

Minutes of the Space Hub Sutherland Programme Board held on Friday 15th March 2019 at 1430 hours.

Present: David Oxley Chair
Roy Kirk

[REDACTED]

[REDACTED]

Apologies: **[REDACTED]**

MINUTES

1. WELCOME AND INTRODUCTIONS

David Oxley welcomed everyone to the meeting noting that **[REDACTED]** was attending his first meeting.

2. MINUTES OF LAST MEETING

The minutes of the last meeting had been circulated in advance of the meeting – SHSPB(2019)M002 refers. These were accepted as a true reflection of the meeting.

3. STATUS OF ACTIONS

See Actions status appended to minutes.

4. PROGRAMME UPDATE

Scottish Government Gateway Review

David Oxley noted the recent **[REDACTED]** It was noted that this provided HIE with an opportunity to review requirements of the project. One of the issues raised was around resource which was something that HIE was already aware of.

With regards resources, **[REDACTED]** had been appointed to work directly for the project and would be given responsibility for the project delivery side and would now work alongside Roy Kirk, **[REDACTED]** and **[REDACTED]** as part of the core team.

David Oxley also noted that there was a lot of activity happening with planning submission being timetabled for the autumn caveating that with there was a lot of work still to be done.

[REDACTED] [REDACTED] [REDACTED]. As part of this consideration, **[REDACTED]** had been working on governance arrangements for this project and was currently developing a Technical Advisory Group (similar to Wave Energy Scotland) to ensure there were experts in space available to provide the technical input required to get the LSO procurement correct, and provide longer term support and advice to the project.

As part of that technical review, 3 technical experts had been identified to support the project in the short term, with ultimately a procured approach to support being developed. The proposal was to utilise these technical experts and while the remit was being developed it was noted that their time should be used effectively.

[REDACTED] noted, reflecting of **[REDACTED]** that he may be able to identify someone in Scottish Government to support procurement activities. **[REDACTED]**

[REDACTED] for everyone involved to take stock and investigate ways of other organisations getting involved with relevant expertise to support the project going forward. He asked for a diagram of the project team with clear roles and responsibilities for this could be understood.

Action: SHSPB(2019)M003/A001: [REDACTED] to provide an organisation chart for the Project Team providing clear roles and responsibilities.

David Oxley noted that he and **[REDACTED]** would be reviewing the Terms of Reference for this Programme Board and would reflect on the changes being made. These would be forthcoming for the next meeting.

It was also noted that **[REDACTED]**. **[REDACTED]** responded that while this was the case it was clear that there was a number of activities which had already been in development which had been noted in the report. This allowed HIE to demonstrate that these actions were already being considered and enhanced.

[REDACTED] noted that he would be undertaking a robust review of the programme and once this had been completed he would speak with Scottish Government if there appeared to be any gaps where expertise from Scottish Government to support would be beneficial.

David Oxley noted that there would be a further **[REDACTED]** **[REDACTED]** and the work being undertaken now would help to build confidence that the project was moving in the right direction.

[REDACTED] noted that while Scottish Government support so far had been from the Policy Department he was able to add an extra dimension to this project and would be happy to support where appropriate. It was noted that it would be useful to understand Scottish Government's organisation structure.

Action: SHSPB(2019)M003/A002: [REDACTED] to provide an organisation chart of Scottish Government's involvement within the space sector.

SHSPB(2019)P009: SHS Programme

David Oxley noted there would be a complete review of the programme at a meeting programmed for next week.

The following was noted in terms of the programme:

- Planning would be submitted in September following completion of all the environmental surveys required.

- The **[REDACTED]** was now likely to take place following planning.
- LSO procurement would be discussed at a meeting next week with **[REDACTED]** for a procurement exercise.
- Airspace change had been a discussion which had taken place at the last GOAB meeting.
- At the last GOAB meeting, UKSA requested aligned programmes for HIE, LMSS and Orbex. It was agreed that this would be provided by the end of March.
- **[REDACTED]**
[REDACTED]. Information from LMSS on IOC was being progressed at this time.
- Various meetings had been held on safety cases and this was now starting to gather momentum. It was noted that the information for safety cases and the environmental would overlap in aspects for planning submission.
- **[REDACTED]** were looking to receive the relevant information to ensure there was an alignment of programmes with both launch providers.

[REDACTED] noted that as design is progressed, as a client, HIE would need final decisions on the design. Roy Kirk responded that **[REDACTED]** was working on delegated authorities as part of the governance work and this would include signing off certain activities.

LSO Procurement

[REDACTED] noted that there would be a meeting next week. **[REDACTED]** were speaking with LMSS and Orbex to ensure a clear understanding of the launch providers requirements. Discussions on ITAR had also been ongoing. A scheduled programme was being prepared for the LSO procurement and this would be firmed up following **[REDACTED]**.

David Oxley asked how the ITAR discussions were progressing in relation to how much of ITAR was required for the Sutherland spaceport. **[REDACTED]** responded that when you look at the application on the draft TAA it appears to cover some parts of ITAR and it was clear that there was some part of the ITAR agreement which would not be relevant to a launch site in Scotland. Discussions on exactly what would be required under ITAR were ongoing. A separate workstream would be developed to ensure all ITAR activities were identified.

David Oxley asked that the Programme Board be kept updated on ITAR arrangements.

Action: SHSPB(2019)M003/A003: [REDACTED] to bring forward further detail of ITAR requirements for the next Programme Board meeting.

[REDACTED] raised the commercial model for the LSO and noted that it was clear that technical input was required for this as soon as possible. Given the complexity of this it was clear that there were many implications in relation to this and felt that early engagement of the market was an essential element of this. Roy Kirk noted that non-prejudice discussions had been held with a

number of interested companies for the LSO procurement and there were various models that could be adopted, recognising that the model would only be as good as the information being considered.

SHSPB(2019)P008: Project Risks

David Oxley noted the updated risk register that had been circulated to Programme Board members. SHSPB(2019)P00X refers.

The following risks were discussed:

- UK Regulations. This had been raised at GOAB and had also been echoed by the Launch Service providers as a potential risk if bilateral discussions were not forthcoming. GOAB have now noted this as a risk. It was agreed that this was something that would continue to be raised as a risk to the entire space programme.

Action: SHSPB(2019)M003/A004: David Oxley to ask UK Space Agency for a high-level plan for UK Regulations.

- **TR08:** it was noted that other countries were also moving quickly to ensure they had launch capability. As an example of this, Portugal were working closely with ESA and had gone out for their LSO with 17 expressions of interests being returned. The Norwegians were also progressing their plans and were close to completing their regulation. It was further noted that Portugal were looking for an ongoing subsidy of around 315M euros and UKSA had been asked for their view on this. It was suggested that this be fed back to Scottish Government for their information.
- **TR07:** it was noted that there was now an action plan in place to address this.
- **TR13:** Further information would be available shortly which would support mitigation measures going forward.
- **TR40:** This was a longer-term risk and as the project progressed there would be more of an understanding of this. It was important to continue to look at the timescale to identify the right time to take a more focussed look at this.

It was noted that an in-depth risk review would take place next week which would result in a management plan ensuring all risks were covered with robust mitigations in place.

There was a brief discussion on the format of the risk register and **[REDACTED]** indicated that they used a different format. It was agreed **[REDACTED]** would provide their risk template to **[REDACTED]** for consideration.

Action: SHSPB(2019)M003/A005: [REDACTED] to provide risk template to [REDACTED] for consideration.

- **SR02:** it was noted that the next meeting should start to detail the actions over a two-week period to ensure focus on the right activity. David Oxley emphasised he would expect to see progress on the activity on a regular basis which would also provide an opportunity to provide updates to the HIE senior management to receive updated information on how the project is commencing.

[REDACTED] noted that it was important to emphasise that there was a lot of activity ongoing at present but that it was right to provide this information on a regular basis to both the Programme Board and HIE Senior Management.

Action: SHSPB(2019)M003/A006: [REDACTED] to provide an update of the progress of programme activity and actions in time for the all Programme Boards.

5. ANY OTHER BUSINESS

Communications/stakeholder engagement

[REDACTED] stated he would be increasing his time to support this project and would provide a regular written update to the Programme Board which would commence for the next meeting. He noted the following:

- **[REDACTED]** to develop the communications/stakeholder engagement strategy and plan. Discussions had been ongoing with the UK Space Agency on a weekly basis and they had provided comment **[REDACTED]**
- UKSA had recently provided some comment on the plan and these would be considered when finalising the plan next week.
- P&J had run a series of articles around the various aspirations of spaceports in different locations; overall, these articles were felt to be balanced.
- The Scottish Government held a parliamentary debate on the 14th March and again had been balanced with all interested MSPs speaking on their respective interests within the space industry.
- An FOI had been received from P&J and HIE were considering the appropriate information to be provided.
- Radio Shetland had broadcast an interview with Tavish Scott, MSP which was a repeat of the discussion he had used at the parliament debate. Carroll Buxton had responded on behalf of HIE.
- **[REDACTED]**
- There had been suggestions of issuing some information on the yellow bumble bee given the latest environmental concern that had been raised. It was felt that in isolation this would not provide any impact and it had been agreed that this would be captured within the wider environmental status.

[REDACTED] noted that having read some articles on environmental concerns he felt there was something that could be undertaken as part of enhancing the environment around the spaceport build. This was something that could be considered as the project progressed.

David Oxley stated there had been a number of requests for filming the project as part of TV documentaries. **[REDACTED]** responded that the view was not to do this as it would be time consuming and may distract from the project.

David Oxley noted that there was also a constraint stream of requests for interviews and these had been largely left with himself and Roy Kirk to respond. He emphasised the need to continue to review and refine the information so that when interviewed the most up to date information was being provided. This would include keeping the FAQs and Lines to take refreshed on a regular basis.

On stakeholder engagement, **[REDACTED]** noted that a number of stakeholder engagement events had taken place over the last quarter as follows:

- January 2019:
 - Melness Community Centre – engagement on safety/environment. LMSS and **[REDACTED]** / Nevis representatives were in attendance.
 - Short update provided to Tongue Community Council.
- February 2019:
 - Kyle Centre, Tongue: HIE Project Team now had a regular presence in the area every Wednesday from 1000 to 1300 hrs providing access to members of the community should they wish to raise any questions. This had been broadly viewed as positive within the community.
 - Melness Community Centre – engagement session on community benefits. The majority who attended would like to see three phase power extended from the spaceport site to the village. Broadband was another similar aspiration as part of the community benefit. This event was to ensure that expectations could be set as to what HIE could and could not support going forward in terms of community development/benefits.

[REDACTED] noted that on some of the wider infrastructure considerations should also be raised with Scottish Government to look at how support may be provided within the wider context of infrastructure requirements.

- Thurso – engagement session on general update of project. This had been a well-attended event with the majority showing support. This event had resulted in the local newspaper publishing a very supportive article.
- Orbex **[REDACTED]** had stayed overnight in Tongue and held a series of one to one meetings with key stakeholders as well as taking time to visit the primary school to provide a short talk on space which had been well received.
- March 2019:
 - A community drop in session on a general update of the project was held in the Kyle Centre Tongue on 13th March.
 - A community drop in session on the project was held in Pulteney Centre, Wick on 14th March.

[REDACTED] noted that the March edition of the community newsletter had been drafted and would be circulated shortly for final comment to allow it to be distributed by Friday 22nd March.

[REDACTED] also noted that the events calendar had been updated and this would also be circulated shortly. She encouraged everyone to ensure any details on relevant events be sent to her to ensure that the calendar was updated on a regular basis.

[REDACTED] asked that this information be shared with Scottish Government colleagues.

Action: SHSPB(2019)M003/A007: [REDACTED] to circulate updated events calendar to programme board for information.

Action: SHSPB(2019)M003/A008: All Project Board members to ensure they provide [REDACTED] with any events or relevant activity required to be included in the calendar of events.

[REDACTED] stated that the Area Office was supporting some of the local stakeholder engagement events. He noted the regular presence in Tongue on a weekly basis and stressed the need for this to continue on a regular basis.

SHSPB(2019)P010: Benefits realisation

[REDACTED] the paper circulated to members in advance. He emphasised the following:

- The information provided was distilled from a larger document. In the short term the focus was on a more regional basis with emphasis on inward investment from launches, supply chain and satellite manufacturers.
- A good relationship was being formed with Orbex and the recent opening of their premises in Forres was the type of activity that HIE would like to attract.
- Discussions continued with LMSS, via Roy Kirk, and while recognised this would take a longer time to progress discussions had already commenced about investment around the North. The timing of this was flexible as focus had to continue on the spaceport programme at this time.
- Consideration was being given as to what the wider efforts could offer from a Scotland, regional and local perspective within the space industry and the local supply chain.

[REDACTED] noted that there was a meeting organised for 4th April with Scottish Enterprise and SDI to talk about ‘what does success look like in Scotland’ and in terms of inward investment activities and how these would be prioritised.

- On marketing collateral, initial discussions had taken place, and this would also be raised with SE/SDI from a wider Scotland point of view. It was noted that the marketing information provided to Orbex was a good example of local content.

[REDACTED] asked **[REDACTED]**

[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED] noted that he had held a discussion with **[REDACTED]** **[REDACTED]** **[REDACTED]**

[REDACTED] stated that as part of the governance piece that **[REDACTED]** was working on consideration was being given to hiring an external facilitator to look at what success would look like and ensuring there was an agreed way forward across all key organisations in Scotland.

[REDACTED] responded that it was essential that this was developed for Team Scotland.

Other business raised

David Oxley noted that finances should also feature as a standing item on the Programme Board agenda going forward. This was agreed.

Action: SHSPB(2019)M003/A009: [REDACTED] to put finance as a standing item on the agenda going forward and [REDACTED] to ensure reports are regularly produced.

David Oxley noted that the next meeting would be held on Friday 26th April and suggested moving this to the morning rather than the afternoon. **[REDACTED]** agreed to look at calendars and co-ordinate the timing of this meeting.

Action: SHSPB(2019)M003/A010: [REDACTED] to co-ordinate diaries for the next Programme Board with a view to changing this to a morning meeting.

There being no further business, David Oxley thanked everyone for their input and formally closed the meeting.

David Oxley
SHS Programme Board, Chair
17th March 2019

STATUS OF ACTIONS

ACTIONS ARISING FROM THIS MEETING

SHSPB(2019)M003/A001: **[REDACTED]** to provide an organisation chart for the Project Team providing clear roles and responsibilities.

SHSPB(2019)M003/A002: **[REDACTED]** to provide an organisation chart of Scottish Government's involvement within the space sector.

SHSPB(2019)M003/A003: **[REDACTED]** to bring forward further detail of ITAR requirements for the next Programme Board meeting.

SHSPB(2019)M003/A004: David Oxley to ask UK Space Agency for a high-level plan for UK Regulations.

SHSPB(2019)M003/A005: **[REDACTED]** to provide risk template to **[REDACTED]** for consideration.

SHSPB(2019)M003/A006: **[REDACTED]** to provide an update of the progress of programme activity and actions in time for the all Programme Boards.

SHSPB(2019)M003/A007: **[REDACTED]** to circulate updated events calendar to programme board for information.

SHSPB(2019)M003/A008: All Project Board members to ensure they provide **[REDACTED]** with any events or relevant activity required to be included in the calendar of events.

SHSPB(2019)M003/A009: **[REDACTED]** to put finance as a standing item on the agenda going forward and **[REDACTED]** to ensure reports are regularly produced.

SHSPB(2019)M003/A010: **[REDACTED]** to co-ordinate diaries for the next Programme Board with a view to changing this to a morning meeting.

ACTIONS ONGOING FROM PREVIOUS MEETING

UKVLPB(2019)M001/A002: **[REDACTED]** to circulate HC report on pre planning meeting when available. **Action ongoing** – the report was awaited.

UKVLPB(2019)M001/A010: **[REDACTED]** to provide a plan to proactively engage with media. **Action ongoing.**

SHSPB(2019)M002/A002: Roy Kirk to discuss ToRs with David Oxley and agree final draft version for issue at next SHS Programme Board meeting. **Action Ongoing:** David Oxley noted that with some changes to the resource profile of this project further work was required and the draft ToRs would be made available for the next meeting (26th April).

SHSPB(2019)M002/A003: **[REDACTED]** to update flowchart reflecting current dates and activities.

SHSPB(2019)M002/A006: **[REDACTED]** to draft short paper on the options for LSO procurement and the pros/cons against each option.

SHSPB(2019)M002/A010: David Oxley/Roy Kirk to provide briefing to new HIE Board members as background information for the space project.

ACTIONS COMPLETED SINCE LAST MEETING

UKVLPB(2019)M001/A006: Roy Kirk to provide a short paper providing a plan **[REDACTED]**.
Action complete - Roy Kirk noted that several discussions had been held with HIE's legal support for this project. Following a meeting which was due to take place next week a paper would be provided.

UKVLPB(2019)M001/A009: All members to ensure that documentation reflects change of name from UKVL Sutherland to Space Hub Sutherland. **Action complete.**

SHSPB(2019)M002/A001: **[REDACTED]** to send updated ToRs to David Oxley and Roy Kirk.
Action complete:

[REDACTED]

SHSPB(2019)M002/A005: **[REDACTED]** to circulate Scottish Government Gateway Review (2016) report. **Action complete.**

SHSPB(2019)M002/A007: **[REDACTED]** to organise technical panel to review LSO procurement options. **Action complete**

SHSPB(2019)M002/A008: David Oxley to update Charlotte Wright on LSO procurement outcomes and timelines. **Action complete**

SHSPB(2019)M002/A009: **[REDACTED]** to make all HIE area teams aware of the Scottish Government Parliamentary debate on 14th March 2019. **Action complete.**

SHSPB(2019)M002/A011: **[REDACTED]** to include benefits realisation on the next SHS Programme Board agenda. **Action complete.**