



Skills Working Group

Table of Contents

1. Background.....	2
2. Executive Summary	2
3. Action Plan.....	4
3.1. Objective 1: Drive Strategic and systemic change in space skills.	4
3.2. Objective 2: Act as a catalyst	5
3.3. Objective 3: Sectoral Intelligence and Investment	5
3.4. Objective 4: Future Skills demand	6
3.5. Objective 5: Strategic approach to engage with Scottish Government Space Strategy	7
4.6 Objective 6: Cross sectoral skills group engagement	7
4. Governance and Membership	8
5. Dependencies and Risks	8

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 over the coming years. 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.

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 (2–5 years):** These actions are designed to align closely with the Scottish Space Strategy, ensuring the group’s activities support immediate national priorities and opportunities.
- **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 government’s ambition by creating a robust and inclusive talent pipeline that reflects the diversity of Scottish society and promotes the message that the space industry is open to all 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:** Drive Strategic and systemic change in space skills.
- **Objective 2:** Act as a catalyst
- **Objective 3:** Sectoral Intelligence and Investment
- **Objective 4:** Future Skills demand
- **Objective 5:** Strategic approach to engage with Scottish Government Space Strategy
- **Objective 6:** Cross sectoral skills group engagement

High-level action timeline:

	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
2026–2027	1.1 1.2	2.1 2.2 2.3	3.1	4.1 4.2 4.3 4.4 4.5	5.1 5.2 5.3
2027–2028		2.1 2.2	3.1	4.1 4.2 4.3	5.3

2028–2029	2.1 2.2	3.1	4.1 4.2 4.3	5.3
2029–2030	2.1 2.2	3.1	4.1 4.2 4.3	5.3
2030–2031				
2031+				

3. Action Plan

3.1. Objective 1: Drive Strategic and systemic change in space skills.

Informing and influencing Scottish government public agencies and stakeholders on policy, curricula and investment in space skills

Action 1.1	STEM; pipeline development
Description	STEM sub working group focus on pipeline stimulation.
Outputs	Increased students for programmes
Success	Talent pipeline increased for vacancies and growth of business in the sector

Action 1.2	Immediate needs Gaps
Description	Pilot programme aimed at identified and hidden talent pipeline audience.
	Funding Identified and pilot will start late February work being led by Employers subgroup Action description
Outputs	3 identified cohorts' topics of approximately 10–15 candidates trained in the identified areas
Success	Approach and areas identified proven true to market needs and an approach proving the concept to meet immediate needs

Action 1.3	Upskilling reskilling for mid-career professionals
Description	Develop training pathways for short courses and expand apprenticeships in Engineering and data science

Outputs	No of short courses for sector available Ensure there is provision within apprenticeship contracts in the identified areas to meet the needs of the sector
Success	Talent pipeline increased for vacancies and growth of business in the sector

3.2. Objective 2: Act as a catalyst

To ensure co-ordinated and evidence-based approach to identifying and addressing skills issues across the space sector

Action 2.1	Skills Planning
Description	Engagement with Scottish Government Skills planning to influence the supply and provision of relevant skills development under new model for Skills Planning Action description
Outputs	Influence provision to meet the sectors needs a priority within the new Skills Planning Model
Success	Priorities for Sector are included in future strategy and direction of provision of skills for the sector in Scotland

Action 2.2	SDS Sectoral and regional Skills Assessments
Description	Utilise the outputs from SDS Sectoral and Regional Skills Assessments in planning
Outputs	Utilise the outputs and evidence to inform decision make in focus of skills for the sector in Scotland
Success	Utilise the outputs to influence provision to meet the sectors needs in Scotland

Action 2.3	UKSA Survey
Description	Contributing partner to the 22026 UKSA skills Survey from a Regional and Skills perspective
Outputs	Ensure co-ordinated and evidence-based approach to identifying and addressing skills issues across the space sector
Success	Input to UKSA annual survey to gain the granular evidence for Scotland as a devolved nation. Utilise the outputs to influence provision to meet the sectors needs in Scotland

3.3. Objective 3: Sectoral Intelligence and Investment

Review sectoral intelligence and inform the development of new actions and investments as required to take into account of the changing needs of the sector.

Action 3.1	Evidence into action
Description	Review sectoral intelligence and inform the development of new actions and investments as required to take into account of the changing needs of the sector
Outputs	Investment in provision of new provision required to meet the needs of the sector
Success	Developments and planning for the future needs of the sector

3.4. Objective 4: Future Skills demand

Ensure Long term strategic view of the future skills demand and solutions.

Action 4.1	Diversity and Inclusion
Description	Identify and implement initiatives to attract underrepresented groups into Space careers
Outputs	Increased representation and involvement from the groups identified
Success	Increase to potential talent pipeline for the future in roles within the sector

Action 4.2	Stem Outreach
Description	Increase engagement with DYW, Tech industry into classroom and ScotlandIS Critical Friends programme
Outputs	Increased participation from industry in the offerings of the programmes
Success	Raised awareness of the future talent pipeline in roles within the sector

Action 4.3	Regional Hubs
Description	Across appropriate Skills ecosystem partners such as schools, colleges and DYW activate a programme of engagement
Outputs	Increased industry engagement with all areas
Success	Raised awareness of the future talent pipeline in roles within the sector

Action 4.4	Targeted transition routes
Description	Focus on armed forces and oil and gas professional with a view to developing targeted fast track conversion routes
Outputs	Proof of concept transition routes

Success	Increase to potential talent pipeline for the future in roles within the sector
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Action 4.5	Career Messaging
Description	Align and promote the resources currently available across areas such as SDS My World of Work, DYW, Space Skills Alliance and UKSA
Outputs	Suite of routes of collateral to position to potential career choices
Success	Increase to potential talent pipeline for the future in roles within the sector

3.5. Objective 5: Strategic approach to engage with Scottish Government Space Strategy

Develop a strategic approach to inform and guide the Strategy.

Action 5.1	Influence into Action
Description	Map the areas that the group require to influence prioritising the actions which will have greatest impact
Outputs	Engagement plan
Success	Engagement and the guidance are taken onboard in the implementation of the strategy

4.6 Objective 6: Cross sectoral skills group engagement

Establish links with and work collaboratively with other skills groups to address cross sector skills issues and gaps.

Action 5.1	Engineering Skills Group
Description	Continued involvement leveraging the power of cross sector working with the Engineering Skills Leadership Group
Outputs	Space sector requirements are included within the overall Engineering requirements
Success	The sector has suitable engineering requirements to meet its needs

Action 5.2	Digital Economy Skills Group
Description	Continued influence to the Digital Economy Skills Group for downstream requirements.

Outputs	Space sector requirements are included within the overall Digital Economy r requirements
Success	The sector has suitable engineering requirements to meet its needs

Action 5.3	Horizon Scanning
Description	Identification and engagement of appropriate new cross sector needs
Outputs	Opportunities Identified
Success	Future needs of the sector can be influenced in parallel with identified cross sectors

4. 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 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.

5. 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 need, 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.