

2023 Observatory Objectives

Philip Diamond, Director-General

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Executive Summary

The table below lists the Observatory's high-level strategic objectives for 2023. These will be made available to all staff and are designed to guide them in their work for the year. The objectives of senior staff and others will be derived from these high-level objectives.

Recommendation

Council is invited to discuss and approve the 2023 Observatory Objectives.

2023 SKAO Objectives	Key Performance Indicator(s)	Due Date	Owner(s)
All staff are to work to ensure that SKA Observatory is an exemplar of safe and responsible practice in all that it does.	(1) Standards-based Observatory and contractor-wide HSSE policies and implementation processes in place and performance tracked. Ensuring that we work towards zero harm to staff and contractors.	June	D-G; Director of Assurance; Director of Programmes; Site Construction Directors.
All staff engaged in construction activities are to work to ensure that SKA construction proceeds as planned meeting schedule, budget and performance requirements.	(1) All signed contracts to become active as per Project Execution Plan. (2) Remaining contracts be progressed as per the plan. (3) Expenditure closely monitored through SKAO's tools (4) Reassess the Power Procurement Strategy to address emerging risks and to align with long term sustainability goals.	Ongoing As required Ongoing July	D-G; Director of Programmes; CFO; Director of Operations.
Build on the SKAO's 'social license to operate' in its host countries, and develop its reputation as a trusted and respectful actor in the local communities; specifically in the telescope host countries, ensure that commitments to indigenous and local contracting are honoured and that we develop and deliver a long-term sustainability strategy for	1) Provide reports to Council on contracts let with local companies; locally-contracted hires and other appropriate measures. 2) Continue appropriate communication and outreach activities 3) Continue strong engagement with the global science community. 4) Develop the plan for delivering a long-term	Council meetings Ongoing Ongoing October	D-G; Site Construction Directors; ELT members.

the Observatory.	sustainability strategy.		
Ensure that SKA Observatory is an inclusive and welcoming working environment for all and that everything we do is Values-driven.	1) Monitor and report on the implementation of SKAO's Equality, Diversity and Inclusion Plan; 2) Ensure full rollout of the new SKAO Learning platform to all SKAO and partner staff; 3) Ensure recruitment continues to deliver a high-quality, diverse workforce.	Quarterly July Ongoing	D-G; Director of HR; Telescope Directors.
Ensure that SKAO's methods of operating in the telescope host countries is inclusive and transparent and that all required facilities are delivered.	(1) Embed modes of working with CSIRO & SARAO under the Agreements for Bilateral Collaboration (2) Ensure One Observatory model delivers positive engagement with all staff as measured by annual staff survey (3) Work with telescope host country governments to secure facilities necessary for the long term	Ongoing July As required	D-G; Director of Operations; Telescope Directors; Director of HR; Council.
The Council and SKAO senior management will work together to ensure that the overall funding strategy is being delivered, that the financial resources are available to ensure the construction project proceeds to schedule and the SKAO is placed on a sustainable financial footing for the future.	1) Plan for ensuring the SKAO operates in the most budget-efficient way possible delivered to Council for approval. 2) Funding Strategy Working Group delivers its report 3) Agree plan and implementation timescale for a working capital facility to cover cashflow timing issues 4) Council to agree on level of and timescale for commitment of Enhanced Contingency funds 5) Scientific and Diplomatic Taskforce to deliver plan for expanded membership in the longer-term.	July July October October October	Council; D-G; CFO, Director of Programmes; Director of Operations; Director of D-G's Office.



There should be measurable progress to enhance the protection of the SKAO from all forms of radio interference, both from the ground, the air and space.	(1) Agreement with the primary industry players to active mitigation of the threat from satellite-based interference to SKAO's operations October (2) Measurable progress within UN COPUOS towards establishment of policies to protect radio astronomy from space-based interference. October (3) No degradation of spectrum protections in ITU-R and national (Australian & South African) regulations Ongoing	D-G; Director of Assurance.
There should be measurable progress towards the establishment of the SKA Regional Centre (SRC) network.	(1) Ensure delivery of successful SRC Network Preliminary Design Review October (2) SKAO/SRCSC to develop the second White Paper outlining the model for a workable SRC Network October	D-G; Director of Operations;