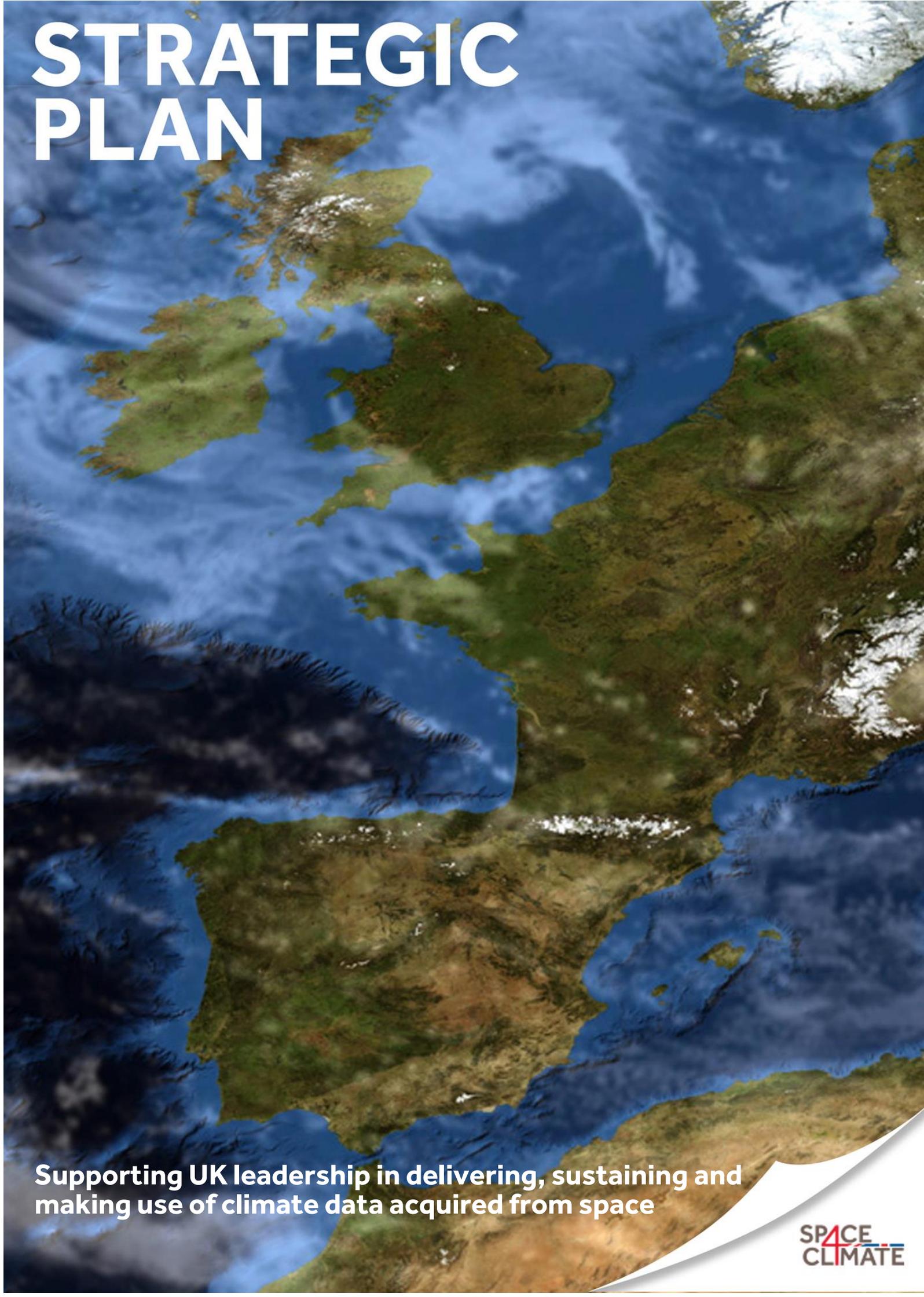


# STRATEGIC PLAN

A satellite-style image of Europe and the Mediterranean region, showing the British Isles, France, Spain, and parts of North Africa and the Middle East. The image is viewed from a high angle, showing the curvature of the Earth and the blue of the oceans and sky. The land is shown in various shades of green and brown, indicating vegetation and terrain. The sky is a deep blue with some wispy clouds.

**Supporting UK leadership in delivering, sustaining and making use of climate data acquired from space**

**We're a public-private-academic partnership working collaboratively to ensure a seamless supply chain for climate data from space.**

**We support the UK's world-leading climate community to deliver, sustain and make use of climate information from space, enabling it to be integrated "as standard" in a variety of climate services for global economic and societal benefit.**

© Space4Climate 2018

Institute for Environmental  
Analytics,  
University of Reading  
Philip Lyle Building,  
Whiteknights Campus,  
Reading RG6 6BX

: +44 (0) 0118 378 6820  
E: s4c@the-iea.org

# STRATEGIC PLAN

## Executive summary

For the period: Spring 2018-Spring2019

Previously we have successfully stimulated efforts to map and address gaps in the seamless supply chain. Last year group efforts were focused on identifying and plug gaps in the seamless supply chain, positioning members to be well placed to take advantage of CCI, C3S and H2020 opportunities and engaging with industry. Findings from those activities indicated easy to build interest but difficult to engage with industry members willing to use the data.

A strategic review of existing market research and experience of the Climate Services Development Manager over the past 6 months suggests that there is end user client interest in making use of EO climate data for decision support within many sectors, direct approaches and enquiries received from the built environment, financial services, mining, agricultural, city policy making and monitoring, insurance and health sectors. However, these end-users often do not have technical data expertise in-house. This tends to be sub-contracted. In order to meet this market interest, and generate market growth, intermediary organisations, commissioned by clients to turn data into information, need to be targeted to encourage awareness and use of EO climate data. The Strategic Review identified the geospatial and environmental consultancy sectors as 'translational providers', conduits to multiple sectors with 'clients' interested in making use of/identified as sectors that could benefit from use of EO climate data.

Reference was also made to the opportunity presented for robust, global datasets to underpin organisations adopting the Bloomberg led Task Force recommendations for effective disclosure of climate-related financial risk, particularly investors and organisations with assets. The strategic review also identified large funding schemes focused on the geospatial community and at city level where climate EO data would have relevance e.g. the World Bank's Global Platform for Sustainable Cities part of a \$150m Sustainable Cities Integrated Approach Pilot, the Rockefeller and C40 cities initiatives. The following were proposed as stakeholder groups to focus activity over the next year on:

- Environmental monitoring and modelling (incl. agriculture)
- Geospatial and geo-info
- Urban and Built environment (smart cities, IoT...)
- Financial services (market reports, risk disclosure, insurance, reinsurance)

Within these stakeholder groups, we wish to:

- **Inspire** businesses, the policy community and future generations to make use of climate EO data and build climate considerations into their operations.
- **Grow** UK industry awareness of what capability exists and the supporting science derived infrastructure they can access for business growth and innovation, including new datasets, data processing facilities and community tools and software

Furthermore, end user potential clients and procurers of data to information services using climate EO data, like to see examples of how the data has been translated into a useful information/decision support product. Currently, this type of information is not available in an easily discoverable and consistent format. A priority for the group is to develop a portfolio of examples which can then underpin and enable more widespread delivery of talks domestically and internationally showcasing British expertise. The COP social media campaign yielded quickly several examples from the research community. Within the Space4Climate community such

examples exist but resources are required to turn the technical knowledge into examples suitable for a showcase portfolio.

The strategic review also included a review of the health of the space sector from 09/10 – 14/15. The overall conclusion was that whilst there is a healthy basis from which to continue to develop market demand domestically and internationally, we need to simultaneously grow the provider community and supply of skilled workers to meet the growth generated.

- **International market sales growth** was noted, and something the Space4Climate can capitalise on, particularly the growth outside of Europe (which is well catered for by existing ESA activities) (+2%) in Africa and the middle East as well as Asia and the Americas.
- **Shift in growth from upstream to downstream companies** –from 2012 onwards noted that majority of sector growth attributed to 'downstream' companies that utilise the signals and data supplied by space assets to develop value added applications.
- **Opportunities** –constant growth in income expectations from most respondents indicating sector appetite for growth internally amongst existing players, not just through new players. Lack of demand was raised as a barrier in the 2012 and 2014 reports but not in the 2016 report.
- **Barriers** –consistent shortage of working and investment capital for SME providers, concerns about lack of skilled employees raised, with recruitment as an actual issue, not just fear raised in the 2016 report. More recent concerns relating to Brexit include economic uncertainty

Going forwards, the Space4Climate group will monitor closely existing identified barriers and seek to act in a flexible manner to initiate activity if these and, or, other barriers to market growth are identified, either alerting bodies able to effect change, or working collaboratively to unlock the issue e.g. delivering training/working with professional bodies to mainstream into CPD awareness and ability to find and work with EO climate data, to help ensure there is an adequate pool of skilled professionals to underpin market expansion.

In our new strategic plan we will build on the group's past achievements, continuing to maintain the group's efforts on the seamless supply chain and expand our focus with new objectives around expanding market uptake of UK (EO based) climate expertise and products domestically and internationally and growing the Space4Climate community, particularly organisations with experience of working with EO climate data to produce products and services, as well as capturing into our community new recruits from the geospatial and environmental consultancy communities, providing bespoke training to increase their awareness and understanding of potential market application of climate EO data.

Our Strategic plan is designed to be both flexible and ambitious. The group has a strong history of partnership working, putting us in good stead to investigate and overcome challenges.

## Contents

Vision.....	3
Mission.....	3
Values.....	3
Strategic Areas of focus .....	3
Market engagement.....	4
Grow the Community .....	5
Support delivery of a seamless supply chain .....	6

## Vision

Our collective ambition is that the UK leads the world in trusted climate expertise and products.

## Mission

We support the UK's world-leading climate community to deliver, sustain and make use of climate information from space, enabling it to be integrated "as standard" in a variety of climate services for global economic and societal benefit.

Our mission is to realise best value from Partners' activities and investment in making climate data from space accessible and usable by working together in areas of common interest. We make connections, avoiding and seeking to address supply chain fragmentation, operating in a manner that is responsive to partners' needs.

## Values

In order to ensure the group can achieve maximum value from the existing investment and activities of government delivery agencies and bodies, the ESA programme and those of industry members, the following values are deemed core to the group's activities:

- Technical translation
- Communication
- Coordination
- Partnership working

## Strategic Areas of focus

The group will pursue delivery of a portfolio of topic-specific initiatives and other activities, some of which will be delivered directly through the Climate Services Development Manager, and some by individual partners. The minimum amount to be achieved by the group directly through supporting the activities of the Climate Services Development Manager is set out below. Task groups and thematic groups that the Steering Group choose to initiate and resource will add to the group's impact.

The Climate Services Development Manager, hosted by the Institute for Environmental Analytics, will coordinate members activities and organise activities to support our three main work areas:

- **Expand market uptake domestically and internationally**, raising the profile of UK expertise, products and services, identifying climate services user requirements and facilitating and brokering new market growth opportunities.
- **Sustain and grow the network**, expanding our community by developing and maintaining lists of UK providers, and building community capacity by providing training and alerts to funding sources.
- **Support delivery of a seamless supply chain**, by identifying new requirements and barriers to provision and sustainability, working together to address these.

The Climate Services Development Manager will also continue to recognise and promote the intangible benefits of partnership which are less easy to measure. These include:

- **Challenging** organisations and individuals to break down artificial barriers and realise the benefits of working together
- **Providing neutral ground** on which Partners and others can come together to discuss any topic relevant to UK expertise in climate data from space
- **Fostering** effective communication among Partners and with the wider climate community

## MARKET ENGAGEMENT

We will do this by creating the following resources to underpin marketing and brokerage activity:

- **Develop a portfolio** of case-studies showcasing UK expertise and capability in trusted climate expertise and products
- **Develop and maintain a provider list** of UK based organisations experienced in using climate EO data

We will raise the group's profile both domestically and internationally by running marketing campaigns alongside, and where appropriate, attending major international climate events and domestic trade events and/or running our own events within the following target sectors:

- Environmental monitoring and modelling (incl. agriculture)
- Geospatial and geo-info
- Urban and Built environment (smart cities, IoT...)
- Financial services (market reports, risk disclosure, insurance, reinsurance)

To achieve this, the group will:

- **collate case studies** providing examples of UK expertise and capability in making use of EO climate data for domestic and, or, global societal and economic benefit.
- **develop a new independent website** for the Space4Climate group, which will provide the platform for showcasing our case study portfolio, event dissemination materials and embedding once ready, our directory of providers.
- **deliver 3 visualizations** for target stakeholders to understand the potential of EO data based on priority areas of British scientific expertise

### Outcomes:

- Actively participate in a minimum of 3 domestic, 1 international events per year with potential policy/industry users of climate data.
- Investigate and communicate user needs and interests from a minimum of 2 new market opportunity areas.
- Grow online hits of the website including views of the case-study portfolio and provider list (once established)
- Grow following on social media

## GROW THE COMMUNITY

This objective is focused on discovering and expanding the Space4Climate community of British research and industry expertise. There will be a focus on growing within our target stakeholder groups 'client intelligence' and, where they have data technicians in house, technical awareness and understanding of accessing and making use of EO climate data as well as domestic and international funding opportunities for development of EO based climate services. We will do this by:

- **Maintaining and growing a list of organisations** interested in learning more about EO climate data, producing and distributing a monthly e-newsletter with relevant news, opportunities and events
- **Growing the Space4Climate group membership** -adding UK based EO climate service providers to the membership of the Steering Group, able to access group intelligence and brokerage to support business development
- **Delivering industry briefings** where possible by obtaining speaking slots at existing trade events (e.g. GeoBusiness, AGI and Ecobuild annual conferences) and partnering with organisations with an existing reach into the target stakeholder communities.

To achieve this, the group will:

- Develop and maintain a list of "Climate data from space ambassadors" comprised of both researchers and industry practitioners, that can be drawn on to deliver talks and training to industry trade conferences (domestically and internationally), public officials as well as to members of the public and inspire the next generation of school children to make use of (climate) earth observation data.
- Provide training to Early Career Earth Observation researchers focused on presenting research outputs at trade conferences, growing the list of 'Space data ambassadors' the group can draw on to present domestically and internationally.
- Develop strategic relationships with organisers of events and gatekeepers to networks of the target stakeholder communities
- Develop and biannually review progress against outcomes framework for tracking success of commercial and R&D opportunities generated.

### Outcomes:

- Grow number of newsletter subscribers
- Grow number of providers on the provider list
- Raise awareness of UK providers of funding opportunities for development of EO based climate services
- Successfully broker introductions between service providers and end users to support UK based providers in successful applications for relevant funding opportunities

## SUPPORT DELIVERY OF A SEAMLESS SUPPLY CHAIN

This objective be met by continuing the work of the Steering Group in a Business as Usual manner. This involves:

- Coordination of group members and advertising of opportunities, reporting of barriers and challenges encountered, scope for group members to initiate projects if required.
- Facilitation of sharing of knowledge through existing Steering Group to support uptake of geo-return and input into consultation opportunities that support maintenance of UK leadership in International Climate Programmes
- Provision of coordination and support for identification of community priorities to steer large funding programmes through facilitating Steering Group members to coordinate and produce position papers, requirements gathering, market analysis and coordinated sectoral engagement
- Attending relevant technical and research groups and events to identify new community members and gaps requiring capacity building

To deliver this, in association with the expanded group objectives, the following activities will be carried out:

- Introduce new processes to regularly review, give direction and support delivery of the full portfolio of the group's actions; these will be piloted in Spring 2018 and fully in place by Summer 2018.
- Collect and disseminate information on the impact of the group's activities in an annual review which will be published in spring on an annual basis

### Outcomes:

Not predictable -these are dependent on Steering group member levels of participation and market/policy context arising

- Annual online report summarising the group's key achievements

# Annex 1 – current group members

Current group membership as recorded through the S4C, formerly CDSSG email list, 01-12-2017, comprises of 54 members representing the following organisations

Organisation	Type
ARGANS	Industry
Assimila	Industry
BEIS	Government
CGI	Industry
EADS: Astrium (now Airbus)	Industry
Earthi	Industry
Ian Davidson Consulting	Industry
IEA	Industry
Independent consultant (Mary Barkham)	Industry
Independent consultant (Richard Brook)	Industry
Met Office	Government/Research/Industry
NCEO	Research
NERC	Research
NPL	Research
PML	Research
Policy Connect	Industry - Think Tank (policy) & membership body
STFC	Research
Telespazio	Industry
UKSA	Government
University of Leicester	Research
University of Oxford	Research
University of Reading	Research

## Contact us:

S4C@the-iea.org

 @Space4Climate

[www.the-iea.org/space4climate](http://www.the-iea.org/space4climate)