

2009.2011

Royal Meteorological Society



# Strategic PLAN

Making a difference  
in meteorology for  
the benefit of all



This document presents the Society's new Strategic Plan for 2009-2011. It is a challenging time for many organisations, both globally and in the UK, to be launching any new Strategic Plan, but it is as important as ever that the Society clearly lays out the focus for its programmes of work over the coming years.

We have already made some significant changes over the past 12 months to the Society's governance structure and the way in which our headquarters team provides support to the programmes of work. Therefore it's very timely for the Society to be thinking about our work over the next three years. The coming together of this Strategic Plan has involved a fundamental review of the Society's role as the Professional and Learned Society for Weather and Climate, and how we can enhance the already significant benefits we bring to meteorology as a science and a community. The Society has an important part to play in the stewardship of meteorology and is ambitious in what it would like to achieve during the course of this 3-year Plan.

In delivering this Strategy it is important to the Society to be respected for its many values, the professional excellence and independence in all that it does, and that it is accountable to its membership and stakeholders. This new Strategic Plan sets out a framework for this, which will also enable the Society to have greater flexibility to the challenges it will face in delivering its

programme of work, facilitate much greater collaboration with strategic partnerships, and demonstrate clearly how the Society is pushing the boundaries of modern meteorology for the benefit of all, not just the meteorological community.

This Plan identifies seven cross-cutting themes against which progress towards achieving the Strategic aims will be measured each year and reviewed in our Annual Report to the community. These themes encapsulate what we believe should be at the heart of a modern and progressive Society. It is the beginning of a new journey for us, and something that we are very much looking forward to.



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The President*

# Contents

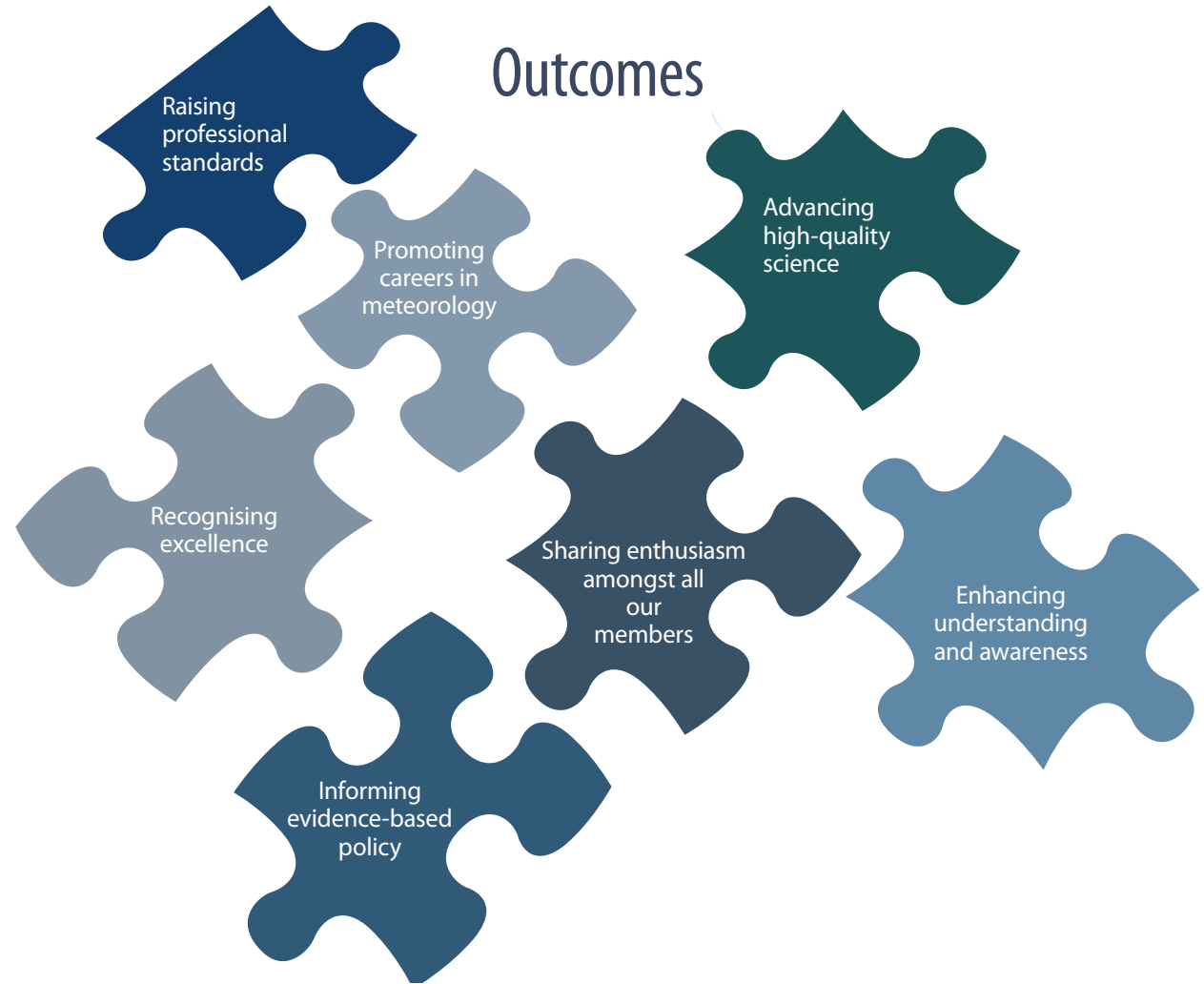
About this Strategy	1
Contents	2
Mission Statement and Outcomes	3
Strategic Themes Diagram	4
Theme 1 - Develop the benefits to membership	5
Methods and timescale for Theme 1	6
Theme 2 - Increase awareness of the work of the Society	7
Methods and timescale for Theme 2	8
Theme 3 - Lead the development of professional standards in Meteorology	9
Methods and timescale for Theme 3	10
Theme 4 - Promote greater interest in weather and climate	11
Methods and timescale for Theme 4	12
Theme 5 - Drive high quality, relevant scientific publications	13
Methods and timescale for Theme 5	14
Theme 6 - Engage more actively with the Amateur Community	15
Methods and timescale for Theme 6	16
Theme 7 - Provide informed advice to evidence-based Policy	17
Methods and timescale for Theme 7	18
<b>Annexes</b>	
Our Marketing and Communications Plan	19-20
Corporate Responsibility Programme	21-22
Resource Plan	23
Finance Plan	24
Sustainability Baseline Report	25

# Mission Statement and Outcomes

## Mission

Advancing the understanding of weather and climate, the science and its applications, for the benefit of all

## Outcomes



# Strategic Themes

To deliver our mission and achieve the outcomes there are seven cross-cutting themes which encapsulate the ambitions of the Society in the period of this Plan.

1

Develop the benefits to membership

2

Increase awareness of the work of the Society

3

Lead the development of professional standards in meteorology

4

Promote greater interest in weather and climate

5

Drive high quality, relevant scientific publications

6

Engage more actively with the amateur community

7

Provide informed advice to evidence-based policy

# Develop the benefits to membership

The Society's membership has been falling over the last 10 years like many other similar organisations. It is important for the long-term stability and programme of work of the Society that this trend does not continue.

By understanding the current demographics of members, future trends and membership benefits will enable the Society to decide on how it can develop the benefits to members and increase membership numbers.

The Society will encourage, grow and reward membership by ensuring that the Society is relevant to its members and that they are engaged with the work of the Society.

The Society has already set up a project to take forward membership development. One of the main targets of the project is to increase the number of members by nearly 50% over the period of this strategic plan, taking total membership to over 4000 by the end of the renewal period that starts in 2011.

Changes to membership benefits and the fees structure, publicity of the work of the Society, and improved communication with both members and non-members will form the core of how we will help to retain and attract membership.

The particular target group for the Society is the group of potential members in the 25 to 40 year old category who are under represented in the Society.

The Society will also introduce a Young Member Category targeted at 7 to 17 year-olds.

How we're going to do it	Timescale
Successful delivery of the current Membership Development Implementation Plan.	2009
Complete an evaluation of Society publications to meet the changing needs of the community and possible membership groups.	2009
An examination of the impact on membership and recruitment opportunities of the Society's Local Centres.	2009
Establish a membership relationship management programme that will support both renewals and new membership initiatives.	2009
Needs analysis of membership database with subsequent upgrade software or replacement.	2010/2011

**Success Measure:**

- Membership targets to be achieved: 2850 by March 2009; 3100 by March 2010; 3500 by March 2011; and 4000 by 2012.
- Establish two new Local Centres by 2010.

# Increase awareness of the work of the Society

The Society already has a programme of work with Government, in schools and across the meteorological community in advancing the understanding of weather and climate. Much of this work happens unnoticed yet it is important that stakeholders, members and the wider community are aware of what is being achieved.

The Society will improve and broaden the understanding of its values and brand to a wide-ranging stakeholder community.

Promoting the work of the Society will allow the wider stakeholder community to engage more effectively with the programme of work, and the Society to become an established and recognised source of authoritative information on weather and climate.

A key output of this theme will be the execution of the **Marketing and Communications Plan** which drives a programme of communications and publicity.

The Society will prioritise the stakeholder groups to focus

resources in promoting an increased understanding of the work of the Society and developing 'champions' in each group to help promote this work.

It will raise the awareness of Society benefits with current members. Those who already have a close association with the Society will help to publicise our work and increase the number of members who take on an active communications role.

We will create a Brand that is recognisable and respected for quality and excellence and use this to deliver key messages that publicise the Society's programme of work within the meteorological community.

How we're going to do it	Timescale
Successful implementation of a Society <b>Marketing and Communications Plan.</b>	Ongoing to 2011
Develop and maintain a list of Society 'champions' and a support programme.	2009
Develop and capture multimedia resources from Society activities and events to include on the website and in other publications.	Ongoing to 2011
Survey membership to measure our success in raising awareness.	2010
Develop delivery partnerships to take forward initiatives through joint branding, additional resources and in some cases financial support.	2009
Ensure website, as the main delivery platform, keeps pace with technology developments by establishing a new Website Development Project.	2011

**Success Measure:**

- Active group of 'Champions' in each stakeholder community.
- Develop delivery partnerships with four new strategic organisations over the next 3 years.
- Increased attendance and diversity at National meetings.

# Lead the development of professional standards in meteorology

The Society is the professional as well as learned Society for meteorology, and 'accreditation' is at the heart of the Society's work on developing the profession of meteorology. Specifically the Society is:

- *promoting a framework for the increased provision of high quality meteorological services across a range of market sectors.*
- *continuing to raise professional standards through providing a range of high quality vocational qualifications and related Continued Professional Development (CPD) opportunities.*

The Society's Accreditation Framework puts its professional accreditations in the wider context of World Meteorological Organization (WMO) classifications and competencies. It also identifies a gap in qualification for those who work as WMO Meteorological Technicians. Plans for a new CMet Tech charter scheme build on the NVQ qualifications and provide career development for those in meteorology but not directly involved in weather forecasting.

The professional development and accreditation work will be underpinned by a new programme of CPD tools, made available via the website.

Positive feedback following a series of consultations with both the weather service providers and customers about a Quality Standard for Weather Services led to the launch of a pilot project in 2008 in partnership with MeteoGroup, Metra and the Met Office, overseen by the Quality Standards Advisory Council. The aim of the standard is to help maintain the quality of services and develop the market for weather services.

How we're going to do it	Timescale
Develop and implement the new CMetTech accreditation scheme.	2010
Complete the Quality Standard pilot study and, as appropriate, implement.	2010
Introduce a set of CPD tools for the 4 categories of professional meteorologist described in the Society's Accreditation Framework.	2011

**Success Measure:**

- Increase uptake of professional accreditation through promotional work and engagement with stakeholders. This includes establishing a new Private Sector Assessment Centre, accrediting the 100th CMet by the end of 2011, and the introduction of CPD material onto the Society's website.
  - Introduce a new Charter qualification (CMetTech) with 30 new accredited CMetTechs by the end of 2011.
- Successfully complete the Quality Standard Pilot Study and if appropriate launch the new Quality Standard.

# Promote greater interest in weather and climate

There is evidence from several studies that many career choices are well formed by the age of 14. Therefore, engendering an interest in meteorology and science at primary and secondary school will be beneficial to encourage young people to choose a career in meteorology.

The Society has identified three key aims for the education programme to:

- *support both the teachers and the teaching of weather and climate in UK schools and colleges.*
- *promote meteorology in schools through the science and geography curriculum.*
- *increase interest in, and understanding of, weather and climate by the general public.*

The Society's Education Programme will focus on the move to greater resources for teacher CPD to assist their teaching of the science and stimulate an interest into the classroom and also

the development of public engagement initiatives, underpinned by new partnerships with organisations such as the Royal Geographical Society, the Institute of Physics and the British Council.

The new programme will also endeavour to support the equality and diversity agenda within the meteorological community and provide information about careers in meteorology to be widely distributed and linked into current career information chains and networks.

The Society will improve its provision of website information on weather and climate that is relevant, multimedia based, interactive and in a rapid response to events of interest.

How we're going to do it	Timescale
Develop (with BC funding) a new: <ul style="list-style-type: none"> <li>• on-line Teacher CPD for secondary school geography teachers;</li> <li>• portal for high quality teaching resources for meteorology;</li> <li>• careers webpage to exploit career software tools;</li> <li>• greater access for teachers to high-quality weather and climate data for classroom.</li> </ul>	Trial 2009 End 2010 2009 2010
Introduce a new teachers' fellowship scheme to help develop education resources.	Ongoing to 2011
Establish a rolling programme of 2 large-scale public engagement events on weather and climate with partners.	Ongoing to 2011
Launch a programme of Meteorological Ambassadors of young scientists to work with schools in popularising meteorology.	2010
Active support to Women in Science and returning to work programmes (e.g. Daphne Jackson Trust).	Ongoing to 2011
Increased publicity about careers in meteorology through new multimedia resources and the 'Spotlight on Careers' initiative.	Ongoing to 2011

**Success Measure:**

- Meteorological Ambassadors programme to undertake 10-15 engagements per year.
- Have input from the new teacher Fellows into the development of the new Metlink site.
- On-line teacher trial resources available on web by end of 2009.
- Continual year-on-year increase in website uses (from Dec 2008 baseline) and in particular on-line resources.

# Drive high quality, relevant scientific publications

The Society continues to maintain its wide range of publishing activities including its portfolio of journals.

The aim is to grow the circulation and use of journals, increase journal revenue through increased sales, and place the journals in the top five of their respective categories.

The Society will meet the changing publications needs of the scientific community whilst promoting high quality meteorological science.

A major review of the journal portfolio is underway to ensure it is current and relevant to what the science community wants from the Society's journal publishing. This includes an assessment of a hybrid subscription/open-access scheme, and considering ideas of restructuring Atmospheric Science Letters (ASL) and the various parts of the Quarterly Journal (QJ).

The OJIMS project is exploring the concept of a Data Journal and a subject-based e-repository for Meteorology to determine their functionality.

Diversifying the range of publications to enhance understanding whilst advancing high-quality science is an important part of how we plan to develop our publications.

During this plan the Society will introduce an academic book programme for meteorological science and a new journal in partnership with the Royal Geographical Society (RGS) and Wiley-Blackwell – the Wiley Interdisciplinary Reviews (WIREs) on climate change combining the most powerful features of on-line reference works with review articles. This focuses specifically on the interdisciplinary nature of climate change.

How we're going to do it	Timescale
Implement the findings from the scientific publications review, specifically related to the future structure of QJ and ASL.	2010
Promote the launch of the new WIREs Climate Journal.	2009
Successful launch of the academic book programme.	2009
Recommendations to Council on new Data Journal and e-Repository from the OJIMS project.	2009

**Success Measure:**

- Successful launch of the new WIREs journal with the first issue available in January 2010.
- Launch the new Academic book programme with a series of 3 new books available by the end of 2010.
- Provide the final report of the OJIMS project to Council for a decision on the future potential for a new Data Journal and e-Repository.

# Engage more actively with the amateur community

We will work to strengthen the already active links between the UK's large amateur community and the Society. In particular we will focus on initiatives to ensure that the enthusiasm of those with a non-professional interest in meteorology will flourish.

The Society will provide support to the amateur stakeholder community through Local Centre facilities and tools that individuals cannot develop. This will include developing both a Welsh and South East Centre and a centralised information resources database, with which amateurs can interact.

We will continue to develop closer working relationships with affiliations to lead to more active engagement with the amateur community.

We will also introduce a dedicated staff member to provide greater support to the Local Centres. Options to set up virtual meetings between different centres, exchange visits or a summer conference to promote greater links between the Local Centres are being considered.

We will undertake a review of the Special Interest Groups (SIGs) to ensure they continue to function effectively and provide interactions with the wider community and importantly we will increase the number of Saturday meetings and promote these to a wider audience with an aim to increase attendance and outreach.

How we're going to do it	Timescale
Complete a review of the Local Centres requirements and identify areas of potential development. Facilitate the development of two new centres to broaden reach.	2009
Undertake a review of the SIGs and the amateur engagement in these groups.	2010
Develop a closer working relationship with two affiliations related to the amateur community over the next two years that will lead to enhanced benefits to the amateur community.	2010
Increase the numbers attending the Saturday National meetings, particularly in partnership with other organisations.	Ongoing to 2011
Investigate the potential for a new on-line amateur publication and resources area.	2009

**Success Measure:**

- Launch of both a Welsh and a SE Local Centre by 2010.
- Significantly increase the number of amateur member benefits and hence new amateur members engaged with the Society.
- Increase attendance at and the diversity of National meetings.

# Provide informed advice to evidence- based policy

The Society is in a position to provide valuable evidence-based advice during major consultations. In order to provide informed advice to Government the Society will continue to network, have representation at relevant events and develop an improved process for bringing together the evidence base.

Connectivity with policy makers varies and can be improved. Over time the Society will develop a closer working relationship with the European Commission and the EU policy teams.

The Society will continue to add value to the UK delegation to the WMO, and work with WMO and others in planning the first meeting of National Meteorological Societies in 2010.

- **Networking:** Prioritising a list of individuals, Parliamentary bodies and networking events of relevance to the Society to improve relationships with key influencers.
- **Representation:** The Society will focus on engaging with

those Committees and Parliamentary groups that provide an opportunity to effectively contribute to the work of Government.

- **Evidence:** The Society will work more closely with the Society for the Environment, the Science Council, sister organisations such as the European Meteorological Society, the Institute of Physics, the Royal Geographical Society and the Royal Society, and will leverage the value of these strategic partnerships in providing impartial advice where appropriate.

How we're going to do it	Timescale
Host an annual event to draw together the meteorological provider community with Business Leaders and key influencers in Government.	Ongoing to 2011
Develop new relationships with key influences important for achieving the objectives of this Plan.	2009
Active participation on the 3 committees or Parliamentary groups of greatest priority to the Society.	Ongoing to 2011
Develop sector-specific Briefing Notes and distribute to appropriate bodies.	2010
Continue to provide support and input to the UK delegation role within WMO and work more actively with other national societies in supporting inter-Governmental policy issues (e.g. post-Kyoto negotiations).	2010

**Success Measure:**

- To have established new working relationships with the Society for the Environment, the Science Council, Institute of Physics and the Royal Geographical Society on policy issues by the end of 2009.
- Host at least one Business Leaders event in each of the three years of the Plan.
- Develop a series of ad hoc sector-specific briefing notes for business and Government by the end of 2010.

# Our Marketing and Communications Plan

The Society's Marketing and Communications Plan includes programmes for raising brand awareness, publicity and communication, and market development work driven by the areas of strategic focus. The Marketing and Communications Plan includes a market development analysis for each stakeholder group to determine the potential growth and areas of greatest impact over the next 3 years.

## Branding

An important part of the Marketing and Communications Plan is highlighting the key messages the Society wants to communicate and then publicising these widely. Recent feedback from members has shown that the important activities of the Society have gone unnoticed over recent years. Creating a brand that is recognisable, visible, portrays the key messages and values of the Society, and publicises the Society's programme of work is essential in engaging with the Society's membership and the wider stakeholder community.

A recent review of the Society's branding has led to a fresh, modern look which is being applied across all publicity material and literature. The Society's brand will be reviewed again at the beginning of 2010 to ensure it remains relevant to the objectives of this Strategic Plan. This review will include feedback from members and stakeholders about the Society's progress in establishing its visibility across a range of communities both within meteorology and externally.

Joint branding with partners will be an important part of delivering the Strategic Plan and the Society will look for opportunities to align with other strong brands that broaden our reach.

## Market Development Analysis

The main stakeholder communities that underpin the Society are amateur, professional and academic meteorologists. To assess the overall growth in each category, a market development analysis has been completed, and this will be used to inform the Membership Development Project

## Communications Programme

The Communications Programme focuses on both internal and external communications. 'Internal' refers to Society staff and members, whilst 'external' captures wider stakeholders, such as Government, schools and media, as well as the general public. The Communications Programme is clear about the target audiences, the tools and resources available to communicate to this target audience and the benefits to the Society.

The target audiences will be reached through a number of activities which will form the main work programme for the Head of Communications, including:

- Stakeholder forums – including the development of a new Facebook presence, initially amongst the student community.
- An ongoing and more active Stakeholder Engagement Programme.
- Consultations on key issues and the development of White Papers, Society Champions and Meteorological Ambassadors.
- Online communication, i.e. email, blog, web features, forums, on-line social networking, podcasts etc.
- Publications, i.e. Sector Briefing notes, Members' Handbook etc. and increased communication through the media.

# Marketing and Communications Plan

Underpinning the communications work will be an active publicity programme that promotes the work of the Society and raises awareness within the wider community. Publicity is not just about advertising the Society, which can be expensive and needs to be well targeted. It is also about building credibility and visibility through developing examples of success in delivering real, tangible benefits to the stakeholder community. One particular example would be progress within our Corporate Responsibility Programme.

Society members are all important advocates in building the relationships to achieve this and in promoting the work of the Society. With this in mind the Society will also introduce Society 'champions' from across the community to actively engage with stakeholders in schools, Government, the public and private sectors, media and the Local Centres around our programmes of work.

The Society will also seek to develop *pro bono* working relationships with selected Public Relations companies who can help to engage with new partners to collaborate on specific programmes of work. The aim will be to build both new delivery partners and create sponsorship opportunities for the core corporate programmes of work over the next 3 years. In addition to sponsorship, the programme will also endeavour to develop new sources of income for the Society through initiatives like the "Friends of the Society" programme and by exploring larger scale wholesale commercial opportunities with, in the first case, existing merchandise (such as the calendar) and then new product development.

## Priority Activities

- Be openly accountable and demonstrate the value of the Society to members and stakeholders. This includes ensuring a clear reporting of progress to Council against success measures and as part of the Annual

Report.

- Facilitate networking and information exchange between Society members and across different stakeholder groups.
- Continually and widely promote the Society's programme of work and achievements, acknowledging the contribution of members publicly.
- Increase the reach of the Society through working with partners and through the use of technology.

# Corporate Responsibility Programme

**Our carbon emissions 2007:**

**29.5 tonnes**

**Our carbon emissions reduction**

**20% by 2010**

**Our carbon emissions target in 2010:**

**23.6 tonnes**

The Society seeks to reduce its carbon and other greenhouse gas emissions to the greatest extent possible. Reducing the use of carbon-based fuels and improving energy efficiency are central to minimising carbon emissions.

The key themes of the Corporate Responsibility Programme are based around:

- Establishing an emissions baseline and developing a programme of work to meet the 2010 target of a 20% reduction.
- The adoption of renewable energy alternatives.
- Green Travel policies for staff and the wider Society activities.
- Setting a positive example within the local community.

## Baseline

In order to determine how much a 20% reduction equates to, it is necessary to estimate a baseline carbon footprint calculated in December 2007, when the Society announced its intention to come in line with the UK emissions target. The **Society's Sustainability Report** for December 2007 is shown later in this document. This report highlights that the total carbon dioxide equivalent emissions the Society produced was 29.5 tonnes during 2007.

## Reduction

To make a 20% reduction by 2010 the Society will need to deliver a recurrent reduction in the carbon dioxide equivalent emissions of 5.9 tonnes. There are many ways the Society can start to achieve this target, for example, by developing a Green Travel policy and by adopting renewable energy alternatives.

## Green Travel Policy

Travel of staff and members to meetings and Society events makes up a third of our total carbon emissions. In addition, staff commuting to work adds another 10%. Our Green Travel Policy recognises the real benefits including:

- The Environment through improved air quality and reducing the greenhouse gas contribution to global warming.
- The Community by the Society demonstrating its commitment to the Government's environmental priorities and by setting an example to others.
- Individuals long term reduction of Society's costs through greater energy

efficiency and helping individuals reduce their travel, work more efficiently and make their own personal contribution to greenhouse gas emissions.

## Our Green Travel Policy

- Advise visitors more clearly about public transport access to HQ and the buildings where we hold meetings.
- Reduce the number of Council and Committee meetings.
- Introduce changes to travel & subsistence policy to encourage a greater use of 'green travel' alternatives.
- Promote the greater use of public transport for Society business trips.
- Promote car sharing.
- Actively promote video and audio conferencing as an alternative to travel and investigate other information technology solutions.

## Energy Reduction

The Society's energy consumption contributes to over 20% of our total carbon emissions. To reduce the amount of energy the Society uses a Green Energy Policy will be put in place.

## Other Activities

The Society will continue to look for other ways to reduce its carbon emissions and its impact on the environment. Suggestions from the membership will be actively encouraged.

## Our Green Energy Policy

- Change to a green energy supplier.
- Install renewable energy sources, such as solar panels.
- Improve building insulation.
- Switch electrical equipment off when not in use and install energy efficient equipment where possible.

## Other Activities

- Look to reduce water consumption.
- Recycle paper and other materials where possible.
- Continue to work towards paperless activities in the office and at meetings.
- Review our journal printing and distribution procedures.

# Resource Plan

The Resource Plan identifies the staff, facilities and technical infrastructure needed to deliver the Strategic Plan. It also includes a greater exploitation of existing capabilities, such as the website platform.

## Staff and Facilities

As part of financial planning, an estimate of staff numbers has been made for the next 3 years.

## Technology Programme

The Technology Programme forms part of the Resource Plan and seeks to take advantage of recent developments of the Society's website. The Technology Programme captures ideas about how we can improve communication via the main site and also the shop site.

Increasingly people use the internet and seek information in many different ways and there is no "one size fits all". The Technology Programme evaluates various methods of increasing the Society's reach to its members, stakeholders and the public, including the use of "New Media", such as blogs, social networking, podcasts, search engine optimisation and the use of multimedia. These methods offer varying degrees of benefits to the Society.

## Our website and new media initiatives

As technology moves so fast, the state of the web site, how dated it looks, how well it is keeping up with current technologies and trends etc will need to be kept under review during the next 3 years. Although it is

hoped that the web site will remain current for some time, it may be that things move on so fast that we will need to redevelop the look and feel during the time covered by this strategy.

The Society will consider using new media technology where appropriate. The Society already uses Youtube and blogs. Being selective about testing whether these are effective will lead to the Society using technology when it is appropriate. Another possible outreach tool that the Society is currently considering is the use of the Virtual World environment as a platform for public outreach resources.

Design and print facilities for the Society includes the printed media such as the Annual Summary, Members' Handbook, and Conference Banners etc. This function is being moved in-house to reduce costs and provide greater flexibility and design input.

The Society would like to engage with other organisations for various projects and initiatives. The Society has already started to do so with various bodies such as IBM, the BBC, southern E-Science consortium, Frances Lincoln, the American Meteorological Society, the World Meteorological Organization to name only a few of our project partners. The technology solutions discussed within this Strategic Plan are aimed at facilitating partnership working, including the ability to join up with others at the IT systems level.

# 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 to refine the budgetary estimates for 2010 and 2011.

A sensitivity analysis has been conducted in order to understand the risk of this Strategic Plan to the most likely changes in the external pressures on the Society. The Baseline Scenario for this analysis assumes the budget proposed for 2009 and an investment programme to address the issues of declining revenue. The assumptions within this scenario are that over the 3-year period of the plan that inflation will be at 5%, journal income will decline by 3% and membership will grow by 5% (~138 new members per annum).

The table below shows the Baseline scenario used in this sensitivity analysis. Clearly there are many variations on this theme, but this is aimed at representing the most likely outcome for the Society over the next 3 years. Note that the membership growth or decline figures are only applied to the 2010 and 2011 calculations.

These figures show that this Plan looks to invest significantly in the future development of the Society.

Scenario	Inflation	Journal Growth	Member Growth	Activities	2009	2010	2011
Baseline Scenario	5%	-3%	5%	General Activities	£(8,367)	£(28,641)	£15,680
				Development Activities	£(1,910)	£(57,720)	£(64,189)
				Net Income	£(10,277)	£(86,361)	£(48,509)

# Sustainability Baseline Report

CO2 Equivalent Emissions (tonnes per year)	2007
Household	6.33
Official Travel	10.01
Other Travel, including staff commuting	3.38
Energy - heating, hot water and lighting	9.78
<b>Total Carbon Dioxide Equivalent Emissions</b>	<b>29.5</b>

Operating Expenditure (£)	2007
Energy	2,715
Official Travel (including staff and members to meetings)	12,609
Water	99
Waste	81

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