



ADVISORY CAPABILITY NOTE

APPLYING DELIVERY EXPERIENCE TO BID AND PROGRAMME EXECUTION

Abstract

Securing public funding for space programmes is increasingly competitive, while the expectations placed on successful bidders continue to rise. Proposals must demonstrate not only technical ambition, but also credible delivery plans, assurance readiness, and alignment with agency objectives. In many cases, programme risk is introduced early - at the point where bid commitments are made without sufficient grounding in delivery reality.

Methera Space Advisory exists to address this gap. It applies experience gained through the delivery of complex Innovate UK, ESA- and UKSA-funded programmes within Methera Global Communications Ltd to support advisory engagements across bid development and programme execution. The focus is not on selling services or taking ownership of delivery, but on enabling more realistic, defensible decisions before and immediately after funding is secured.

This note describes how Methera Space Advisory applies delivery-informed thinking to reduce risk at the interface between bids, agency expectations, and programme execution.



The Challenge: From Winning Funding to Delivering Programmes

Organisations seeking grant funding for development programmes face a recurring set of challenges:

- Translating innovative technical concepts into proposals that withstand agency evaluation.
- Structuring workplans, schedules, and costs that are competitive yet executable.
- Aligning consortium capability with assurance, governance, and reporting expectations.
- Converting successful bids into programmes that progress smoothly through PDR, CDR, and beyond.

Traditional bid support often focuses on proposal production as an isolated activity. This can lead to a disconnect between what is promised in a bid and what can be delivered in practice, creating avoidable risk for both programme teams and funding bodies.

Methera Space Advisory's approach is informed by first-hand experience of this transition from both sides.

Delivery-Informed Advisory Approach

Methera Space Advisory draws directly on delivery experience gained within Methera Global, where teams have operated under Innovate UK, ESA and UKSA contractual frameworks, managed multi-partner consortia, and progressed complex technical programmes through formal review gates.

Rather than treating bids and delivery as separate phases, advisory engagements are structured to maintain continuity between:

- Bid commitments and evaluation criteria.
- Assurance and governance planning.
- Programme execution and reporting obligations.

This continuity helps ensure that early commitments remain credible and defensible as programmes move into execution.

Core Capability Areas

Bid Architecture and Agency Alignment

Advisory support at the bid stage focuses on structuring proposals that reflect both agency expectations and delivery reality. This includes:

- Interpreting ITTs and RFPs in the context of agency policy, assurance, and evaluation frameworks.
- Structuring technical narratives that balance ambition with demonstrable feasibility.
- Developing workplans, schedules, and cost models aligned with likely execution constraints.

Outcome:

Confidence that bid commitments are internally consistent, agency-aligned, and executable - enabling informed decisions on whether to proceed, partner, or invest further effort.

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Consortium and Programme Structuring

Experience gained through managing delivery consortia informs advisory guidance on how teams are assembled and governed. This includes:

- Balancing innovation with delivery credibility across partners.
- Defining clear roles, interfaces, and responsibilities from the outset.
- Anticipating assurance and reporting burdens associated with grant-funded programmes.

Outcome:

Reduced risk of downstream friction within consortia, enabling programme leaders to commit to partnerships with greater confidence.

Delivery Readiness and Assurance Planning

Advisory input during early delivery phases focuses on readiness for formal review and reporting. This includes:

- Planning for PDR, CDR, and interim reviews.
- Translating ECSS expectations into practical programme artefacts.
- Establishing evidence packs, reporting cadence, and configuration control early.

Outcome:

Early assurance that programmes can progress through review gates without rework or delay, supporting confident decisions on resourcing and schedule.

Governance, Assurance, and Change Control

Publicly funded programmes are expected to evolve as technical understanding improves. Effective governance is therefore not about preventing change, but about managing it transparently, defensibly, and in alignment with agency expectations.

Advisory support in this area draws on experience of operating within ESA and UKSA governance frameworks and focuses on:

- Establishing clear baselines for scope, cost, and schedule at programme start.
- Defining change control processes aligned with contractual and grant conditions.
- Supporting the identification, documentation, and justification of technical and programme change.
- Preparing evidence packs to support formal change requests, including scope, cost, and schedule impacts.
- Advising on engagement with funding bodies to ensure changes are reviewed and, where appropriate, funded.

Outcome:

Confidence that programme change can be managed transparently and defensibly, enabling informed decisions on whether to absorb change, re-baseline scope, or seek additional funding without undermining programme credibility or delivery momentum.

Applied Experience from Methera Global Programmes

The advisory approach described above is informed by experience gained through Methera Global's delivery of Innovate UK, ESA- and UKSA-funded programmes, including:

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- Emerging and Enabling Technologies – Methera Preparatory Phase under Innovate UK funding (€215k).
- ESPADA - an AI-driven Space Domain Awareness analytics platform delivered under the ESA Pioneer Partnership (€6m grant funding).
- Low-Cost User Terminal initiatives under ESA ARTES and UKSA funding (€6.7m grant funding).

These programmes exposed recurring challenges at the interface between bid commitments, agency governance, and technical delivery. Methera Space Advisory leverages the lessons learned - including what worked, what required rework, and where risk emerged - to inform advisory engagements without claiming ownership of those delivery activities.

Engagement Models

Engagements are tailored to programme maturity and decision need, and may include:

- Bid architecture and review support ahead of submission.
- Advisory input during programme initiation and early delivery phases.
- Independent assurance reviews ahead of formal agency gates.
- Ongoing governance and general advisory support throughout the programme lifecycle.

In all cases, the emphasis is on enabling better decisions rather than substituting for customer delivery teams.

Conclusion

Experience shows that many programme risks are introduced long before delivery begins - at the point where bids are written, commitments are made, and expectations are set.

Methera Space Advisory applies delivery-informed advisory support to help organisations reduce these risks early, align more closely with agency expectations, and transition from funded concept to execution with greater confidence.