Scotland's priorities are well represented in funding strategies and future large scale infrastructure and equipment calls in the future. |
| <b>Outputs</b>     | <p>Facilitate the formation of consortia or partnerships to strengthen major funding bids.</p> <p>Provide documentation of infrastructure and equipment needs used to support funding cases.</p>        |
| <b>Success</b>     | Provide evidence of where the group has provided support through strategic input or industry feedback or provided evidence for infrastructure funding proposals.                                        |

### 4.3. Objective 3: Strengthen national and regional collaboration between facilities and infrastructure across the UK.

|                    |                                                                                                                                                                                                                                                                                                                                         |
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| <b>Action 3.1</b>  | <b>Improve connectivity across UK space clusters, including Space East, the North West Space Cluster, and Northern Ireland.</b>                                                                                                                                                                                                         |
| <b>Description</b> | The WG will look to support strengthening relationships and communication between Scotland's space sector and other UK regional clusters. This includes encouraging collaboration, knowledge exchange, and joint initiatives to promote complementary growth and ensure UK-wide alignment in infrastructure and capability development. |
| <b>Outputs</b>     | Information sharing between Space Scotland and other space clusters<br>Identification of potential joint projects or funding opportunities.                                                                                                                                                                                             |
| <b>Success</b>     | Between 2025 – 2027 the WG should support or host an activity/ project that encourages collaboration between Space Scotland (or industry, academia, NGO) and a UK Space Cluster region.                                                                                                                                                 |

  

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| <b>Action 3.2</b>  | <b>Engage with stakeholders such as UK and Scottish Governments, DSIT, Satellite Applications Catapult, Universities, and other public sector bodies to ensure avoidance of duplication of efforts and resources and to ensure coordinated progress.</b> |
| <b>Description</b> | Coordinate with key stakeholders to discuss and engage with infrastructure and facilities activities that could effects / benefit the Scottish space sector.                                                                                             |
| <b>Outputs</b>     | Semi-regular meetings with key stakeholders.<br><br>Shared mapping / documentation of upcoming key infrastructure / facilities investment.                                                                                                               |
| <b>Success</b>     |                                                                                                                                                                                                                                                          |

|  |                                                                                                                            |
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|  | An overview (preferable documentation) of key upcoming space-related infrastructure / facilities investment across the UK. |
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| <b>Action3.3</b>   |                              |
| <b>Description</b> | Action description           |
| <b>Outputs</b>     | Action outputs               |
| <b>Success</b>     | Action success measures/KPIs |

#### 4.4. Objective 4: Promote cross-sector collaboration between space and non-space sectors to enable growth.

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| <b>Action 4.1</b>  | Identify and evaluate cross-sectoral facilities (e.g. in energy, manufacturing) that could support space testing requirements.                                  |
| <b>Description</b> | Identify opportunities for shared access, co-investment, and technology transfer to enhance Scotland's space infrastructure capacity.                           |
| <b>Outputs</b>     | A review of facilities from adjacent sectors — such as energy, manufacturing, defence, and advanced materials that would benefit the Scottish space sector.     |
| <b>Success</b>     | By the end of 2027 produce a documented review with examples of where the Scottish space sector can engage with cross-sector activities (linked to Action 4.3). |

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| <b>Action 4.2</b>  | Encourage knowledge-sharing and partnership opportunities between the space sector and adjacent industries. |
| <b>Description</b> | Support the link between the Scottish space sector and other sectors.                                       |

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| <b>Outputs</b> | Host or co-host events, workshops, and networking activities to identify synergies and stimulate collaborative projects that enhance the competitiveness of both sectors. |
| <b>Success</b> | By the end of 2027 the group to have hosted / co-hosted at least one knowledge sharing. partnership opportunities between the space sector and adjacent industries.       |

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| <b>Action 4.3</b>  | <b>Produce a strategy document / Case studies examples document of the benefits of cross-sector infrastructure (facilities usage and industry examples)</b>                                                                               |
| <b>Description</b> | Highlight how collaboration between space and non-space sectors can optimise infrastructure use and successful partnerships, and pathways for scaling cross-sector collaboration at national and regional levels.                         |
| <b>Outputs</b>     | Produce materials that support cross-sector collaboration with examples.                                                                                                                                                                  |
| <b>Success</b>     | By the end of 2027 produce a documented review with examples of where the Scottish space sector can engage with cross-sector activities, and benefits / examples of where (if so) this has been done in Scotland in line with Action 4.3. |

## 4.5. Objective 5: Support international engagement and access to UK infrastructure and facilities for other countries, and vice versa.

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| <b>Action 5.1</b>  | <b>Showcase Scotland's facility capabilities internationally to attract collaboration and investment (working with Scottish Development International and International Working Group).</b> |
| <b>Description</b> | Promote Scotland's space-related infrastructure and to attract new collaborations, research partnerships, and inward investment internationally.                                            |

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| <b>Outputs</b> |                                                                                                                                                                                                                                                             |
|                | Evidence of work with Scottish Development International (SDI) and other partners (including the Space Scotland International WG) to highlight Scotland's competitive advantages and available facilities through missions, exhibitions, and global forums. |
| <b>Success</b> | By the start of 2028, to have worked with SDI / International WG in facilitating a project / partnership which brings a collaboration or investment internationally.                                                                                        |

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| <b>Action 5.2</b>  | <b>Hosting international delegations to showcase UK facilities and identify collaboration opportunities.</b>                                                           |
| <b>Description</b> | This could include develop formal agreements with international partners to enable reciprocal use of large-scale research facilities.                                  |
| <b>Outputs</b>     | List of potential international partners / delegations to engage with Scottish space sector infrastructure / facilities.                                               |
| <b>Success</b>     | Linked with Action 5.2, to have worked with SDI / International WG in facilitating a project / partnership which brings a collaboration or investment internationally. |

## Infrastructure and Facilities Action Plan



## 5. Governance and Membership

The delivery of this Action Plan will be overseen by the Working Group members under the leadership of its Co-Chairs. Membership includes representatives from industry, academia, and public sector partners, who contribute on a voluntary basis.

The group will meet on a quarterly, as per the Terms of Reference basis to review progress, refresh priorities, and report updates through the *Space Scotland Delivery Coordination Group*. Chairs are responsible for ensuring actions are followed up between meetings, with support from Space Scotland's executive team where relevant.

This Action Plan is a live document. It will be reviewed annually to ensure objectives remain aligned with Scottish and UK space policy, and amended as required in consultation with members.

*Note: The Space Scotland Delivery Coordination Group structure is still under discussion at board level.*

## 6. Dependencies and Risks

Progress on the actions set out in this plan will depend on several external factors, including:

- Interdependencies with other Working Groups (e.g. shared data, skills needs, or cross-cutting sustainability issues).
- Alignment with national and regional initiatives, including Scottish Government priorities and UK-wide programmes.
- Resource availability, particularly the volunteer time of members and the availability of external funding.

Risks to delivery include limited engagement from members, lack of funding to support activity beyond volunteer capacity, or duplication of effort with other organisations. These risks will be reviewed periodically, with issues escalated through the Delivery Coordination Group to the Space Scotland Board where necessary.