

Strategic Plan extended (2024 - 2026)

The Royal Meteorological Society is the UK's Professional and Learned Society for weather and climate. At the heart of this lies the responsibility for the stewardship of both the profession and science of meteorology. It plays a key role as the custodian of both the science and the profession of meteorology in the UK and has an important role to play internationally as one of the world's largest meteorological societies. The Society is owned by its membership but exists for the benefit of all.

In 2022, Council agreed that the Society would move to a 6-year strategic planning cycle with a lighter-touch review at the midway point. To move to a 6-year cycle, the Strategic Plan for 2021-23 is being extended for a further 3 years, with the vision, mission, strategic objectives, and the overarching cross-cutting themes and programmes of work remaining unchanged. A review of the Strategic Plan 2021-23 and SWOT analyses have been completed to ensure the fundamentals of the plan are still fit-for-purpose.

The vision of the Royal Meteorological Society is to be ***a world-leading learned and professional society for weather and climate, exemplifying our Royal Charter and charitable status and to engage, enthuse, educate and empower all.***

The Royal Meteorological Society's Strategic Plan defines how the Society will work towards realising its vision. It lays out the strategic objectives, priorities and outcomes for the next three years.

Mission

The Society's **mission** is ***to advance the understanding of weather and climate and its application for the benefit of all.***

The Society's mission has a wide remit that looks to support people's understanding, interest and enthusiasm in weather and climate, whether they are research scientists, enthusiasts, practitioners, students, teachers or members of the general public. It goes further, supporting the development of high-quality science, the next generation of scientists and operational meteorologists, professional development of individuals, accrediting further and higher education courses, informing policy and supporting learning in weather and climate through education and outreach activities.

Strategic Objectives

The strategic objectives define how the Society will achieve its mission in the long term. The Society's strategic plan will be centred on FIVE strategic objectives.

1. **To strengthen the scientific study and application of weather and climate, and related disciplines**, through publications, events, partnerships, awards and training.
2. **To support, develop and empower weather and climate scientists** through professional accreditation, career advice, communication, provision of information and networking.
3. **To engage and inspire everyone in weather and climate** through events, volunteering, communication, local centres, special interest groups, public engagement and about the work of the Society.
4. **To educate and inform society about weather and climate** through the support and promotion of weather and climate science in education, outreach and providing public information.
5. **To be an independent voice of authority, advice and advocacy for the science and the profession** through the promotion of weather and climate science information in policy and decision-making and its relevance to society.

The Strategic Plan defines how the Society will work towards delivering its mission and strategic objectives through programmes of work and a series of cross-cutting priorities.

Cross-cutting Priorities

The Society's strategic cross-cutting priorities ensure the Society has the **capacity and capability** to achieve its strategic objectives. This includes having secure and diverse sources of income, a skilled and motivated workforce, strong strategic partnerships, sound governance, excellent marketing and communication activities, effective use of IT resources and an active group of volunteers across all our activities. In addition, the Society will prioritise and integrate diversity and inclusion and our net-zero commitment throughout the Strategic Plan. The strategic cross-cutting priorities of the plan are listed below and detailed in Annex A:

- a. Business development
- b. Knowledge exchange of weather **and** climate
- c. Diversity and inclusion
- d. Marketing and communication
- e. IT and telecommunication
- f. Net Zero commitment
- g. Impact focus
- h. Volunteering

Programmes of Work

The Society's strategic plan will be achieved through programmes of work, and each of these programmes will be overseen by a Committee that will report to the Council and be responsible for overseeing implementation. The programmes are as follows:

- i. Membership Development
- ii. Events
- iii. Scientific Publishing
- iv. Education
- v. Professional Development and Accreditation
- vi. Science Engagement
- vii. Support Activities

Each programme of work has its own aims, objectives and their alignment with the strategic objectives. A set of tables detailing activities, outputs, outcomes, impacts and who will be responsible are currently being finalised and signed off by the relevant Committees and will be included in the final version of the plan. Detail of the aims and objectives of each programme of work is presented in Annex B.

Annual Business Plans and Budgets

Each year a Business Plan and Budget will be developed that collectively aims to deliver the Strategic Plan. The Strategic Plan highlights the year each activity will be delivered and so, for 2024, this plan will replace the normal annual Business Plan as it highlights the activities prioritised in year 1. The Business Plan and Budget will be presented to Council at their autumn meeting for approval.

Ownership

Council will oversee delivery of the strategic plan and trustees will take ownership of the cross-cutting themes and programmes of work. In addition, the Society's Strategic Planning Board will provide recommendations to Council on prioritising competing demands for financial, staff and other resources relating to strategic and societal benefit projects.

Financial Plan

The Financial Plan provides a 3-year budgetary framework for the delivery of this Strategic Plan. This will be revisited each year in the normal budgeting cycle of the Society. The Financial Plan makes several broad assumptions:

- because of the uncertainty in the financial markets, no projections have been made about the growth or decline in the Society’s Capital Reserve – any call on the Capital Reserve will be reviewed each year as part of the normal budgeting cycle;
- the membership development activities aim to grow total membership numbers to 4,000 over the next 3-5 years;
- staffing complement will increase by 2FTEs in 2024 (introducing additional resources for education and science engagement activities) initially for two years with the aspiration that these roles become business as usual with costs covered from external funding;
- rebranding/repositioning project in 2024 to raise awareness and ensure that RMetS is as well known for its work on climate, as it is for weather. This project will enable us to review how we are positioning ourselves externally with regards to climate and make changes that increase our profile and reputation in this space;
- ACCSYS, the Society’s online tool for creating, managing and submitting CPD reports and accreditation applications, will be upgraded in 2024;
- Science Engagement Fellowship scheme will continue throughout the course of this plan although the number of fellows and responsibilities of each may change;
- the Society will relaunch its annual conference in 2024 which aim to bring together academics and operational meteorologists to share their science and applications;
- focus on EDI work with the support of an external EDI consultant;
- any growth in income under Business Development is likely to be modest in the current financial climate, budgeted income is £288K, £302K and £318K in 2024, 2025 and 2026 respectively;
- over the 3-year period of the plan, inflation is estimated at 6% in 2024 and falling to 2% in 2025.

Financial Plan 2024-2026 DRAFT *all money in £*

	2023 Forecast	2024 Budget	2025 Plan	2026 Plan
Total Income	1,314,925	1,456,435	1,524,000	1,507,000
Total Expenditure	(1,290,544)	(1,612,435)	(1,619,000)	(1,537,000)
TOTAL NET INCOME/(DEFICIT)	24,381	(156,000)	(95,000)	(30,000)
RESERVES C/Fwd	2,761,601	2,605,601	2,510,601	2,480,601

Annex D details the best- and worst-case financial scenarios over the course of the 3-year plan.

Annex A - Cross-cutting Priorities

Cross-cutting priorities are highlighted in the strategic plan and integrated through the programmes of work. These priorities incorporate having secure and diverse sources of income and strong strategic partnerships.

a. Business development. (Council Member: Treasurer)

Business development is fundamental to the long-term financial sustainability of the Society by maintaining and diversifying resources to help deliver our strategic activities. It includes maintaining and developing strategic partnerships, securing trusts and grants to support our activities, expanding corporate membership, utilising and expanding our business assets, fundraising and sponsorship. It aims to maximise business opportunities stemming from the Society's skills and expertise, and seek opportunities arising from external factors.

Aim: To develop a range of strategic partnerships and business development opportunities to support the delivery of the strategic objectives, increase and diversify the Society's income, maximise our reach and secure long-term benefits.

Objectives:

- **STRATEGIC PARTNERSHIPS:** Maximise the value of existing strategic partnerships and creating new opportunities to build long term relationships, generating mutual benefits that Support the Society to deliver a wide range of programmes.
- **CORPORATE:** Grow the Corporate Membership programme through closer engagement with existing members, transitioning members to strategic partners and delivering effective campaigns to recruit new members.
- **DIVERSIFY INCOME:** Securing income from charitable trusts and grant bodies for a range of projects and activities aiming to secure multi-year partnerships by ensuring a sufficient funding pipeline and a regular flow of projects by working with colleagues to develop project ideas and managing the Project Approval process.
- **COMMERCIAL OPPORTUNITIES:** Grow income generated through the society's business assets by developing successful models for generating income and developing productive relationships.
- **PROMOTION:** Promote partnerships in line with value, ensuring all partners are featured throughout the year, to meet expectations of existing partners and showcase RMetS as a potential partner.

Priorities for 2024:

- i. Maximise income generated through partnerships by growing the pipeline of opportunities linked to the Society's priority programmes of work. Includes:
 - a. Continued working with B2B to pipeline and secure corporate partnerships.
 - b. Leveraging RMetS reputation and position to benefit from government funding opportunities.
 - c. Applying to relevant trusts and foundations to secure funding for projects.
- ii. Develop the learning strategy for the Society, scoping the opportunity to expand the current training offer and identify opportunities to support members with ongoing professional development. Develop at least 2 new training opportunities to take to market by the end of 2024.
- iii. Secure at least 5 new corporate members in 2024; retaining 90% of existing corporate members and leveraging relationship to secure additional value.
- iv. Ensure strong relationships with existing partners, leveraging additional value and growth in income / in-kind support.
- v. Grow public donations to support Society charitable activities, refining messaging and communications as needed.
- vi. Raise awareness and grow the number of legacy donations made to the Society.
- vii. Integrate the Jobs Board into wider Society careers activity to grow engagement, with a particular focus on engaging early career professionals.

- viii. Generate a total income of £288k from business development activities, estimate additional ‘in-kind’ support and manage expenditure.

b. Knowledge exchange of weather and climate. (Council Member: Vice-President)

The Society supports the meteorological community and wider society through the exchange of knowledge, experiences and evidence to achieve improvements, innovation and collaboration. It recognises the need to give equal importance to weather and climate, but also that the two are intrinsically linked.

Aim: To advance the understanding of the science and profession of meteorology, with a focus on both weather and climate and ensure the Society is recognised as the home for weather and climate.

Objectives:

- EXCHANGE: Sharing knowledge, expertise, experience, evidence and ideas both within the sector and across other related disciplines.
- STRUCTURED: Support national and international knowledge exchange frameworks and those who undertake knowledge exchange activities as part of their work.
- CROSS-CUTTING: Facilitate engagement and consultation between public, private and academia to support the Global Weather Enterprise¹.
- COMMUNICATE: Highlight important research and advances in the science.
- SUPPORT: Provide legacy funding to help finance expeditions, carry out research or attend conferences.
- BALANCED: Ensure an equal balance of weather and climate related activities.
- RECOGNISED: Ensure the Society is the recognised association for weather and climate.

Priorities for 2024:

- i. Build recognition of RMetS within the climate community whilst maintaining our profile within weather.
- ii. Encourage more individuals from diverse backgrounds to consider a career in meteorology and support their development thereafter.
- iii. Work with other organisations to support the exchange of weather and climate information and identify gaps between academics and industry professionals.
- iv. Develop relevant and/or topical weather/climate content to audiences via appropriate channels.
- v. Partner with other national and international bodies to exchange knowledge and experience.

c. Diversity and inclusion. (Council Member: Member)

The Society promotes equity, diversity and inclusion to create greater opportunity for any individual to fulfil their potential, irrespective of their background or circumstances. This plan embeds the importance of our diversity and inclusion strategy in everything the Society does and aims to deliver on a progression framework.

“Everyone has a role to play in creating an inclusive culture and leading to a diverse meteorological community”

Aim: To lead by example and encourage the meteorological community to be both diverse and inclusive making the best use of the talent that exists in all parts of society to provide access to the world of science, technology and the profession of meteorology for all.

Objectives:

- IMPROVE: Commit to improving diversity and inclusion at the Society that attracts, develops, retains and fully engages all the diverse talent.

¹ Global Weather Enterprise encourages activities by individuals and organisations to enable weather information to be created and provided to society. It aims to strengthening links between the public, private and academic sectors so that countries can better tackle the risks related to extreme weather, climate, water and other environmental events, known as the [Geneva Declaration – 2019: Building Community for Weather, Climate and Water Actions](#)

- PUBLICISE: Promote diversity and inclusion in all its forms, its importance and benefits.
- ENCOURAGE: Support the increase in representation of currently under-represented groups across the meteorological community.
- LEAD: Be a role model of an inclusive organisation.

Priorities for 2024:

- i. Continue to work with an EDI specialist to drive forward this programme of work with a focus on the following priorities:
 - a. Improve communications around EDI to show commitment, explain action and drive engagement.
 - b. Increase the diversity of the community entering meteorology and related professions and support retention of this diverse community
 - c. Continue to ensure RMetS employment policies and processes are inclusive and equitable and are informed by best practice where possible as well as being compliant with the UK Equality Act 2010 and other relevant legislation.
- ii. Continue to provide training to staff, Council/committee members and members about EDI.
- iii. Continue to monitor and report progress towards EDI objectives using the Science Council Diversity and Inclusion Progression Framework.
- iv. Work closely with the EDI working group to provide advice and hold the Society to account for its work on EDI.

d. Marketing and Communication. (Council Member: Member)

The role of communication and marketing is to promote the Society's work and the understanding of weather and climate, playing a fundamental role in the successful delivery of the strategic plan, cutting across everything the Society does. The Society recognises the importance of increasing its visibility, raising awareness and being an independent, authoritative voice about weather and climate science. It will provide clear messages that are impactful, effective and evidence-based, whilst making the message more relevant to the lives and experiences to the audience. This plan includes an increased focus on ensuring Society members and a wider audience are aware of the important work of the Society and to highlight the Society as the learned and professional body for climate scientists.

Aim: To maximise the impact of marketing and communications activity to contribute to Society's strategic objectives through a co-ordinated, integrated and professional approach, in line with strategy and following best practice.

Objectives:

- VISIBILITY: Improve brand awareness of the Society, raise the visibility of the important role it plays in advancing the science and profession of meteorology and showcase the Society's charitable activities.
- WEATHER AND CLIMATE: Increase the profile of the Society to be widely recognised and respected as an independent, authoritative voice raising awareness and understanding of weather and climate science nationally and internationally.
- MEMBERSHIP: Improve and increase engagement with members and non-members in line with the user journeys through high quality, timely, personalised and effective marcomms activity.
- SCIENCE: Lead the field in sharing new research, reviews and data on weather and climate subjects in their broadest sense by raising the profile of our publications and relevant articles, promoting events and training, and publicising our science engagement activities.
- PROFESSION: Maintain and increase engagement with meteorologists and related organisations to publicise professional development activities, careers advice, mentoring, Jobs Board, support to early career meteorologists, accreditation schemes and ACCSYS.
- UNDERSTANDING: Inform and educate a greater number of diverse, engaged new and existing

audiences about weather and climate using inclusive content through promoting our science engagement activities and events, media interviews, education and outreach activities.

- **PARNTERSHIPS:** Showcase the Society as a potential partner to new organisations and promote partnerships in line with value to meet expectations of existing partners.

Priorities for 2024:

- i. Develop a cohesive communications and marketing strategy that unifies the Society's various activities and maximises membership opportunities.
- ii. Ensure that the Society is as well known for its work on climate as weather, helping to attract new members and audiences. Review the branding and positioning of the Society to reflect its work on weather *and* climate.
- iii. Review the Society's website and implement changes to improve the user experience making it easier to access content / information and raising the profile of our work.
- iv. Develop a map and a user journey strategy to maximise lead generation, drive audience engagement and membership recruitment.
- v. Help implement accessibility into our public facing content and train colleagues on best practice adhering to Web Content Accessibility Guidelines and the Equality Act . Audit web site accessibility and make any changes needed to improve this.
- vi. Keep climate change firmly on the news agenda and challenge misinformation where appropriate and support our members with a communications toolkit and guidance for when things may become challenging in mainstream or social media.
- vii. Ensure contact data continues to be GDPR compliant and includes preferences for tailored marketing and comms.
- viii. Continue to grow the content and reach of MetMatters to increase visitor engagement and be a key part of the user journey.
- ix. Maximise media engagement for reactive and proactive stories.

e. IT and telecommunication. (Council Member: General Secretary)

IT and telecommunication play a fundamental role in successful delivery of the strategic plan, it cuts across everything the Society does. The Society is committed to delivering and supporting sustainable systems which are reliable and developed in partnership with users to ensure they reflect advances in technology and provide value for investment.

Aim: To facilitate the work of the Society and support the delivery of its strategic objectives through the provision of reliable IT and telecommunication solutions meeting the needs of staff and members, and providing integrated IT and telecommunication facilities which will promote the knowledge of weather and climate.

Objectives:

- **OPTIMISE:** Maximise user benefit through consultation so that the systems meet our needs, and provide training and development for users so that they have the knowledge and capability.
- **SAFEGUARD:** Maintain secure systems and provide effective support services within office hours.
- **AGILE:** Be flexible and proactive in development of systems through working with partners to deliver a balance of internally and externally resourced development and service support to enhance capability and represent best value.
- **CONSULT:** Communicate clearly by developing a project 'roadmap' in consultation with users and align this cross-cutting theme with all the activities of the Society to ensure that all channels/systems are effectively integrated.

Priorities for 2024:

- i. Maintain and regularly review security and systems, keeping abreast with latest developments.
- ii. Implement CRM projects to allow event delegates to become members and lapsed members to rejoin the Society.

- iii. Keep abreast with developments in AI and develop an AI strategy in line with these changes.
- iv. Regularly review data storage needs, keeping Net Zero targets in mind.
- v. Review the main web site with Digital team and look at usability and potential updates. Accessibility audit planned.
- vi. Review ACCSYS in line with its benefit to members and usability by staff, including phase 2 of the ACCSYS upgrade project.
- vii. Maintain IT roadmap, assessing needs and updating software as required.

f. Net Zero commitment. (Council Member: President/Vice-President)

The Society recognises the impact of climate change, and it is important that it not only commits to a net zero pathway but also demonstrates leadership through its pledge.

Aim: To raise awareness of sustainability and pathways to net zero and to lead by example through our commitment to becoming a net zero organisation.

Objectives:

- PLEDGE: The Society is committed to achieving net zero direct emissions (scopes 1 and 2²) by 2025, where we have direct control through avoiding, reducing and substituting. The Society will also work towards net zero indirect emissions (scope 3³) by 2030, subject to full feasibility assessments;
- IMPROVE: Identify opportunities to accelerate our transition to net zero;
- LEADERSHIP: Lead by example and share best practices through transparency and collaboration.

Priorities for 2024:

- i. Collect and report our annual emissions data and acquire certification to validate the process.
- ii. Implement net zero strategies for Continue to develop net zero strategies for each programmes of work.
- iii. Develop a clear roadmap to become net zero by 2030 and work towards delivering actions.
- iv. Raise public awareness of sustainability and net zero issues and solutions and maximise any opportunities relating to COPs.
- v. Look at IT systems, including storage and servers with a view to reducing related emissions

g. Impact focused. (Council Member: Vice-President)

The Society recognises the importance of its impact within and beyond the meteorological community, but also the challenges of measuring this impact. Over recent years it has aspired to assess and report its impact, whilst adapting to maximise its effect. The strategic plan details the outcomes and impacts that the Society aims to achieve through a series of activities and projects, and delivered by staff, committees and volunteers.

Aim: To be an impact-focused organisation emphasising the benefits of the Society's charitable standing, highlighting the reach and influence of its impact, and attracting funding and strategic partners.

Objectives:

- FRAMEWORKS: Link to frameworks, such as Sustainable Development Goals⁴, to measure impact.
- EFFECT: Recognise the long-term benefits whilst maximising any short-term gains.
- EVIDENCE-BASED: Encouraging change through evidence-based engagement and impact management.
- TRANSPARENCY: Produce and publicise impact reports on the Society's activities.

² Stage 1 and 2 focuses on Society operations where we have the most control, and through avoiding, reducing and substituting we will be able to progress toward net zero.

³ Scope 3 focuses across our value chain and is where the Society can have the biggest impact but it's also where we have the least control.

⁴ [Sustainable Development Goals](#) are the blueprint to achieve a better and more sustainable future for all and address the global challenges we face.

- **ACCESSIBLE:** Through increased accessibility, such as Open Access and virtual events, measure the increased impact the Society is achieving nationally and internationally.

Priorities for 2024:

- Publicise the impact of the Society (e.g. through impact report / infographic) to highlight our charitable benefits and impact within the meteorological community.
- Ensure that priority programmes / projects establish KPIs during the planning phase, enabling the Society to measure success.
- Record and report against key metrics for each priority to measure / evaluate success and impact.
- Ensure processes are in place to review projects, understand learnings and implement changes as a result.
- Produce a report detailing the Society's progress and impact relating to the SDGs and recommendations for future activities.

h. Volunteering. (Council Member: Vice-President)

The Society could not deliver its important work without the help of a team of dedicated volunteers. Volunteering is not only essential to the organisation but, we hope, can be extremely rewarding to the volunteer improving their wellbeing, enriching their lives, gaining valuable new skills and experiences, and providing networking opportunities. Volunteers bring skills, expertise, time and passion to support the Society's work.

Aim: To raise the profile of volunteering at the Society, recognise the value of their contribution and attract new volunteers while retaining existing ones.

Objectives:

- **SUPPORT:** Enhance the contribution of volunteers at the Society by providing effective leadership, commitment and recognition of their support.
- **RESOURCE:** Ensure volunteering is part of the business and financing planning process to help allocate adequate resource.
- **RELEVANT:** Review the volunteering strategy and procedures annually to ensure they reflect trends and changes in volunteering.
- **DEVELOPMENT:** Promote the importance for early career meteorologists in gaining valuable skills and experiences through volunteering.
- **GROWTH:** Increase in number and diversity of volunteers over the course of the strategic plan.

Priorities for 2024:

- Maintain a sustainable, well managed volunteer database ensuring all staff update volunteer data on a regular basis, with a full review annually.
- Increase the overall number of volunteers actively supporting the Society, ensuring that 5% of members per year engage in voluntary activity through increasing the range of volunteer opportunities available and recruiting new and retaining existing volunteers.
- Improve the diversity of volunteers supporting the Society through volunteer recruitment and recognition, ensuring that volunteers represent all areas of meteorological community.
- Improve the experience of volunteers supporting the Society, ensuring that volunteers feel valued and recognised for their contribution to the Society's work.

Annex B - Programmes of Work

i. **Membership (Council Member: Chair of Membership Development Board)**

Our members include professionals, academics, students, teachers, enthusiasts and observers who all share a passion for weather, climate or related sciences. Members are central to the Society and its work and we rely on members to deliver our strategic objectives and provide a crucial source of income and sustainability. It is important that the Society ensures their membership experience is engaging and adds value, and to consider member-only benefits and content. This Programme is overseen on behalf of Council by the Membership Development Board and ensures alignment with professional accreditation strategy through regular engagement with Accreditation Board.

Aim: The Society is recognised as being the influential organisation for weather and climate science professionals and enthusiasts. Build loyalty and retain members by providing relevant benefits which suit the needs of our members, wherever their career, study or interest within meteorology takes them and build loyalty to retain our existing membership.

To support Strategic Objectives 2, 3 and 5

Objectives:

- IMPROVE EFFICIENCY: To base strategy and decision making on evidence and information particularly by maximising use of CRM.
- ENGAGE AND RETAIN: To maintain membership retention at 90% with a target to increase to greater than 92% over the term of this plan, by creating and retaining an engaged membership of individuals who are proud to be members and value their membership personally and professionally. Promote value of member benefits including improvements to ACCSYS alongside the benefits of accreditation.
- ENGAGE AND DIVERSIFY: To recruit new members to maintain 2023 numbers with a stretch target of 1% over three years by creating a convincing member value proposition and strive to engage and recruit a more diverse membership. Increase growth in new membership by offering easy routes to join for event delegates and for lapsed members to rejoin, and promote membership to wider audiences.

<i>Output</i>	<i>Activity</i>	<i>When (Year)</i>	<i>Who</i>	<i>Outcome or Impact</i>
Grow the number of members in line with the aspirations / targets agreed with the MDB (4,000 in 5 years, by 2027), attracting a diverse range of people into membership.	Deliver membership grade review to evolve our membership structures so they remain relevant.	1,2,3	Membership Team, B2B	Membership categories remain relevant and communicated so that the difference between membership categories are clear ensuring there is a member value proposition for each membership grade.
	Targets defined audience for the purpose of new member acquisition.	1	Membership Team	Targeted recruitment activity / campaigns leading to increase in new members.
	Work closely with comms / EDI team to highlight diversity within membership and identify actions to acquire a diverse membership.	1,2,3	Membership Team, Comms, EDI	Supports the Society's cross cutting EDI priorities and leads to increased representation of currently under-represented groups across the meteorological community.

	<p>Review member value proposition and improve existing member benefits. Encourage existing members to refer others to join. Use existing members to communicate the value and benefits of membership.</p> <p>Agree new arrangements with reciprocal partners.</p> <p>Finalise partnership with university(s) e.g. University of Leeds (or similar) and roll out activity plan with students enrolled on course.</p>	<p>1,2,3</p> <p>1</p> <p>1,2,3</p>	<p>Membership Team</p> <p>Membership Team</p> <p>Membership Team</p>	<p>Clear member value proposition and improved benefits leading to increased member recruitment.</p> <p>Increase the number of new members joining from reciprocal partners and improve the mutual benefit from the collaboration.</p> <p>Better understand how Society adds value to students and refine the membership offering. Increased recruitment of student members.</p>
<p>Improve member engagement providing a value driven membership experience with a more personalised (segmented) approach to membership.</p>	<p>Increase the number of member-only benefits and opportunities.</p> <p>Refine benefits based on membership survey results.</p> <p>Provide member only exclusive content on dashboards.</p> <p>Update the membership welcome pack.</p> <p>Promote all volunteering activities and implement a mentoring member only benefit.</p> <p>Build / strengthen member value and benefits linked to RMetS events e.g. through member first and member only events</p>	<p>1,2,3</p> <p>1,2</p> <p>1</p> <p>1,2,3</p>	<p>Membership Team</p> <p>Membership Team</p> <p>Membership Team</p> <p>Membership Team, Events</p>	<p>Offering additional benefits and opportunities ensuring membership adds value contributing to improving and maintaining member retention.</p> <p>Improved new member onboarding presents an informed, welcome, and engaged experience on sign up and increase retention rates.</p> <p>Creates an opportunity to make members aware of all the benefits and opportunities available and connect with one another.</p> <p>Build a strong membership community where members can connect virtually and in person.</p>
<p>Increase member retention by 1% over next 3 years, promoting a diverse and engaged membership.</p>	<p>Introduce member engagement measures to identify gaps in member user experience and promote relevant content where applicable.</p> <p>Segment membership types and communicate targeted messaging relevant to their motivation for joining.</p> <p>Review and expand benefits to offer member exclusive benefits.</p> <p>Capture feedback, through exit surveys from members who do not renew.</p>	<p>1</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p>	<p>Membership Team</p> <p>Membership Team, Comms</p> <p>Membership Team</p> <p>Membership Team</p>	<p>Engaged members lead to a stronger community, increase volunteer participation, and increase revenue through use of paid for member benefits.</p> <p>Communicating relevant benefits creates long term loyalty.</p> <p>Increasing the number of member-only benefits is a strong incentive for members to renew their membership. Understand reasons for not engaging and target with specific content and resources.</p> <p>More members renewing membership year on year.</p>

ii. Events (Council Member: Chair of Meetings and Conferences Committee)

The Society normally hosts between 50 to 70 events a year, including conferences, and Special Interest Groups, Local Centres and National meetings. Most of these events are run in partnership with others and are free to attend - hosting a blend of virtual, public and live-streamed events. The Meetings Committee oversees this Programme on behalf of Council and aims to deliver a full and varied programme of events. The Society will continue to support Local Centres and Special Interest Groups (SIGs) so they remain active and a core part of the Society.

Aim To advance the science and its application of weather and climate through delivering face-to-face and online events to a growing and increasingly diverse audience from across the meteorological community and other related disciplines.

To support Strategic Objectives 1, 2, 3, 4 and 5

Objectives:

- ACCESSIBILITY: Provide a more diverse range of event offerings through the supplementation of face-to-face meetings with virtual events, enabling increased accessibility and visibility.
- WEATHER AND CLIMATE: Ensure our programme matches the overarching mission statement for the Society.
- DIVERSITY: Increase the diversity of the groups we engage with and ensure the content we deliver is inclusive.
- IMPACT: Improve our ability to measure the impact of the activities we undertake.
- PARTNERSHIPS: Maintain existing and develop new appropriate partnerships.
- REACH: Maximise our reach, drive bigger audiences, and distribute our event content further.
- ENGAGEMENT: Provide content which encourages attendees to become new members and current members to attend.

<i>Output</i>	<i>Activity</i>	<i>When (Year)</i>	<i>Who</i>	<i>Outcome or Impact</i>
Each year	- Create and develop the new annual conference ensuring it representing the Societies strategic aims and objectives covering both weather <u>and</u> climate.	1	Events Team,	Increased opportunities for knowledge transfer that advances science and its applications.
successfully deliver:				
i) RMetS Annual	- Ensure the annual conference caters for the academic community and public and private sectors.	1	Science Engagement	Academic community feels they are supported and have an arena that encourages networking and the sharing of information. ECRs are supported and given opportunities to develop.
Weather and				
Climate Conference	- Work with the Comms team to create a new identity for the annual conference, establishing its place within the community's event calendars.	1	Committee, Science	Increased awareness of our events programme by members and the wider community and how they can be involved. More ECRs at events and with a clear awareness of our events programme. Greater understanding of needs of our enthusiast audience and expanded reach into other likeminded organisations through
ii) Early Career and				
Student Conference	- Encourage Early Career members to attend and present at the annual conference.	1	Engagement	
iii) Two member				
first events	- Continue to grow the Early Career and Student Conference, providing an opportunity and forum for open discussion alongside the sharing of science.	1,2,3	Manager, Meetings	
iv) 4- 6 national				
meetings	- Ensure all events are as accessible, diverse and inclusive as possible.	1,2,3	Committees,	
v) A series of short				
	- Develop a clear marketing and communication strategy to support the promotion and messaging for the entire events programme.	1	Comms	
	-Ensure increased awareness to our members and community around our events.	1		

topical taster events	<ul style="list-style-type: none"> -Support the student ambassadors to ensure they have a clear understanding of the event programme and necessary tools to promote within their networks. -Continue to develop an annual in person enthusiast event with partners, and with input and support from enthusiasts. -Work with membership and event committees to determine what a successful annual in person member only event should look like and put in place. - Continue to offer a member only or member first option for some events and increase member only online event content. - Ensure space in programme to accommodate hot topic online only taster events that support sector engagement activity and other ad hoc opportunities. - Partner with an established climate change event. 	1 1,2 2 1,2,3 1,2,3 1		partnerships. Increased membership numbers at events (from 50% to 60%). Demonstrate membership value through early registration and use of member only resources. Large audiences at topical or sector relevant event (75+). Events more accessible and interactive.
Provide support to Local Centres and Special Interest Groups (SIGs) so they can maintain and grow their activities and audiences.	<ul style="list-style-type: none"> - Gain an understanding from the committees, local community and members about what they need from their local centre. - Work with local centre committees to define the remit of each local centre based on the information gathered, with the understanding each is different, with different needs. Ensure the society is flexible with their approach to each centre. - Support our committees in finding members to deliver the individual needs of the specific local centre. - Develop a communications strategy to promote each local centre's goals and encourage new members - Develop succession plan for each committee ensuring there is training in place for any new chair. - Continue supporting SIGs as and where needed. 	1 1 1 1 2 1,2,3	Events Team, Meetings Committee, Partners, SIGs, Local Centres, Membership Manager, Head of Partnerships, Comms	Local Centres and SIGs contribute to and support the delivery of Society's strategy. Understand the meteorological community's needs and attract potential new members and partnerships. Each local centre has own clear strategy and terms of reference. Each local centre has an effective committee. Local centre has own comms plan with support from local student ambassadors. Bring like-minded people together and provide opportunities to share knowledge and set up networks to support research projects.
Net Zero and EDI	<ul style="list-style-type: none"> - Continue to identify and prioritise actions to reduce emissions and set goals for our programme accordingly. - Keep our community up to date with short and long-term plans through the events page on the Society website and events newsletters. - Choose accessible locations for in person events with good public transport access that serve as regional hubs and encourage attendees to provide travel information. - Improve and implement the use of the inclusive meetings and events checklist and guidance, including considering social barriers; providing and publicising an EDI contact at all large meetings and conferences to support participants on any inclusion related matters; develop accountability and feedback process. - Specific mental health training for staff. 	1,2,3 1,2,3 1,2,3 1,2,3 1	Events Team, EDI Committee	Events are in line with Society's Net Zero targets. Society seen as leader in its approach. Events are in line with Society's EDI proprieties. Attendees feel they are in a safe environment. Staff feel confident in how to support people who are upset / distressed in any way.
Collective skills, experience and knowledge on	<ul style="list-style-type: none"> - Regularly review Terms of Reference for the meetings committee and ensure succession planning of committee members. - Meetings Committee to meet regularly to oversee events programme. 	3 1,2,3	Events Team,	The events programme meets the needs of the meteorological community. Successful succession planning for chairs and committee

Events Committees and Events Team to deliver a successful events programme.	- Committees need to be mindful of diversity and ensure their committee and the event speakers are representative of the community in which it serves.	1,2,3	Meetings Committee,	members. Committees mindful of diversity and representative of the community in which it serves.
	- Each member of the committee should have a defined role or purpose.	1,2,3		
	- Introduce a 'Diversity' champion on the events team and committees.	1		

iii. Scientific Publishing (Council Member: Chair of Scientific Publishing Committee)

Scientific publishing is one of the Society's strengths and aims to deliver a high-quality portfolio of journals and book programme and support scientific knowledge management and promotion of the science. Income from scientific publishing makes up a significant portion of the Society's total income and allows the Society to deliver several other important programmes of work and charitable activities. The business model of the Society is likely to be under strain due to the impact of Open Access. The Society is committed to providing long-term, sustainable access to high quality scientific research for everyone, whilst maintaining high value, trustworthy author and reader services which enhance scientific communication and progress. The Society aspires to offer authors a choice including full open access journals as part of its portfolio. The Society's academic book series aims to be recognised for its international, high-quality publications offering a more diverse choice of books. This Programme is overseen on behalf of Council by the Scientific Publishing Committee and the Editorial Boards for each journal in the portfolio.

Aim: To add value to the Society's portfolio of journals and book programme and to the role of scientific knowledge management and promotion of the science, whilst managing and maintaining this income stream.

To support Strategic Objectives 1, 2, 3, 4 and 5

Objectives:

- MAINTAIN: Manage and maintain scientific publishing and income generated from this activity.
- PARTNERS: Ensure publishing contracts provide security, longevity and quality to the journal portfolio.
- OPEN: Support a pathway to open science and mitigate any risks to the Society.
- EFFICIENT: Reduce turnaround times at peer review and production.
- DIVERSE: Increase the diversity and inclusivity of the individuals we engage with and the content we deliver.
- IMPACTFUL: Improve our ability to measure the impact of our content.
- REACH: Maximise our reach, drive more readers to our content, further increase journal profiles
- NET ZERO: Strive to achieve net zero emissions across our publishing activities.

Output	Activity	When (Year)	Who	Outcome or Impact
Grow output across all titles	Commission and attract high impact content across portfolio. Increase open access submissions across the portfolio and successfully grow our new open access title. Increase submissions from Europe and the US. Update aims and scopes where needed to ensure key audiences for all journals are reached.	1,2,3 1	Sci Publishing Committee, Head of Partnerships, Wiley,	Society recognised for delivering impact focused research and adding value to the meteorological community. Open access initiatives enable global accessibility to content and supports authors funding mandates. Content representative and supportive of international research programmes. Authors

				have a clear understanding of where their research fits in our portfolio.
Open Access and Open Research	Review annually and implement the Open Science strategy. Regular meetings with publishing partner to ensure delivery of a successful publishing contract and revenues. Ensure publisher is active in conversations re transitional agreements and transparent re risks and opportunities. Increase profile of portfolio and encourage open access content for authors where OA agreements are in place. Strengthen ed boards to have members from those countries and have tools available to communicate benefits. Update data sharing policy across portfolio. Working with the publisher to ensure that the titles in the portfolio are accessible to read and publish in those developing countries that are unable to pay for OA.	1,2,3	Head of Partnerships, Wiley, Sci Publishing Committee	Our portfolio is sustainable, and authors supported and have choice. We are welcoming of open research and our authors are aware of the opportunities our journals provide. Our editorial board feels supported in communicating to its networks.
Service to authors	Improve the time from submission to publication to meet with agreed targets. Implement new ed board initiatives to support faster peer review eg. ECR Board, Sustainable Refereeing. Simplify Instructions for authors and promote flexibility in submission formats. Implement new peer review models. Encourage referral networks between journals. Increase involvement of early career researchers in review process. Ensure communications to authors and reviewers address inclusivity. Set up a peer review mentorship scheme.	1,2,3 1 1 1,2,3 1 1	Wiley, Head of Partnerships, Sci Pub Committee	Improved author experience. Journals are recognised for fast turn-around times and a high-quality peer review. Research is published quickly. Authors feel valued and that there is a place for their articles within our portfolio. ECRs are supported in their professional development.
Increase content visibility and impact	Cohesive approach between Wiley marketing and Society communications team to build portfolio brand recognition. Ensure aims and scope are accurately reflected. Increase visibility and access for our members and of our member journal to current non-members. Support authors in promoting their own work. Support partnership content-based initiatives extending our reach into interdisciplinary areas. Promote portfolio's work in EDI and Net Zero to our community and others.	1,2,3 1 1,2,3 1,2,3 1,2,3	Wiley, Society Comms, Partnerships and Membership, Scientific Engagement, Head of Partnerships	Increased exposure to our journal content to a relevant audience. Relevant journals visible to an interdisciplinary audience. New audiences reached through social media activities. Members have increased access to journal content and content available in formats of interest to amateurs and enthusiasts as well as academics and professionals. Non-members see value of member journal and seek membership.
Improve quality of publications	Growth in special issue output and cross portfolio collaboration initiatives. Make authors aware of article types relevant for each title and commission new types of content as relevant to each journal. Regular dialogue between Society/Editors with Wiley to maintain a strong and productive working relationship.	1,2,3 1 1,2,3	Sci Publishing Committee, Wiley, Head of Partnerships, Partners	Content remains topical, collaborative and innovative. Community and membership readership needs are understood and met. Increase in impact factors, improvement in journal ranking, increase in submissions, growth in subscribers and revenue. Society journals are recognised as the place to publish research of multiple formats for scientists and professionals from the meteorological community.
Book publishing	Work with publishing partner to deliver at least two academic books per year. Look for non-academic opportunities that meet membership interests for book reviews and trade discounts.	1,2,3	Head of Partnerships, Elsevier, Editors	Society is recognised for its international high-quality academic book programme. Members have a more diverse choice of books available to them. Increased member benefits.

iv. Education (Council Member Responsible: Chair of Education Committee)

The Society aspires that every student should leave school with basic weather and climate literacy. It also promotes meteorology, as a science and profession, to encourage a more diverse student base to consider a career in meteorology. The Society endeavours to maintain and raise the profile of weather and climate by responding to Government and Exam Board consultations and develop resources to support new curricula and exam specifications. MetLink is the Society’s education website, www.MetLink.org, and provides weather and climate resources aimed at primary and secondary school teachers. The Education Committee oversees this programme on behalf of Council.

Aim To improve the weather and climate literacy of a growing and increasingly diverse audience of young people within UK formal educational settings.

To support Strategic Objectives 1, 2, 3, 4 and 5

Objectives:

- SUPPORTING: Provide support to trainee and established teachers in the UK. Improved understanding of weather and climate by teachers and trainee teachers, leading to both more and better classroom teaching.
- CLIMATE LITERACY: Every student should leave school with the basic climate literacy that would enable them to engage with the messages put forward by the media or politicians, or to make informed decisions about their own opportunities and responsibilities.
- WEATHER LITERACY: Every student should leave school with the basic weather literacy that allows them to understand the weather that affects them, their leisure activities and the careers they choose to follow.
- DIVERSITY: To increase the diversity of the groups we engage with and the cultural diversity in the content we deliver.
- IMPACTFUL: Providing resources and training for teachers, input to educational bodies and encouraging the next generation of meteorologists that can be measured by improving our ability to produce impact reports.
- PARTNER: Maintain existing and develop new appropriate and valuable partnerships.
- INNOVATE: Creating opportunities for creative thinking to stimulate ideas and suggestions to support the education sector and to be responsive to new opportunities.
- NET ZERO: To strive to reduce emissions and promote net zero in our education activities.

Output	Activity	When (Year)	Who	Outcome or Impact
Introduce an additional Education Resource	Recruit additional resource to deliver Society’s formal education work.	1	RMetS	Greater breadth and depth of formal education activities and deliverables
Support to education sector and services including examining	Continue with ongoing thought-leadership on climate education to engage decision makers and stakeholders, and leverage change. Assess the climate literacy of school leavers	1,2,3	Education Team	RMetS recognised as leading impartial experts in weather and climate education and the go-to partner for subject organisations and resource developers.

bodies and Government	<p>Support the DfE Sustainability and Climate Change Strategy, Learning for Sustainability (Scotland) and similar programmes in Wales and N. Ireland</p> <p>Support the National Climate Education Action Plan (NCEAP) including the Climate Ambassadors.</p> <p>Continue to promote opportunities for climate education within the current English curriculum and explore opportunities to extend this activity to Scotland, N. Ireland and Wales.</p> <p>Prepare for and/ or engage with curriculum reform in any of four nations.</p> <p>Work with the assessment bodies in four nations of the UK to improve quality and quantity of weather and climate related assessment.</p>			<p>Improvement in weather and climate literacy of students.</p> <p>Increased use of our resources across different geographical locations, subjects and levels.</p> <p>Improved quantity and quality of weather and climate questions in exams, leading to more time spent on these topics in lessons, higher quality teaching through use of past papers and greater demand for teacher CPD.</p>
Support for teachers	<p>Deliver initial teacher training and teacher CPD to a diverse range of teachers using various delivery methods</p> <p>Develop use and reach of Quality Control framework for climate change teaching resources.</p> <p>Work with an increasing range of resource providers including subject organisations.</p>	1,2, 3	Education Team	<p>Improved understanding of weather and climate by teachers and trainee teachers, leading to more and better classroom teaching.</p> <p>Increased reach.</p> <p>Teachers' and students' needs are understood and met. Schools can access more accurate, relevant and current teaching resources.</p>
Classroom Resources	<p>Work with partners to improve the quality of weather and climate teaching resources available to teachers</p> <p>Develop new teaching resources and other teacher support materials to allow teachers across a broad range of subjects and levels to engage with weather and climate teaching and to improve the visibility of the Society.</p> <p>Develop, update and promote MetLink, the Society's platform for teachers</p>	1,2, 3	Education Team	<p>Increased recognition of MetLink as a source of high-quality classroom resources by a larger and more diverse audience of UK teachers. MetLink content remains current, accurate and relevant with improved accessibility of resources for students. Successfully apply Quality Control framework to as many MetLink resources as possible. Where relevant, ensure cultural diversity is reflected in new educational resources.</p>
Promote careers in weather and climate	<p>Support and promote university courses and other routes into meteorology, atmospheric science and climate change adaptation and mitigation.</p>	1,2, 3	Education Team	<p>Course and careers information is easily accessible, inclusive, relevant, and accurate. Greater pool of potential candidates for recruitment throughout the sector.</p>

v. Professional Development and Accreditation (Council Member: Chair of Accreditation Board)

The Society defines the scope of its accreditation activity as recognising excellence in people and in organisations and their continuing professional development. The Society is best placed in the UK to take on the role of operating and promoting an evolving Professional Development and Accreditation Framework to continue to raise individual and organisational standards. The Society is recognised as the professional body for meteorology in the UK, and offers independent recognition and regulation around professional development for meteorology and meteorologists. This Programme is overseen by the Accreditation Board, which is supported by the Course Evaluation and Continuing Professional Development (CE/CPD) Panel. The CE/CPD Panel is made up of CMets and reviews the Professional Development records of Chartered Meteorologists (CMets) and Registered Meteorologists (RMets), and reviews evaluations of meteorological training courses against WMO standards.

Aim: Building a stronger meteorological profession through relevant, recognised and valued schemes and to position the Society as the recognised competent authority and regulatory body in the UK for weather and climate science and associated disciplines.

To support Strategic Objectives 1, 2, 4 and 5

Objectives:

- **RELEVANT:** Aim to make professional accreditation in meteorology central to employers and a requirement for their employees.
- **ENGAGE AND DIVERSIFY:** To increase the number of accredited meteorologists, ensure the diversity of those supporting and applying for accreditation in line with the cross-section of the community, and adding value and greater recognition to the CMet and RMet professional programmes. Promote the use of ACCSYS for both non-accredited members, but also to attract RMets and CMets.
- **SUPPORT AND RECOGNITION:** Improve retention with a target to lose no more than 4% CMets and 8% RMets per year.
- **IMPROVE EFFICIENCY:** Promote uptake of accreditation programmes through improved and streamline processes, including the website and ACCSYS.
- **INFLUENCE:** Further develop continuing professional development opportunities for the community and publicise other relevant opportunities.

Output	Activity	When (Year)	Who	Outcome or Impact
Continue to work with employers to grow the number of accredited members	Work with employers to review professional accreditation aligning with their learning and development frameworks	1,2,3	Accreditation Manager	CMet and RMet continue to be acknowledged as independent benchmark for professional competence. Increased number of CMet and RMet applications.
Review the Society’s objectives for professional accreditation	Conduct a strategic review of professional accreditation to identify opportunities for growth in the professional met community and relevance in the sector. Identify front runners to help achieve critical mass.	1,2,3	Accreditation Manager	RMets professional accreditation is the qualification of choice for recognised professional competence amongst the profession and its clients. Identify front runners to help achieve critical mass
Collect content on the value of professional accreditation	Develop a communications campaign on the value of Chartered and Registered Meteorologists	2,3	Accreditation Manager, Comms	Increase awareness among public, employers and their customers on the value of our accredited members knowledge creating more demand for accredited meteorological professionals.

Professional Accreditation essential for your career	Develop more CPD to support members (linked to the learning strategy project)	1,2,3	Accreditation Manager	More members regularly engaging in RMetS CPD activity.
RMetS is the voice of the profession	Understand routes into the profession. Develop resources to support climate scientists to communicate climate change message. Ensure that professional accreditation is embedded into the membership grade review project.	1,2,3	Accreditation Manager	Offer improved support for future meteorologists so professional competence is maintained. Promote climate comms training to employers and corporate partners. Promote accreditation as a transferable skill to international interest. Accreditation is an integral part of progression through the RMetS membership grades.
Explore international opportunities to promote RMetS professional accreditation	Work with reciprocal partners to explore opportunities for collaboration to promote professional accreditation. Explore opportunities across European and African Met Societies to introduce / promote RMetS professional accreditation.	2,3	Accreditation Manager	Attract more international applications for RMet and CMet.

vi. Science Engagement (Council Member: Chair of Science Engagement Committee)

The Society recognises the importance of engaging in conversations and providing evidence-based information about weather and climate. By being an active participant in these discussions the Society can provide constructive contributions that represent the interests of meteorology whilst increasing its visibility as an independent, authoritative voice on weather and climate.

Aim: To advance the understanding of weather and climate outside of UK formal education settings and increase awareness of the science and its applications through collaboration with science and communication partners to maximise reach and share resources.

To support Strategic Objectives 1, 2, 3, 4 and 5

Objectives:

- VISIBILITY: Raise public awareness about weather and climate and the work of the Society including its role as an independent, authoritative voice on the science.
- ENGAGEMENT: Proactively engage with people of all ages and backgrounds about weather and climate, through public engagement and outreach activities, via social media, connecting with other Society activities (ie events, publishing, education etc) and through media interviews.
- AUTHORITATIVE: Ensure science engagement activities are easily accessible, inclusive, relevant and accurate.
- CAREERS: Inspire and support individuals who are considering, or currently working in, a career related to weather and climate via access to advice, resources, and events.
- DIVERSITY: Increase the diversity of groups we engage with and attract new and more diverse individuals into the profession.
- EVIDENCE-BASED: Provide evidence-based advice and support as needed to communicators, businesses, policy- and decision-makers.
- NET ZERO: Strive to reduce emissions and promote net zero in science engagement activities.

Output	Activity	When (Year)	Who	Outcome or Impact
Raise awareness of the RMetS and its role as an independent, authoritative voice on the science of weather and climate	<ul style="list-style-type: none"> - Deliver and implement the RMetS Climate Strategy. - Broaden the range of organisations to which we deliver Climate Change Communication Training , build delivery capacity, and explore delivering modules in partnership with others. - Develop topical pieces of content and/or activities and seek sponsorship. This may include whitepapers, briefing papers, events and videos. - Improve RMetS branding and visibility of weather and climate content on the website. Agree on terminology that will resonate with those working in weather and climate. - Create a hub of climate resources on the RMetS website. - Provide information and links to weather and climate data on the RMetS website. - Work with other professional bodies/societies and members of the Energy SIG and Insurance SIG to deliver sector-relevant weather/climate content and events. Explore opportunities to inform policy making. - Send at least one RMetS representative to COP each year to network, fill speaker slots, and promote the work of the RMetS. - Share progress and learnings from the Society’s journey to net zero with other professional bodies and the wider community. Join forces to advocate for policy changes. - Counter misinformation with evidenced-based content where appropriate and support the profession against public criticism. 	<p>1,2,3 1,2 1,2 2,3 2,3 2,3 1,2,3 1,2,3 1,2,3 1,2,3</p>	<p>Science Engagement Manager. Science Engagement Committee. Science Engagement Fellows. Head of Partnerships. MarComms. Events Team. Chief Executive</p>	<p>Recognition as the respected and impartial voice of weather and climate. Recognition as the professional body for those working in climate, as well as those working in weather. A larger pool of individuals with influence have a greater understanding of climate change and can engage their audiences on the topic. The Society supports all audiences in their requirements for information around weather and climate. We attract new members and volunteers from the climate community. The Society continues to build relationships and engage with new sectors, whilst supporting their meteorological needs. We visibly engage in the COP process, reinstating the science and need for urgent action. The Society demonstrates its commitment to net zero and acts as a leader amongst professional bodies.</p>
Proactively engage with people about weather and climate through public engagement and outreach activities	<ul style="list-style-type: none"> - Publish regular content for a general audience on MetMatters and promote via all relevant social media channels. - Grow awareness of weather and climate through the Weather Photographer of the Year competition and associated opportunities. - Actively engage with the media, delivering regular interviews with journalists. - Reach new audiences by working with other public-facing organisations to co-host one event per year on weather and climate. - Aspire to provide public engagement training to five early career members and showcase their subsequent engagement activities through RMetS channels. 	<p>1,2,3 1,2,3 1,2,3 1,2,3 2,3 1,2</p>	<p>Science Engagement Manager. MarComms. Events Team. Chief Executive. Head of Partnerships.</p>	<p>Recognition of MetMatters as a valuable source of free information on weather and climate continues to grow. The Society can use the bank of content as and when topical events occur. Increased visibility and awareness of the RMetS, weather, and climate amongst the UK and international public. We reach new and more diverse audiences through partnering with different organisations and initiatives. RMetS enables public engagement by equipping early career members with the skills required to engage the public in their research. A larger pool of UK Community Leaders have a greater understanding of climate change and can engage their community groups on the topic.</p>

	<ul style="list-style-type: none"> - Look for funding opportunities to deliver free Climate Change Communication Training sessions to community leaders. - Set up an Enthusiast Advisory Board, responsible for planning the annual RMetS enthusiast event and for commissioning relevant journal and website content. - Liaise with local centres to organise tours of meteorological stations during the summer for the general public. 	1 1		<p>The Society delivers topical events and content that are by and for weather and climate enthusiasts.</p> <p>Increased weather and climate literacy amongst the general public.</p>
Support and develop individuals who are considering, or currently working in, a career related to weather and climate	<ul style="list-style-type: none"> - Demonstrate weather and climate career options to those studying undergraduate maths, physics and geography at university. Highlight relevant skills for the profession. - Incorporate information on weather and climate career options into the annual Early Career & Student Conference. - Demonstrate the RMetS and meteorological profession is inclusive. - Attract new and more diverse individuals into weather and climate careers. - Create a network for early careers of colour within weather and climate. - Provide training and support for early career individuals on topics guided by the Youth & Early Career Special Interest Group, e.g. communication, publishing, data hackathons. - Redesign and update the career tab on the RMetS website to improve findability of content and user journeys. - Continue to improve the RMetS Student Ambassador Scheme. - Ensure early careers are considered in all RMetS activities and incorporated as appropriate. - Fund Science Engagement Fellowships each year for PhD students and postdoctoral researchers. - Review and improve the RMetS Mentoring Scheme. - Grow and publicise the Jobs Board. Explore co-branding Met-Jobs. 	1,2,3 1,2,3 1,2,3 2,3 1 1,2,3 2,3 1 1,2,3 1,2,3 1 1	<p>Science Engagement Manager.</p> <p>Head of Education.</p> <p>Science Engagement Fellows.</p> <p>Youth & Early Career SIG. Events Team.</p> <p>MarComms. EDI Committee.</p> <p>Membership & Accreditation Manager</p>	<p>Students and those working in a career related to weather and climate recognise the Society as the go-to place for careers advice and support.</p> <p>A greater pool of potential candidates for recruitment throughout the meteorological sector.</p> <p>Early careers better understand the relevant skills for the profession and how best to highlight them during the recruitment process.</p> <p>Students and early careers have guaranteed access to career advice and support at the Early Career & Student Conference.</p> <p>RMetS and the UK meteorological profession is known as inclusive, which attracts and retains more diverse individuals into weather and climate.</p> <p>The Society offers multiple opportunities for early careers to gain new skills for career progression.</p> <p>Careers information and resources on our website are easily accessible, inclusive, relevant, and accurate.</p> <p>RMetS Student Ambassadors are engaged and proactively promoting the Society's activities, increasing the reach of our communications.</p> <p>Early careers are embedded across all the Society's activities.</p> <p>Early careers and professionals recognise the importance of accreditation and how it can add value to their career progression.</p>

vii. Support Activities (Council Member: Chair of House Committee)

The Society will undertake a number of support activities including: support to the headquarters team through training and development; building maintenance and office management; potential temporary move of headquarters due to development work; a governance health check including risk management and ensuring compliance with regulations; and productive engagement with other member bodies. Dynamics CRM underpins work for both staff and members and we will continue to regularly review its development and use, including website integration and promotion. The websites, network infrastructure and audiovisual requirements of the

Society will be regularly reviewed to ensure they are still fit for purpose and updated as necessary. The House Committee oversees the support activities that are part of the general activities of the Society and is overseen by the Strategic Planning Board if they are strategic projects.

Output	Activity	When (year)	Who	Outcome or Impact
Implementation of the governance review	<ul style="list-style-type: none"> - Complete a regular governance health checks every 3 years. - Provide recommendations to Council to ensure strong governance. - Implement recommendations and update policies as required. - Monitor regulation changes, remain informed and ensure compliance. - Review third party support for H&S and HR advice to ensure they provide effective support. - Ensure effective in-house HR administration support. 	<p>1</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p>	House, Executive Team, Council	Strong governance is fundamental to the success of Society. It enables and supports compliance with the law and relevant regulations. It also promotes a culture where everything works towards fulfilling the Society strategic vision. Regulations and Compliance including any changes in Charity Law, H&S regulations and Employment Law etc. Safeguard the Society, ensuring it remains compliant.
Productive Resource Management	<ul style="list-style-type: none"> - Ensure Society has required resources with right balance of skills, knowledge and diversity to deliver the outputs and outcomes. - Set objectives that include metrics for staff where appropriate and key performance indicators for individuals or teams responsible for delivering outputs. - Providing training and development for staff as required. - Complete regular skills analyses of the Executive Team and ensure skill gaps are filled when opportunities arise and through training activities. - Ensure Council has the right balance of skills, knowledge and diversity to deliver the Society strategy and provide strong governance. - Complete an annual skills gap analysis and ensure skill gaps are filled through future vacancies on Council and training activities. - Provide induction training to new trustees. - Deliver Strategic Capability by allocating time and resources to develop informed, long-term strategies. - Introduce activities and opportunities that will encourage innovation and creative thinking. 	<p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1</p>	House, Executive Team, Council	A strong Executive Team and Council will ensure successful delivery of the Society's Strategic Plan and foster the expansion of ideas. The Society will continue to focus its long-term strategic aspirations whilst managing uncertainty and risks. Strategic thinking and developing a robust capability at all levels will ensure successful delivery of the Society's Strategic Plan.
Headquarters' building maintenance and office management	<ul style="list-style-type: none"> - Regular maintenance of the Society's building. - Ensure upgrades support greater energy efficiency. - Prepare for potential temporary move of headquarters during any development work at Eaton Court. 	<p>1,2,3</p> <p>1,2,3</p> <p>1</p>	Executive Team	Ensure the Society headquarters are fit for purpose and any required upgrades support our net zero commitment. Continue to deliver of strategic objectives and support business growth.

Support and engagement from other member bodies.	<ul style="list-style-type: none"> - Active participation on relevant Council and Committees of the European Meteorological Society, and the Science Council. - Seek out mutually beneficial activities during the EMS Presidency term of office. - Assist with exchange of knowledge and best practice. - Contribute to the developments that will benefit the meteorological community. 	<p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p> <p>1,2,3</p>	Executive Team, General Secretary and President	<p>The Society is recognised for its contribution to the community and can benefit from the knowledge and experience of other similar organisations whilst sharing best practice with others.</p> <p>The Society can represent the meteorological community with an independent and authoritative voice on areas of importance for meteorological science and the profession.</p>
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ANNEX D – Best- and Worst-Case Financial Scenarios

The Financial Plan shows the income and expenditure based on the activities and outputs detailed in this Strategic Plan. For the larger income lines, a best- and worst-case scenario has been produced to provide an understanding of the sensitivities over the course of the plan, detailed below.

Strategic Plan 2024-26 Sensitivity Analysis (all money in £000's)

		Worst-Case			Best-Case		
		2024	2025	2026	2024	2025	2026
Membership⁵	Worst: -20% over 3 years	(14)	(32)	(48)			
	Best: +7% y-o-y				14	23	36
Scientific Publishing⁶	Worst: guaranteed income	-	(222)	(157)			
	Best: +5% over 3 years				-	68	152
Business Development⁷	Worst: see below	(84)	(175)	(305)			
	Best: see below				84	18	50
Establishment Cost⁸	Worst: Eaton Court devel.	(74)	(79)	(20)			
Net Income / (Deficit) impact		(78)	(226)	(264)	98	136	188

Mitigating Actions

Consideration has been given to a significant downturn in levels of income. The Society's Risk Register details mitigating actions to review HQ costs, expand the journal portfolio, diversify income and seek third party / government funding assistance costs. In addition, we have considered other options available to mitigate against an accumulated fall in income over the 3 years of c. 27% to make a sustained reduction to expenditure. This includes: reduction in direct costs linked to activities; reductions in headcount; and reducing all discretionary spending on projects where it is possible to do so.

⁵ Membership worst-case scenario is a decline of 20% over 3 years based on last significant drop in membership in early 2000s of approx 20% and that no major drop in membership after 2008 financial crisis.

⁶Scientific Publishing worst case scenario is based on contractual minimum guarantee for 2025 and 2026

⁷Business development worst case scenario assumes no renewal of WPoTY contract in 2026, no new income from 2 new FTE's, and 50% reduction in all other bus. dev. income. Best case scenario assumes WPoTY contract renewal at 150k, new FTE's are self-funding from 2024 onwards and 10% uplift in other bus. dev. income

⁸Establishment costs worst case scenario assumes that we cannot reach any agreement with the developers of Eaton Court for the use of our HQ, and are forced to move to alternative accommodation. We have assumed costs for a 2 yr. period starting Q2 2024 to Q1 2026