



# Corporate Plan


2018-19



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# FORWARD



# FOREWORD

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## **I am pleased to introduce the UK Space Agency's Corporate Plan for 2018-19.**

50 years ago, countries were competing to send the first person to the moon. Now we are part of a new 'space race' to develop strong national commercial space sectors. We need to ensure we attract commercial funding to sit alongside our existing but crucial roles in research, science and space exploration activities.

The UK Space Sector has an important part to play in delivering the 'Grand Challenges' we set out in our modern Industrial Strategy. Space will contribute tools that improve the delivery of healthcare across the UK, improve productivity and reduce the environmental impact of farming, protect our rail infrastructure using imagery from space and help drive 5G connectivity and the Internet of Things in hard-to-reach areas. If we work smartly, we can ensure these services are commercial successes for UK businesses as well as providing important economic and social benefits.

The UK Space Agency is working closely with industry, universities and government partners to make this commercial space growth a reality. Together they have created a Space Sector Council to ensure that business's voice is clearly heard in Whitehall and the UK Space Agency is providing support and challenge to that group. The sector has also created a Space Growth Partnership with

the intent of developing and agreeing an Industrial Strategy Sector Deal over the coming year.

This will open the UK to new frontiers, transforming the way we live, and establishing us as an international space leader, putting the UK at the heart of the new space revolution.

Sam Gyimah  
Minister of State for Universities and Science

"The UK Space Sector has an important part to play in delivering the 'Grand Challenges' we set out in our modern Industrial Strategy."

An aerial photograph of a desert landscape, possibly a canyon or a large-scale excavation site, with a strong purple color cast. The terrain is rugged and shows signs of erosion and human activity. The text 'OUR ROLE & PURPOSE' is overlaid on the left side of the image.

# OUR ROLE & PURPOSE

# OUR ROLE & PURPOSE

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The UK Space Agency (the Agency) is an executive agency of the Department for Business, Energy & Industrial Strategy (BEIS). The Agency was created in 2011 **to deliver an excellent space programme with the maximum economic, scientific and policy benefit for the UK.** We deliver a targeted programme of research and development, innovation and science funding and oversight to drive economic growth through exploitation of space infrastructure, services and data.

We are responsible for space policy development representing the UK at international level on global space policy issues and supporting it with regulatory and licensing regimes for UK space activities.

We currently employ over 150 staff. This includes secondees from other government departments and industry providing additional subject matter skills, knowledge and expertise. Our staff are based in Swindon and at two other sites in Harwell (near Oxford) and London.

## Our Governance

Our Executive Board is chaired by our Chief Executive and manages the day-to-day operations and activity of the Agency, including the provision of policy advice to Ministers. The Board convenes weekly to make decisions and oversee high-level business planning, financial, risk and management issues.

Our Steering Board is chaired by a non-executive director and advises the Secretary of State and Ministers on the strategic direction of the Agency. The Steering Board monitors performance against targets and risks. It also provides guidance to the Chief Executive and the Executive Board on the operation and development of the Agency.

The Audit Committee is a sub-committee of the Steering Board and provides guidance and assurance to the Chief Executive to assist in fulfilling Accounting Officer responsibilities. The Chair of the

Audit Committee reports to the Steering Board Chair.

## Industrial Strategy

Last year the government published its Industrial Strategy White Paper which addresses long term challenges and opportunities for the whole UK economy. It sets out how Britain is well placed to benefit from a new industrial revolution given its open, enterprising economy that is built on invention, innovation and competition, along with world-class research and universities. It highlights four Grand Challenges: Artificial Intelligence and the Data Economy, Clean Growth, the Future of Mobility and our Ageing Society. Its ambition is to create an economy that boosts productivity and earning power throughout the UK by concentrating on five foundations: ideas, people, infrastructure, the business environment and places.

Individual sectors are encouraged to engage with the government to propose Sector Deals with a sector vision and actions to deliver growth and benefits by addressing both the challenges and foundations. The space sector published its proposal, Prosperity from Space, in early 2018.

Applications that use space data and services enable other sectors of the economy to create value and grow - the sector estimates that some £250bn of UK GDP is supported by space in this way. We will work with the sector in its ambition to double this value by 2030, concentrating on the earth information services and ubiquitous connectivity that can deliver a data economy for everyone, protect mobile infrastructure and stimulate clean growth. We will also work with other sectors to raise awareness of space capabilities and establish and grow commercial businesses that can deliver impact in the Grand Challenges.

An aerial photograph of a mountainous region, likely in the Andes, showing a wide river valley and surrounding high-altitude terrain. The image is overlaid with a teal color filter. The text 'VISION, MISSIONS & PRIORITY ACTIONS' is written vertically in white, outlined letters on the left side of the image.

# VISION, MISSIONS & PRIORITY ACTIONS

# VISION, MISSION & PRIORITY ACTIONS

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The Agency was established to deliver a civil space programme with the maximum economic, scientific and policy benefit for the UK.

## Our Vision (What we want to be)

The Agency will facilitate the development and growth of the space sector in the UK - working to deliver real benefits to public services, science and innovation, national security and the wider economy.

We aim to put the UK at the heart of the global new space revolution by encouraging developments such as:

- Innovative constellations of satellites in low earth orbit to deliver telecommunications at a speed and price similar to ground-based fibre.
- Facilitating the private sector to deliver science and climate change missions.
- Funding industrial capacity to refuel, rebuild or manufacture satellites in orbit.

In 2018-19 we have refreshed our vision to articulate this key role, our vision statement is:

The UK Space Agency - leading the new Space Age.

## Our Mission (What we will do to get there)

In achieving this vision, we intend to pursue the following:

### Economy

Embed space as a fundamental part of the UK's economy and society and unlocking new markets and technologies for the benefit of everyone in the UK.

### Society and Security

Build a world where space tackles global challenges and is used responsibly, safely and securely by all.

### Science

Work with partners undertaking science and discovery that helps us to understand our universe and our planet and which inspires the next generation.

### Collaborate

Place the UK at the forefront of international collaboration, as a global partner with a compelling vision understanding our planet, the universe beyond and our shared future in space.

## Priority Actions for 2018-19 (How we will deliver our mission and vision)

### Space Sector Growth

We will work to continue to grow the UK space sector which is at the heart of the Industrial Strategy. We will publish an updated Civil Space Strategy which will highlight key opportunities for future sector growth and areas for priority investment. In conjunction with the Space Growth Partnership, the Space Agency will finalise an Industrial Strategy Sector Deal, ensuring this aligns with agreed industry and Government plans.

### Satellite Launch Programme

We will grow the UK space economy by enabling and encouraging businesses to build a safe and sustainable commercial market for small satellite launch and sub-orbital spaceflight from UK spaceports.

### Space Regulation and Regulatory Reform

We will execute our existing regulatory responsibilities efficiently and effectively and maintain the pace of reform of the UK's regulatory regime. This will deliver safe and sustainable commercial growth in the space sector, whilst protecting the space operating environment and managing Government's long-term risks.



### Space Programmes

We will oversee the performance, funding and risk management in delivering the Agency’s national and international programmes to derive maximum benefit. We will manage and monitor delivery of the government’s strategic (civil) programmes in space science, exploration, technology, research and development, and innovation.

### Skills and Education

We will work with our education partners to use space as an inspiring context for teaching and learning for pupils of all ages and across a range of subjects. We will work with partners to encourage the uptake of degrees in science, technology, engineering and mathematics subjects not only for the benefit of the space sector but also for the

wider economy. We will work with employers to provide internship opportunities for students and to understand the skills gaps in the sector to improve careers advice and training provision.

### International Engagement

We will strengthen existing international partnerships and create new relationships with nations strategically aligned to UK government priorities, based on our mutual interests in science and technology, security and economic growth.

## 2018-19

What the Agency wants to be.	Vision			
	Leading the new space age.			
What we will deliver to get there.	Mission			
	Economy	Society & Security	Science	Collaborate
How we will deliver.	Priority actions in 2018-19			
	Space Sector Growth Satellite Launch Programme	Space regulation and regulatory reform	Space programmes Skills and education	International engagement

## Economy

**Our Mission: Embed space as a fundamental part of the UK’s economy and society and unlock new markets and technologies for the benefit of everyone in the UK.**

The aim of the Government’s Industrial Strategy is to raise UK productivity and foster UK growth. A key element of the Strategy is a challenge to industry to propose sector deals that will create significant opportunities to boost productivity and growth. The Agency will work with industry to develop a strong sector deal aiming to capture growth of the commercial space sector - increasing the UK space sector to ensure it reaches 10% of the global market by 2030.

To deliver this mission, actions in 2018-19 will include:

### Local Growth

We will develop and build upon our relationships with Local Enterprise Partnerships and Devolved Administrations, helping them to recognise the potential that the space sector has to grow local economies and the contribution that they can make to the national economy.

### Export Trade

We will provide support to help grow UK exports through enhanced trade support, relationships and investments, working in partnerships with other government departments as well as industry and academia. We will ensure that the UK remains an attractive location for high quality foreign investments, increasing our ability to export in the future.

## Priority Actions

### Space Sector Growth

We will work to continue to grow the UK space sector which is at the heart of the Industrial Strategy. We will publish an updated Civil Space Strategy which will highlight key opportunities for future sector growth and areas for priority investment. In conjunction with the Space Growth Partnership, the Space Agency will finalise an Industrial Strategy Sector Deal, ensuring this aligns with agreed industry and Government plans.

### Satellite Launch Programme

We will grow the UK space economy by enabling and encouraging businesses to build a safe and sustainable commercial market for small satellite launch and sub-orbital spaceflight from UK spaceports.

## Society & Security

**Our Mission: Build a world where space tackles global challenges and is used responsibly, safely and securely by all.**

Individuals use services from space daily - although many are not aware of how reliant they are on space. For example, space systems allow our transport to run efficiently; ensure the safe operation of our emergency services and protect us and mitigate against natural disasters.

To deliver this mission, actions in 2018-19 will include:

### Space for Smarter Government Programme

Our programme will stimulate innovation and growth whilst at the same time making government more efficient and 'smarter'. We will deliver key projects which will raise awareness in space applications for society, enabling access to space data and demonstrating capability.

### Satellite Enabled Applications for Society

In cooperation with InnovateUK, we will make a difference to people's lives developing and encouraging use of satellite applications (Navigation, Earth Observation and Communications). This will also contribute to growth in the Satellite Applications sector and the UK economy overall.

### Space Security

We will work in partnership with other countries, UK government departments, and commercial operators to protect spacecraft from the threat of future collisions. We will work to improve our ability to

predict and respond to future severe space weather events. We will introduce appropriate regulatory requirements which remain consistent with enabling growth.

### Space - Critical National Infrastructure

Space is part of the UK's critical national infrastructure. We will continue to develop our understanding of what aspects of the sector are critical, identify the vulnerabilities and take steps to ensure the sector is resilient to disruptive challenge. We will develop an annual space sector security and resilience plan outlining our approach.

### Space - Radio Spectrum

Access to radio spectrum resource is an essential requirement for successful operations in space. We will work with industry, government departments, Ofcom and internationally to support the continued security of access to spectrum supporting UK activities in space such as communications and broadcasting, remote sensing, space research and satellite navigation.

### Space Debris Removal

To ensure the long-term sustainability of the space environment and the viability of large distributed architectures of satellites we will continue to support work to develop methods to remove space debris objects. We will oversee the demonstration of the necessary technologies and techniques for the recovery and removal of dangerous objects, and the development of a regulatory framework to ensure the safety and security of such work.

## Priority Action

### Space Regulation and Regulatory Reform

We will execute our existing regulatory responsibilities efficiently and effectively and maintain the pace of reform of the UK's regulatory regime to deliver safe and sustainable commercial growth in the space sector, whilst protecting the space operating environment and managing Government's long-term risks.

## Science

**Our Mission: Work with partners to champion undertaking science and discovery that helps us to understand our universe and our planet and which inspires the next generation.**

The UK is a world-leader in space science research and has played a primary role in some of the most important exploration missions in recent years. Science is at the heart of the UK's space sector and delivers benefits across the whole of the economy and society.

To deliver this mission, actions in 2018-19 will include:

### **Space Science and Exploration Programme**

We will work with partners in UK Research and Innovation and with international partners to undertake pioneering programmes which will provide the UK research community with the best tools and data to sustain its position in global space science and exploration.

#### **Priority Actions**

##### **Skills and Education**

We will work with our education partners to use space as an inspiring context for teaching and learning for pupils of all ages and across a range of subjects. We will work with partners to encourage the uptake of degrees in science, technology, engineering and mathematics subjects not only for the benefit of the space sector but also for the wider UK economy.

##### **Space Programmes**

We will oversee the performance, funding and risk management in delivering the Agency's national and international programmes to derive maximum benefit. We will manage and monitor delivery of the UK government's strategic (civil) programmes in space science, exploration, technology, research and development and innovation.

## Collaborate

**Our mission: Place the UK at the forefront of international collaboration, as a global leader with a compelling vision for our shared future in space.**

To deliver this mission, actions in 2018-19 will include:

### **Continued exploitation of European Space Agency (ESA) membership**

We will maximise the benefit the UK receives from our existing investment in ESA programmes delivering benefits through scientific and technological collaboration in space science, exploration, earth observation, space weather, telecommunications and other technology programmes. We will prepare plans so that the UK gains maximum benefit from participation in the next ESA Ministerial Council in 2019.

### **International Partnership Programme**

The Agency will continue to lead in making use of UK expertise in space data applications and satellite technology to help with key challenges faced by emerging and developing economies around the world where space provides the best possible solution. The programme will show that space solutions can be a cost-effective way of delivering towards the United Nations Sustainable Development Goals.

### **European Union Space Programmes**

European Union Space Programmes We will lead government activities to establish UK priorities for space and support the UK Government's negotiations with the European Union, with the aim of maintaining the UK's full participation in European Union space programmes. If agreement is not reached, we will consider alternatives to the EU space programmes, including, for Galileo, developing a sovereign global navigation satellite system. The Government is investing £92 million in an Engineering Design and Development Programme for this.

#### **Priority Action**

##### **International Engagement**

We will strengthen existing international partnerships and create new relationships with nations strategically aligned to government priorities, based on our mutual interests in science and technology, security and economic growth.

## Performance Management

The Agency reports monthly on our performance to our Executive Board, quarterly to our Steering Board, and at quarterly meetings with our BEIS sponsor team. Our performance is reported annually in our Annual Report and Accounts.

Our Key Performance Indicators (KPIs) measure our performance against our priority actions. We also track underpinning Performance Indicators (PIs) through a strong system of governance and accountability to ensure effective and efficient delivery.

We review our KPIs and PIs at least once a year to ensure consistency with our strategic direction, government policy, available resources and other priorities.

**In 2018-19 our KPIs are:**

**Economy:**

### 1. Space Sector Growth

We will work to continue to grow the UK space sector which is at the heart of the Industrial Strategy. We will publish an updated Civil Space Strategy which will highlight key opportunities for future sector growth and areas for priority investment. In conjunction with the Space Growth Partnership, the Agency will finalise an Industrial Strategy Sector Deal, ensuring this aligns with agreed industry and Government plans.

#### Success Measures

Secure agreement across government to a Civil Space Strategy by end of Q4.

Prepare proposals for Space Sector Deal with Industry by end of Q4.

### 2. Satellite Launch

We will grow the UK space economy by enabling and encouraging businesses to build a safe and sustainable commercial market for small satellite launch and sub-orbital spaceflight from UK spaceports.

#### Success Measures

Update the UK space sector on work to deliver the UK's launch ambition by end of Q2.

Complete business case and, if approved, commence delivery of funded projects by end of Q4.

Complete a series of engagements with US and European governments to discuss UK launch plans by end of Q4.

**Society and Security:**

### 3. Space Regulation and Regulatory Reform

We will execute our existing regulatory responsibilities efficiently and effectively and maintain the pace of reform of the UK's regulatory regime to deliver safe and sustainable commercial growth in the space sector, whilst protecting the space operating environment and managing Government's long-term risks.

#### Success Measures

Implement improvements to the requirements for third-party liability insurance for in-orbit operations by end of Q2.

Streamline current licencing processes by fully implementing a traffic light system for all new prospective applications by end of Q2.

Develop proposals for regulation of new types of mission by end of Q4.

Continue to develop the legislative basis and licencing regime for UK launch.

**Science:**

### 4. Space Programmes

We will oversee the performance, funding and risks in delivering the Agency's national and international programmes to derive maximum benefit. We will manage and monitor delivery of the government's strategic (civil) programmes in space science, exploration, technology, research and development and innovation.

#### Success Measures

Monitor the performance of all projects to assure that they are within approved time and cost parameters.

**Collaborate:**

### 5. International Engagement

We will strengthen existing international partnerships and create new relationships with nations strategically aligned to government priorities, based on our mutual interests in science and technology, security and economic growth.

**Success Measures**

Ensure that the government has an informed policy position and well-coordinated approach to deliver the best outcomes for the space sector following the UK's Exit from the European Union to include options for Earth Observation, satellite navigation and space surveillance and tracking.

Conduct a full economic analysis across all our European Space Agency investments to underpin the planning of the 2019 European Space Agency Ministerial Council meeting.

Produce an Export strategy, with government partners and industry that will focus on high value exports into key global space markets by end of Q4.

## Our People

The Agency's most valuable resource is its people. We are committed to investing in our staff to develop new skills and undertake continuing professional development to sustain existing skills.

In support of feedback from the 2017 staff survey we have developed a 'People Focus Group', led by Agency staff and with an Executive Board sponsor which regularly reviews staff survey results and proposes improvement actions.

In 2018-19 amongst other things we will invest in our staff through:

### Leadership and Management

A guidance tool has been developed to support line managers. Future focus groups will address key areas requiring further support.

### Learning and Development

Staff are encouraged to make use of the recommended five training opportunities per year, as well as mentoring, coaching and job shadowing opportunities. Civil Service Learning continues to facilitate courses specific to our requirements.

### Reward and Recognition

Cash and non-cash awards are available in recognition of high quality performance. The introduction of the new performance management process in 2018-19 will allow for real time recognition rather than solely end of year performance assessment.

### Facilities and Welfare

The introduction of modern IT systems will allow more flexibility for collaborative working across the Agency as well as newly refurbished office space in the London, Swindon and Harwell offices. Many additional benefits are available such as Childcare Vouchers, Cycle to Work Scheme, Occupational Health and the Employee Assistance Programme.

Our staff have developed Agency values which articulate how we will work together and with partners to deliver our mission and vision.

## Our values

The Agency is:

### U - United

We are a united team with a single vision, taking strength from our diversity and committed to making our Agency a great place to work across all our sites.

### K - Knowledgeable

We are knowledgeable leaders in the UK's space sector, nurturing our people's expertise in space, industry and government as the cornerstone of our success.

### S - Sharing

We share our passion for space, working openly and collaboratively both at home and internationally, and celebrating our achievements.

### A - Ambitious

We are pioneers who are ambitious for the UK's future in space, empowered as a team and individuals to be nimble, take risks and challenge how things are done to realise our vision.

In 2018-19 we will embed these new values - they will be fundamental to all our work. They will be used to assess our performance at all levels.

### Our Financial Plan

The Agency has an administration budget allocation to cover operating costs associated with running of the Agency, such as the provision of strategic oversight, human resources, finance and communications functions and their associated costs. It also covers the costs of information technology, learning and development, accommodation and travel within the Agency.

Our national and international activities in support of research and innovation programmes are funded through our programme (resource) and capital allocations.

We do not own any assets (e.g. property, plant) and pay rent on our accommodation.

In 2018-19 - we will continue to closely scrutinise our programme budget, to ensure continued value for money and efficient allocation of resources.

## UK Space Agency Budget Allocations

Allocation by Departmental Expenditure Limit (DEL) & Annually Managed Expenditure (AME)	2017-18 Estimated Outturn £m	2018-19 Indicative Allocation £m
DEL Resource & Development Allocation - Programme	190.626	262.345
DEL Resource & Development Allocation - Administration	3.796	3.850
DEL Capital Allocation	168.684	133.698
Ring-Fenced Global Challenges Research Fund	30.681	30.000
<b>Total DEL</b>	<b>393.787</b>	<b>429.893</b>
Non Ring-fenced AME	<b>0.864</b>	<b>0.864</b>

## UK Space Agency Expenditure by Category

Allocation by Expenditure Category	2017-18 Estimated Outturn £m	2018-19 Indicative Allocation £m
International subscriptions	293.044	252.630
National programme <sup>1</sup>	96.293	140.407
Operating & other costs	6.356	7.126
Global Challenges Research Fund	29.5	30.00
<b>Total</b>	<b>425.193</b>	<b>431.893</b>
Annually managed expenditure	<b>0.864</b>	<b>0.864</b>

## Finance Notes:

<sup>1</sup> 18-19 indicative allocation includes expected EU Exit associated and Space Launch Programme budget increases, pending business case approval, within national programmes.

