



# **Strategic Plan**

## **2018 to 2020**

## Executive Summary

The Royal Meteorological Society is the UK's Professional and Learned Society for weather and climate. At the heart of this is the responsibility for the stewardship of both the profession and science of meteorology.

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 and educate all.*** The Royal Meteorological Society's Strategic Plan defines how the Society will work towards delivering its vision. It lays out the strategic themes, priorities and outcomes for the next three years. The key areas of the plan are detailed below:

- Strategic themes. The Society will organise its work around five core strategic prioritised themes and an underpinning priority. Members of Council and Committees will take ownership for the strategic themes and priorities.
- Business and Membership development. The Society's business model is likely to come under some pressure in the next 5-10 years, primarily due to the 'open access' agenda reducing journal income and also through a potential decline in membership. The Society will continue to prioritise two activities that aim to minimise the long-term risks to the Society while maximising benefits to both members and the meteorological community. A Business Development function shall implement the Society's business development strategy and the Membership Development Group to increase the number of members and ensure the membership is engaged, inspired and proud of what the Society does.
- Focus on weather **and** climate. The Society is the Professional and Learned Society for weather and climate and activities and resources should be targeted equally for both communities.
- Impact. The Society recognises it has an important 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. This plan focuses on the medium and long-term effects of Society activities.
- Diversity and inclusion. The Society promotes equality, 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.
- Communication. The Society will build on its communication activities to increase its reach and increase awareness of its brand, the many activities it delivers, and the public benefit it provides. The Society will utilise technology to deliver more and increase its reach using our limited resources.

In asking Council to accept the Strategic Plan 2018-2020, it is recognised that not everything can be taken forward immediately. An annual Business Plan and budget will be recommended to Council for approval each year which will aim to deliver this three-year Strategic Plan.

There has been wide support, engagement and input into this strategic review across different parts of the Society and the general response to the draft recommendations was positive. Some of the recommendations have already begun to take root: this shows that strategy is not a written document, but a process that engages people to think about how the Society can develop and evolve. The Society's Strategic Plan will remain a live document that is reviewed and updated each year, with a major review every three years.

Through its long history, the Society has constantly evolved to meet new challenges and this Strategic Plan aims to place the Society to be influential and relevant in an increasingly complex world.

## **Introduction**

The Royal Meteorological Society is the UK's Professional and Learned Society for weather and climate and its mission is ***to promote the understanding and application of meteorology for the benefit of all.***

This document presents the Society's Strategic Plan for 2018 to 2020, and defines how the Society will work towards delivering its mission by laying out its strategic themes, priorities and outcomes for the next three years.

This plan will be used to guide the Council and the Executive team, and it will enable the Society to communicate its achievements more clearly to its stakeholders and membership. Progress updates against the plan will be provided at each Council meeting.

The Society promotes equality, diversity and inclusion to create greater opportunity for any individual to fulfil their potential, irrespective of their background or circumstances. In delivering this plan, it is important that the Society is respected for its openness, integrity, professional excellence, contribution and independence, and its accountability to the membership.

This plan recognises the achievements in recent years and builds on the momentum to create a modern and progressive Professional and Learned Society that makes an important contribution to meteorology. It is a challenging plan, but with the support of the membership and stakeholder community it is achievable and will make a real, tangible difference.

This new plan sets out a framework for this, and also enables the Society to have greater flexibility to respond to the challenges it will face in delivering its programme of work, facilitating much greater collaboration with strategic partners and demonstrating its benefit to the wider community. The plan will aim to raise the profile of the profession, the importance of professional accreditation in meteorology and continuing professional development (CPD), encouraging fresh talent into the profession from a diverse audience. The plan incorporates important activities such as mentoring, talent management and leadership, and reward and recognition of those in the community.

In 2020, the Society will celebrate its 170<sup>th</sup> anniversary since it was founded on 3<sup>rd</sup> April 1850. This provides an opportunity to celebrate the excellent work of the Society in recent times but also over the years.

Professor Ellie Highwood, FRMetS  
The President

Professor Liz Bentley, FRMetS  
Chief Executive

## Mission

The Royal Meteorological Society 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.

The Society's **vision** is to be ***a world-leading learned and professional society for weather and climate, exemplifying its Royal Charter and charitable status and to engage, enthuse and educate all.***

The Society's **mission** is: ***to promote the understanding and application of meteorology for the benefit of all.*** The Society's strap line: ***engage, enthuse, educate*** augments the logo making the role of the Society clearer to 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, amateur meteorologists, practitioners, 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.

## Underpinning Priority

The Society's strategic plan includes an underpinning priority to ensure the Society has the **capacity and capability** to achieve its strategic goals. This includes having secure and diverse sources of finance, a skilled and motivated workforce, strong strategic partnerships, sound governance, excellent communication with members and potential members, using technology effectively and an active group of volunteers. In addition, the Society will consider and integrate diversity and inclusion activities throughout the Strategic Plan and deliver on a progression framework during the course of the plan.

## Strategic Prioritised Themes

The Strategic Prioritised Themes define how the Society will meet its mission in the long term. The Society's strategic plan will be centred on FIVE strategic themes.

1. To strengthen the science of weather and climate, and related disciplines so that it **advances, is applied and made accessible.**
2. To **support and develop meteorologists and climate scientists** through professional accreditation, career advice, communication of opportunities, provision of information and networking.
3. To **enhance** the lives of all those interested in weather and climate through **opportunities** to access events, information and engagement with meteorology and the work of the Society.
4. To **share our enthusiasm** about weather and climate and to extend our reach and impact within the teaching community, the wider public and with strategic partners, to provide informal and formal education in meteorology.
5. To **increase awareness** of the importance of weather and climate in policy and **decision-making** and its relevance to society, and to be an independent voice of authority, advice and advocacy for meteorology and the profession.

### **Programmes of Work**

Each of our Strategic Prioritised Themes 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 delivery. In addition, the Society's Strategic Programme Board will look at issues that cut across these programmes, and in particular provide advice and support to Council on prioritising competing demands for budgets and resources. The programmes are as follows:

- i. Membership Development
- ii. Meetings and Events
- iii. Scientific Publishing
- iv. Education and Outreach
- v. Professional Development and Accreditation
- vi. Public and Policy Engagement

Each programme of work will include a set of activities, outputs, outcomes/impacts, who will deliver the output (with the lead person/group highlighted in bold), and which theme the output relates to that will be monitored by Council over the coming years.

### **Marketing, Communications and Resources Plan**

In addition to the Strategic Plan there will also be a Marketing, Communications and Resources Plan to capture the Society's plans for communicating our strategy, brand and activities across different platforms and the resources required to deliver this Strategic Plan.

### **Strategic Partnerships**

In addition to the Strategic Plan there will be a review of Strategic Partnerships, which will be broken down into the different types of partnerships i.e. communication partners, corporate partners, education partners etc. This review will include a complete list of all the potential strategic partnerships that will be rated and will highlight the relationship at the start of the plan, and the target relationship by the end of the 3-year period and this will be updated annually to reflect progress and changes. Evaluation criteria will need to be developed to substantiate why one organisation is more important to the Society than another.

### **Annual Business Plan and Budgets**

Each year a Business Plan and Budget will be developed that aims to deliver the Strategic Plan. The Business Plan will be in a similar format to the Strategic Plan but will provide more detailed information on the outputs for each year. The Business Plan and Budget will be presented to Council at their October meeting for approval.

**Membership Development (Target 10% increase in core membership over 3 years plus stretched targets amounting to an additional 7% increase by the end of 2020) GROWTH RELEVANCE ENGAGEMENT SUPPORT COMMUNICATION**

The Society is owned by its members, and the value that the Society delivers to its membership, either directly or on their behalf, defines the value of the organisation. The Society is proud that the membership is made up of amateurs, students, practitioners, and academics, in almost equal parts.

The Membership Development Group has played a key role in increasing membership over the last 3 years and it is recognised that this important role should remain a strategic activity. The Society should continue to grow its membership and corporate membership by targeting traditional sectors as well as reaching out to new communities. The Society will need to ensure it remains relevant to current members while attracting new ones. A key activity will be delivering clear value to the membership and promoting the work of the Society actively amongst potential membership groups. The Society will also aim to make more of its activities accessible to its members both in the UK and internationally, and identify and remove unintentional barriers to increase diversity in membership.

<b>Output</b>	<b>Activity</b>	<b>Who is responsible</b>	<b>Outcome or Impact</b>
Membership – engaged, inspired and proud of what the Society does.	Communications - ensure key messages are heard. Focus groups and surveys to understand what members and potential members want. Measure our success through satisfaction scores from meetings and regular surveys (benchmark and set annual targets). Improve and promote ‘Get Involved’ details.	– Comms – Digital – <b>MDG</b> – Focus Groups	Society remains relevant to membership and recognised as being a modern and progressive organisation. Improve retention rates from 90% to 93% over 3 years. Growth in membership through word of mouth equivalent to 2% over 3 years. Increase in diversity of membership (benchmark and set annual targets). Increase in number of volunteers by 10% (~25) over 3 years.
Increase core membership by 10% (~340) and increase income from membership by 5% (~£10k) over 3 years.	Implement retention and recruitment strategies and opportunities – detailed separately each with targets. New Society website increasing conversion to membership online by 13% (~ increase of 30 people each year) over 3 years.	– <b>MDG</b> – Digital	Attract new members to join in line with targets. Sustainable income from membership. More volunteers supporting our activities - see target re volunteers. Increase in diversity of membership (benchmark and set annual targets).
RMetS is the Society for climate scientists – 100 (3%) new members from climate community over 3 years.	Set up a Working Group to focus on delivering this output. Relevant content and activities with an increase in climate content on Society website (300% increase in year 1 and then 20% increase each year). Increase reach in this community through partnerships (benchmark and set target). Relevant communication through specific channels. Introduce Climate Science Ambassadors (5 in year 1 increasing to 15 in year 3).	– <b>Working Group</b> – MDG – Digital – CSCG and CS SIG	Climate scientists are supported by Society and engaged with our activities. RMetS is recognised as the ‘home’ for climate scientists. Increase in diversity of membership (benchmark and set annual targets).

<p>Increase international reach leading to an increase in overseas member by 7.5% (~50) over 3 years.</p>	<p>Increase number of reciprocal membership opportunities with international met societies (3 in year 1 to 8 in year 3). Provide relevant content via website and comms at least monthly and see increase in overseas views by 10% over 3 years. Promote remote participation for events and see a 5% increase in overseas delegates over 3 years. Seek potential international opportunities for Professional Accreditation and ACCSYS (benchmark and set annual targets).</p>	<ul style="list-style-type: none"> <li>– <b>MDG</b></li> <li>– Digital</li> <li>– Acc Board</li> <li>– Thru EMS and IFMS representatives</li> </ul>	<p>International members benefit from Society membership. Increase brand awareness to an international audience and organisations. RMetS recognised as a world-leading learned and professional society for weather and climate. Increase the number of volunteers from overseas contributing to the Society’s activities (benchmark and set annual targets). Improved reach and possible support to developing nations.</p>
<p>Relaunch of FRMetS with a 10% increase in Fellows (~150) over 3 years.</p>	<p>Implement a communications and marketing plan with defined metrics for the relaunch of FRMetS in 2018. Ensure communication of changes and implementation is clear (consult with and survey targeted audiences). Introduce FRMetS Champions (5 in year 1 increasing 15 in year 3).</p>	<ul style="list-style-type: none"> <li>– MDG</li> <li>– <b>Fellowship Committee</b></li> <li>– Digital</li> </ul>	<p>FRMetS members recognise the increased ‘value’ of the new scheme. More active FRMetS contribution to the Society’s activities through increased number of volunteers and more nominations for awards from this community, for example. Increase in diversity of FRMetS members (benchmark and set annual targets).</p>
<p>Corporate Membership/ Partnerships with an increase in annual income from £30K to £150K.</p>	<p>Implement a modular approach to Corporate Membership during 2018 developing bespoke arrangements that are mutually beneficial -detailed separately relevant targets. Strategic Partnerships broken down into the different types of partnerships each one rated and the current relationship highlighted at the start of the plan, with the target relationship by the end of the 3 years. Full implementation of Jobs Board with metrics over next 3 years.</p>	<ul style="list-style-type: none"> <li>– <b>Business Development</b></li> <li>– Digital</li> </ul>	<p>Corporate members benefit from or value their association with the Society. Increase brand awareness in the corporate sector. New income streams that are sustainable. Support the delivery of Society activities through partnerships. RMetS recognised as a world-leading learned and professional society for weather and climate.</p>

## **Meetings and Events**

### **SHARE REACH UNDERPINNING EDUCATE KNOWLEDGE**

A significant activity of the Society is the programme of meetings and events it delivers, whether these are conferences, Special Interest Groups, Local Centres or National meetings.

The Student Conference remains a success bringing together an active student community. The Society will continue to support this event through this next planning period. The main conference will be delivered in partnership with the National Centre for Atmospheric Science (NCAS). The aim of the conference will be to bring together academia, operational meteorologists and industry to support meteorological knowledge transfer.

The National Meetings continue to be well attended with a very full programme of events, both for the Wednesday and Saturday National Meetings. Seeking opportunities to run joint events will continue to be a focus for the Society in order to reach wider audiences and to deliver a variety of stimulating events. There is value in bringing members together for meetings and events, however a recent membership survey highlighted that more members would like to participate in Society events but were unable to because of time constraints or geographic location. Technology should be used to make more material available from events accessible to all members, and virtual only events (ie webinars, conference call groups) should be trialled. The Society will aim to host 'special events' or 'themed meetings'.

The Society's Local Centres and Special Interest Groups are active and a core part of the Society. The Society will continue to support these groups, provide a forum for them to share their experiences and investigate how the groups can contribute to meeting the goals of the Society beyond their traditional activity of hosting meetings. It is recommended that the Local Centres and Special Interest Groups review their terms of reference every three years and groups that are no longer functioning should be wound up and the Meeting Committee should also consider whether there are any gaps for new groups to fill. The Meetings Committee oversees this Programme on behalf of Council, to deliver a full and varied programme of meetings.

<b>Output</b>	<b>Activity</b>	<b>Who is responsible</b>	<b>Outcome or Impact</b>
Conferences – Successfully deliver 3 conferences a year: i) Annual Conference joint with NCAS for academics, professionals and industry, ii) Student and Early Career Scientists Conference, iii) Weather Live for amateur meteorologists.	Track delegates returning and new attendees. Set targets for specific groups such as industry. Review social media reach and conference app to assess value. Start review of year one and implement in years two and three with measurable outcomes.	- <b>Conference Manager</b> - Organising Committees	Delegates and exhibitors view the RMetS conferences as one of their 'must-do' conferences of the year. Attracting new members. Supporting knowledge transfer within the met community. Reaching new audiences. Providing a forum for collaboration and funding opportunities. Growth in number of delegates attending conferences (target growth of 5% each year). Growth in number of exhibitors and sponsorship at both the annual conference and WeatherLive by 10% each year. Decrease or maintain delegate rates at conferences despite increase in costs. Conferences offer value for money. Membership discounts seen as tangible membership benefit.
National Meetings - deliver 10-12 National Wednesday meetings and 2-4 National Saturday meetings	Review of what attendees and potential attendees want using focus groups, satisfaction scores from	- <b>Meetings Manager</b>	Understand what our audience and potential audience want from meetings. Make meetings more accessible and interactive for members. Maintain current expenditure for meetings over next years despite



each year that meet the expectations and requirements of Society members, engaging with partners to increase reach and diversity of audience and to provide cost effective venues.	meetings and regular surveys (benchmark and set annual targets). Use latest technology to improve and increase reach of live streaming. Target 80% of meetings to be jointly organised to share costs and increase reach.	- Meetings Committee - Focus Groups	increasing costs. Increased reach – increase number of organisations we collaborate with by 10% and average attendance by 10% each year.
Local Centres to develop clear ToR, share best practice, and deliver interesting and relevant events increasing the Society’s reach and membership.	Develop ToR, sharing best practice, curriculum focused events, climate science events etc. Encourage Local Centre to act as hubs for live streaming of National meetings. Series of talks that tour the Local Centres.	- Meetings Manager - Meetings Committee - <b>Local Centres</b>	Ensure the Society reaches members, potential members, and educational establishments around the UK (and some international audiences). The Local Centres represent the Society across the regions and can communicate its activities attracting potential new members. Local Centres work together so share best practice and potential speaker lists etc.
Special Interest Groups to develop clear ToR, share best practice, and deliver interesting and relevant content and events increasing the Society’s reach and membership.	Introduce ToR, sharing best practice, curriculum focused events, climate science events. New SiGs linked to strategic partnerships and potential target audiences, such as gardening and photography. Close SiGs that are inactive.	- Meetings Manager - Meetings Committee - <b>SiGs</b>	Special Interest Groups bring like-minded people together and provide opportunities to share knowledge and set up networks to support research projects. The SiGs represent the Society within their community and can communicate its activities attracting potential new members. SiGs work together so share best practice.
Review of meetings and conferences to ensure inclusivity, accessibility, relevance. This should also include a review of the charging policy for events.	Consultation via working groups. Implement changes where appropriate. Engage with relevant communities and partner with key organisations. Review of committees that oversee the meetings and conferences to ensure the right balance of skills and expertise.	- Meetings Manager - Conference Manager - Conference Organising Committees - <b>Meetings Committee</b> - Local Centres - SiGs	Ensure the National Meetings programme and Conferences meet the needs of the meteorological community both now and in the future.

## Scientific Publishing

### QUALITY IMPACT RECOGNISED ACCESSIBLE REACH

Scientific publishing is one of the Society's strengths. The Society will aim to add value to its portfolio of journals and book programme and to the role of 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 a number of 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 key stakeholders for this programme of work are Council, authors, Editors, publishers and readers. 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 will need to consult widely with publishers, stakeholders, editors, authors, readers and other societies facing similar issues, to address the concerns in the publishing community on the future business model for Open Access.

The Society continues to look at strategies to drive greater usability, income and impact from the journals and to ensure that the Editorial Boards provide the necessary stewardship and professional standards for high-quality scientific publishing. The Society will seek opportunities to speed up the publication processes and promote highlighted papers. The Society's book programme continues to grow and new books are planned over the next three years.

This Programme will be overseen on behalf of Council by the Scientific Publishing Committee and the Editorial Boards for each journal in the portfolio.

<b>Output</b>	<b>Activity</b>	<b>Who is responsible</b>	<b>Outcome or Impact</b>
Deliver a long-term, sustainable portfolio of high quality journals for the scientific and professional community to publish their work, to enhance scientific communication and advance the science.	Regular dialogue between Society/Editors with Wiley to maintain a strong and productive working relationship. Successful delivery of the Society's publishing contracts with Wiley. Set and maintain quality standards Introduce outward looking activities with Wiley including collaboration with funding agencies, librarians, other learned and professional societies, and industry associations. Monitor changes in scientific research drivers i.e. focus on impact, return on investment, cross-disciplinary teams, international collaboration etc and ensure portfolio supports these drivers. Monitor changes, remain informed and ensure compliance of publishing licenses and Open Access mandates, for example.	- <b>Scientific Publishing Committee</b> - Wiley	Society recognised for delivering impact focused research and adding value to the meteorological community. Increase in Impact Factor, improvement in journal ranking, increase in number of submissions, growth in number of subscribers, and increase in revenue. Increased knowledge transfer and advancement in the science. Society journals are recognised as the place to publish research for scientists and professionals from the meteorological community.
Strengthen journal portfolio to meet both author and	Strategic planning meetings to review portfolio – including focus groups to identify gaps and opportunities.	- <b>Scientific Publishing Committee</b>	Open Science will enable the Society to make scientific research accessible to all levels including

<p>reader needs and enable researchers and research organisations to reach the widest possible audience.</p>	<p>Anticipate and respond to changes in researchers' information practices because of new digital technologies.  Review annually and implement the Open Science strategy in line with international mandates, whilst offering authors and readers a choice.  Develop journal brand and increase global presence of portfolio.  Identify and track high-interest research areas seeking opportunities for new journal launches.  Improve license signing and Open Access ordering.  Develop strategy and relaunch Geoscience Data Journal.  Improve article and user data, and user resources.  Grow Society's academic book programme.  Monitor growth areas of scientific research for journal special issues.  Exploit new technology to deliver scientific information in the formats that users need and identify ways that maximise recognition for authors.</p>	<p>- Wiley</p>	<p>to amateurs and professionals, improving the transparency, impact and validity of research. Latest scientific information easily accessible to a wider audience making research more collaborative, open, effective and efficient. Delivering high value, trustworthy author and reader services. Greater reach, increase in number of submissions and increase in revenue. Enable discovery of published research.</p>
<p>Editorial Boards provide the necessary stewardship and professional standards to deliver high-quality scientific publishing and to promote highlighted papers.</p>	<p>Society and Wiley to provide support to Editors and editorial boards.  Ensure Editorial Boards meet regularly.  Review peer review workflow and roles on Editorial Board.  Editorial Boards to develop and review strategy for the journal.  Editors to provide recommendations to improve quality of journals.  Succession planning for key editorial members.  Each Editorial Board to implement changes that lead to improvements in quality of journal.  Encourage article transfers among the portfolio.</p>	<p>- Scientific Publishing Committee  - <b>Editorial Boards</b>  - Wiley</p>	<p>Society's journals are recognised as high-quality publications. Active and satisfied editorial boards. Increase in Impact Factor, improvement in journal ranking, increase in number of submissions, and growth in number of subscribers.</p>
<p>Improve the time from submission to publication to meet with agreed targets</p>	<p>Adopt keyword lists to enable easier reviewer searches.  Streamline style guides and author guidelines.  Produce tick list for authors.  Introduce WebFirst publishing system.  New online proof system.</p>	<p>- Scientific Publishing Committee  - Editorial Boards  - <b>Wiley</b></p>	<p>Highly efficient and effective publishing systems and processes. Improved author experience. Journals are recognised for fast turn-around times. Research is published quickly.</p>
<p>Implement defined marketing strategies and associated metrics.</p>	<p>Individual journal marketing plans developed and implemented annually.  Measures against targets reviewed twice a year.  Metrics against service level agreement reviewed twice a year and presented to Council as required.</p>	<p>- Scientific Publishing Committee  - <b>Editorial Boards</b></p>	<p>Effective marketing strategy, delivering an increase in the number and quality of submissions. Growth in target sectors and areas of the world, increase in reach, brand awareness and income.</p>

		- Wiley	
Explore new opportunities to expand into other areas such as eBooks, eTraining and educational material.	<p>Focus groups and brainstorming with key stakeholders to identify gaps.</p> <p>Collaboration with other societies/institutes to develop new content or resources.</p> <p>Introduce activities and opportunities that will encourage innovation and creative thinking.</p>	<p>- <b>Scientific Publishing Committee</b></p> <p>- Wiley</p>	Society is positions to take advantage of opportunities that may arise. New initiatives support the meteorological community. Increase in income.
Support science and authors from emerging economies	<p>Provide access to Society journals to groups such as the WMO Regional Training Centres, where appropriate.</p> <p>Promote waivers for authors from emerging economies who publish in Open Access.</p> <p>Provide support to authors from emerging economies through author workshops at regional conferences etc.</p>	<p>- <b>Scientific Publishing Committee</b></p> <p>- Wiley</p>	Increase reach. Make publishing scientific research open to all. Increase number of submissions. Increase quality of papers being submitted by authors from emerging economies.

## **Education and Public Outreach**

### **ENGAGE SUPPORT EDUCATE REACH ENCOURAGE**

The main purpose of the Society's education and outreach work is to bring weather and climate science to informal and formal education.

The Society aims to promote meteorology, as a science and profession, to encourage a more diverse student base to consider a career in meteorology. The Society endeavours to maintain or raise the profile of weather and climate by responding to Government and Exam Board consultations and develop resources to support the new curricula and exam specifications in both Science and Geography. In order to achieve this, and to widen participation in meteorology, it will be necessary to extend and improve our teaching resources, and making them more widely available. MetLink is the Society's education website, [www.MetLink.org](http://www.MetLink.org), and provides teaching material and information about weather and climate aimed at primary and secondary school teachers and students, and the general public.

The Society's main public outreach activity is through the Weather Club. The Society will continue to work together with other learned societies and organisations to extend the Society's reach and impact and to promote meteorology as a fulfilling career choice. The Education and Outreach Committee oversees this Programme on behalf of Council, to ensure the programme of work follows best practice.

<b>Output</b>	<b>Activity</b>	<b>Who is responsible</b>	<b>Outcome or Impact</b>
Teachers and schools – engaged, enthused, educated in weather and climate. Support and resources for trainee and existing teachers meeting their needs. Reaching schools that need our support. Increased reach (50% more visits to MetLink each year, 10% increase in teacher mailing list each year)	MetLink content and website development. FutureLearn (or other online courses) and training opportunities to support teachers reaching 500 teachers each year. Schools mailing and close engagement for two-way communication. Curriculum-focused content development (5 new resources each year) including micro-lesson videos (2 per year) and with a focus on KS3 Geography (100% increase in visits to KS3 webpages). Activities supporting fieldwork including instruments loan. Communications and marketing.	- <b>Head of Education</b> - E&O committee - Teachers - Education bodies	Growth in number of teachers engaging with the Society, who are using resources effectively, supporting our activities and remaining up-to-date. Support for teachers/schools in deprived communities.
Students and next generation of meteorologists – diverse, inclusive, engaged, enthused, educated and in collaboration with others.	Careers literature and events reaching 200 students each year. Informal education through videos, social media, hi-tech engagement. Communications and marketing activities to reach this audience.	- <b>Head of Education</b> - E&O committee - Schools	Engaging with larger numbers of students to support their learning and career decisions. Attracting students from diverse backgrounds to a career in meteorology.
Education sector and services including examining bodies, Department for Education and Government agencies such as Ofqual.	Consultation via working groups involving teachers or those in education profession. Develop strategic plan. Engage with relevant communities and partner with key organisations.	- Head of Education - <b>E&amp;O committee</b>	Preparedness ahead of any future consultations. The Society is involved in leading on curriculum changes in collaboration with other relevant bodies.

<p>Strategic planning ahead of next curriculum review. Authoritative voice supporting the teaching of meteorology in science and other related disciplines.</p>	<p>Review of T Levels and decision on future activities. Review of apprenticeships across the sector and a decision on our involvement.</p>	<p>- Education bodies</p>	<p>Ensuring weather and climate remains part of core curriculum in relevant subjects.</p>
<p>Public Outreach – engaged, enthused, educated in weather and climate. Outreach is inclusive.</p>	<p>General engagement through the Weather Club and at public events (increase tWC reach to 10,000 registrations over 3 years).          Competitions such a Weather Photographer of the Year (increase in number of submissions by 50% each year).          Partnership activities and events with organisations such as RHS and BBC. Relevant content including videos (increased number of visits by 25% each year).          Develop more climate science focused content so that RMets website has approx 50% weather content and 50% climate content. Public engagement events and resources.          Communications and marketing including approx. 150 media interviews per year and collaboration with others actively engaged in science communication.</p>	<p>- <b>Head of Public Outreach</b>          - E&amp;O committee</p>	<p>Increasing our reach through collaboration and improving brand awareness. Society is recognised as an independent, authoritative voice on weather and climate.</p>

## ***Professional Development and Accreditation***

### ***GROWTH REPUTATION COMPLIANCE OPPORTUNITIES EVALUATION***

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 in European and UK law as both the Competent Authority and the Regulatory Body for Meteorology in the UK, and offers independent recognition and regulation around training and professional development for meteorology and meteorologists. The main strategic objectives are to increase the number of accredited meteorologists; to achieve a greater recognition for the schemes from individuals, weather service providers and consumers; to seek opportunities to use ACCSYS to support the meteorological community to collate CDP information and remain compliant under national and international regulations; to provide advice and independent recognition and regulation around training and professional development for meteorology and meteorologists; to monitor the changes in vocational qualifications and apprenticeships in meteorology to ensure the Society is best placed to support these changes and the impacts they may have on accreditation scheme; and to ensure Society continues to be recognised in European and UK law after Brexit as both the Competent Authority and the Regulatory Body for Meteorology in the UK.

Delivering a Professional Development and Accreditation Framework supports both the individuals and the organisations that strive for excellence. The framework offers individuals a range of recognised vocational qualifications, professional registration and chartered status as well as related continuing professional development (CPD) opportunities. The Accreditation will complete a review of the Framework during the course of the strategic plan and recommendations will be implemented where appropriate. For academic institutions it provides evaluation of further and higher education courses against agreed academic standards. A review of the Society's Course Evaluation process will be completed during the course of the strategic plan with implementation of the recommendations, where appropriate. Service providers benefit from measures which encourage meteorology as a career; support high-quality weather and climate services; and promote professional development. The Society will need to continue to highlight the relevance and value of accreditation to employers and organisations. These in turn strengthen and diversify the applications of meteorology for the protection of life and property, for the public and across business sectors.

The Society will aim to enhance the value that the Professional Development and Accreditation Framework offers to individuals and organisations, extend the recognition the Framework has across the community and increase the number of accredited meteorologists. The Society will promote the ACCSYS system widely to all Society members not just those applying for RMet or CMet.

This Programme is overseen by the Accreditation Board, which reports directly to Council. The Board will ensure it retains representation from across the different sectors of professional meteorology. The Board will be supported in its activities by two bodies: The Vocational Qualifications Committee and The Course Evaluation and Continuing Professional Development (CE/CPD) Panel. The former provides advice on matters relating to the Qualifications and Credit Framework (QCF) and is made up of representatives from the QCF Assessment Centres and Awarding Body. The CE/CPD Panel is made up of CMets and reviews the Professional Developments records of Chartered Meteorologists and Registered Meteorologists, and evaluates courses against the educational requirements for these awards.

<b>Output</b>	<b>Activity</b>	<b>Who is responsible</b>	<b>Outcome or Impact</b>
Increase number of current CMets to 100 and RMets to 300 over the 3 years and aim to ensure the demographics reflect the meteorology community (i.e. public/private sector, gender, etc).	Targeted campaigns at Met Office (8 new CMets/30 RMets each year), RN (1 CMet / 5 RMets), Private sector (5 CMets /15 RMets) and overseas (1 CMet/5 RMets). Organisations to nominate accreditation champions to promote and advise on professional accreditation in meteorology to their peers. Support to current RMets and CMets to assist with retention – advice about ACCSYS, CPD activities etc. Ensure Acc Bd membership, assessors, reviewers are representative of demographics of met community. Set targets to ensure the current RMets and CMets are representative of demographics of met community.	- <b>Acc Bd</b> - CE/CPD Panel - Champions - Existing CMets and RMets	Growth in number of accredited meteorologists, greater recognition of their value to the community, improved career development, improved standards of met services.
Review the Professional Development and Accreditation Framework including monitoring both RMet and CMet schemes to ensure relevance.	Complete review of accreditation framework to cross reference with other recognised international standards, vocational qualifications, skills and competencies. (2018) Identify any gaps in the framework and provide recommendations to fill the gaps. (2019) Ensure RMet and CMet schemes remain relevant and the processes/administration are fit for purpose. (Annual assessment)	- <b>Acc Bd</b> - CE/CPD panel - Possible sub-committee	Relevant Professional Development and Accreditation Framework updated to be consistent with recent changes in organisational standards and processes.
Promote accreditation schemes to service providers <b>and</b> consumers and relevant organisations who use these services to highlight the relevance and value of accreditation to employers.	Work with weather service providers to promote the benefits of professional accreditation within their organisations and also to the users of weather services. Roadshows and networking opportunities. Promotional material and content on website.	- <b>Acc Bd</b> - Ambassadors - Relevant organisations	Increase the recognition and value of professional accreditation in meteorology. Develop more strategic buy in for organisation. Professional accreditation embedded into the career structure of meteorologists.
Ensure the Society's capability to be the regulatory body for professional accreditation in meteorology in the UK post Brexit, whilst recognising international opportunities to publicise the UK's professional accreditation schemes and ACCSYS.	Ensure Society continues to be recognised in European and UK law as both the Competent Authority and the Regulatory Body for Meteorology in the UK. Continue to submit regular updates to UK and European databases. Monitor any changes to regulations in UK and European law. Provide regular updates to the Acc Bd and timely warning of any changes. Implement any changes as appropriate. Promote professional accreditation and ACCSYS internationally and share best practice where appropriate.	- <b>Acc Bd</b> - Science Council /Other learned societies	Society remains the Competent Authority and Regulatory Body to oversee professional accreditation in meteorology in the UK. Society is recognised for providing a high quality service to the community and potential funding opportunities to continue to develop the service.



<p>Seek opportunities to support the meteorological community to collate CDP information and remain compliant under national and international regulations, whilst ensuring ACCSYS remains fit for purpose and increase the number of users from 200 to 500 over 3 years,</p>	<p>Continue to develop ACCSYS so it remains fit for purpose. Look to acquire a 'copyright' for ACCSYS. Seek opportunities to develop ACCSYS as a stand-alone system and providing wider functionality to support the met community. Further promotion of ACCSYS to Society members as a useful tool to support the collation and monitoring of personal objectives and related CPD activities. Achieving the target to increase current CMets and RMets will lead to a natural increase in ACCSYS to approximately 400.</p>	<p>- <b>Acc Bd</b> - CE/CPD panel</p>	<p>ACCSYS is fit for purpose to support administration of online applications and CPD reports.</p>
<p>Complete a review of the Society's Course Evaluation process aiming to evaluate academic institutions of further and higher education courses against agreed academic standards and look for potential opportunities to broaden this activity.</p>	<p>Review of course evaluation – including requirements, processes, and administration. Implement recommendations from the review where appropriate. Work with academic institutes to support continued course evaluation.</p>	<p>- Acc Bd - <b>CE/CPD Panel</b></p>	
<p>Offer advice and independent recognition and regulation around training and professional development for meteorology and meteorologists.</p>	<p>Provide advice to organisations seeking to introduce professional accreditation. Provide advice on possible training opportunities for meteorologists. Review opportunities to provide independent recognition of training and CPD activities where appropriate. Review emerging WMO competency frameworks and prepare for incremental implementation, where appropriate working with relevant professional bodies.</p>	<p>- <b>Acc Bd</b> - CE/CPD panel</p>	<p>Society continues to be recognised as providing support to employers and leading recognition and professional development of meteorologists.</p> <p>UK meteorological community prepared for implementation of WMO competency frameworks</p>

<p>Monitor requirements for vocational qualifications and apprenticeships in meteorology both to support training and career development, and feed into processes for future RMet and CMet applicants.</p>	<p>Continued support to assessment centres and vocational qualification structure where appropriate.          Seek advice from VQSET and the community about future requirements and changes.          Monitor uptake of apprenticeships across the met community and provide recommendations of Society's involvement to support careers in meteorology and changes to the RMet and CMet application processes.          Facilitate workshop with major employers to investigate feasibility of apprenticeships in meteorology up to degree level, their integration within PDAF and the function of ACCSYS to monitor progress.</p>	<p>- <b>Acc Bd</b>          - VQG            - Sub          Committee</p>	<p>Society continues to provide valuable training and career development support to the met community and meteorologists.</p>
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## **Public and Policy Engagement**

### **EVIDENCE ENGAGE INDEPENDENT AUTHORITATIVE REPRESENTATIVE**

The Society recognises the importance of engaging in conversations and providing evidence-based input to support the public policy programme of Government. By being an active participant in these discussions the Society can provide constructive contributions that represent the interests of meteorology. The Society will continue to actively engage in media activities to promote the work of the Society and as a powerful means to communicate weather and climate science.

The Society will continue to work on effectively communicating both weather and climate science, and to help drive a wider public dialogue on the issues that climate science raises. The Climate Science Communications Group and Climate Science Special Interest Group will oversee a number of projects related to the Society's climate science activities and a review of the terms of reference of both Groups will be completed. These projects will include identifying potential collaborators and partners for the Society to deliver an effective communication programme, hosting meetings and events, providing opportunities for climate scientists to network and developing a series of briefing papers designed for the different stakeholder communities, including the media. The Climate Science Communications Group reports to Council through the House Committee, but will also provide support and input to the Education Committee and the Meetings Committee.

In addition the Society will continue to work in support of the public policy programme of Government. This involves providing responsive input to calls for information and evidence to Government and all recognised political parties to represent the interests of meteorology in Government. Much of the Society's policy work will be delivered in partnership with other organisations such as the Science Council. Policy work is reported to Council through the Chief Executive's Highlight Report.

The Society will continue to deliver an active programme of media engagement and support the next generation of meteorological ambassadors who are comfortable speaking to the media. The Society will develop a communications framework that details training activities to assist individuals in preparing for media outreach. Over time this will lead to a register of members and their areas of specialism that have experience of dealing with the media.

<b>Output</b>	<b>Activity</b>	<b>Who is responsible</b>	<b>Outcome or Impact</b>
Increase the Society's engagement in providing evidence-based input and statements to support public policy programmes, to the media and to the general public.	Develop statements or communiqués and a series of briefing papers designed for the different stakeholder communities, including the media. Briefing papers and statements will be on relevant topics, written for and aiming to reach a target audience. Collaborate with relevant organisations/institutes/societies to strengthen the message and increase the reach.	- Comms - CSCG - CSSIG	The Society is recognised as the custodian of both the science and the profession of meteorology in the UK. The Society is an independent and authoritative voice providing evidence-based input and constructive contributions that represent the interests of weather and climate.

Continue to actively engage with the media delivering between 100-150 interviews per year.	Engage regularly with journalist to maintain media contacts. Update media briefing packs and media information available on the website. Ensure the media team have the right skills and provide training where appropriate.	- <b>Comms</b>	Raise awareness of the work of the Society. The Society is able to contribute to a wider public dialogue on topics such as climate science.
Work with collaborators and partners to deliver an effective communication programme.	Review strategic partnerships including potential new partnerships. Prioritise collaborative activities with strategic partners.	- <b>Business Development</b> - Comms	The Society reaches new audiences and sectors while developing mutual benefits with strategic partners. Increase brand awareness. Share expertise and resources.
Provide responsive input to calls for information and evidence to Government and represent the interests of meteorology at Government level.	Respond to calls for information and evidence from Government and all recognised political parties to represent the interests of the meteorological community.	- <b>Comms</b> - CSCG - E&O Comm	Meteorological community makes a positive impact on policy and evidence based decisions. The Society is recognised as the custodian of both the science and the profession of meteorology in the UK.
Support the climate science community to ensure effective communication of the science and impacts of climate change, to sustain, encourage and progress activity in climate science, and to update to the Society on the latest advances in climate science and their implications for society.	Review the functioning of the CSCG and CS SIG to ensure they meet the requirements for both the Society and the climate science community. Review the ToR of both Groups and committee members. Implement recommendations from the review where appropriate.	- CSCG - <b>CS SIG</b>	The Society is recognised as the Learned and Professional Society for weather <u>and</u> climate. Climate scientists benefit for the activities of the Society and support the delivery of these activities as members and volunteers.

## ***Underpinning Initiatives***

### ***CAPABILITY SUPPORT STRENGTH STRATEGIC DIVERSITY***

The Society will undertake a number of underpinning activities in support of the Programmes mentioned above. These will include ensuring that the headquarters team have the right skills and competency mix, a programme and project management approach to deliver the major outputs and outcomes, implementation of a new membership database, seeking new and productive delivery partnerships, advocate the importance of equality, diversity and inclusion, and focus on business development activities that aim to increase current income streams and look to diversify into new ones.

The business model of the Society is likely to be under strain over the next 5–10 years with a potentially significant drop in the Society's journals income, due to Open Access, and although the Society is targeting increases in membership over the term of this plan other membership organisations are seeing declines in membership and we also anticipate some risk to membership income over the longer term. Therefore, work will need to be done to change the balance of revenue streams and to increase funding from other streams. The Society should continue to diversify its income streams through fund raising activities, such as sponsorship and grants. This business development function will continue to oversee the activities to diversify and grow income, and form strong strategic partnerships to deliver the Society's strategic plan.

The Society will continue with its membership of the International Forum of Meteorological Societies, the European Meteorological Society, and the Science Council. Through these groupings the Society will exchange knowledge and best practice, be able to contribute to the development of meteorology well beyond its national boundaries, and be a much stronger voice on areas of priority for meteorological science and the profession. The Society will also promote equality, diversity and inclusion to create greater opportunity for any individual to fulfil their potential, irrespective of their background or circumstances.

The Society will need to monitor changes in Charity Law and regulations (H&S, data protection etc) to ensure we remain informed and compliant. This activity may require the involvement of third party suppliers who can support the small Executive Team and provide input in changes to Society's policies and procedures. For example, GDPR (General Data Protection Regulation) will come into force in the UK from 25 May 2018. The GDPR places specific legal obligations on organisations and individuals to maintain records of personal data and processing activities. One impact will be that it will become harder to market and promote events outside of your existing database, and penalties for non-compliance are being significantly increased.

The Society's Digital Strategy will continue to monitor future requirements and include the use of data to support the Society's marketing and communication activities and mitigation against potential threats such as cyber security threats.

Effective marketing activities are key if the Society is to reach out to target audiences to engage, enthuse and educate individuals and groups. This is a key activity in the retention of current members also in attracting new members and those who wish to support the important work of the Society.

The House Committee oversees the underpinning activities that are part of the general activities of the Society and is overseen by the Strategic Programme Board if they are strategic projects.

<b>Output</b>	<b>Activity</b>	<b>Who is responsible</b>	<b>Outcome or Impact</b>
Implementation of the governance review	Complete regular governance health checks every 3 years. Provide recommendations to Council to ensure strong governance. Implement recommendations as required.	- <b>House</b> - Executive Team - Council - Possible external advice	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.
Implementation of Business Development strategy and embed Business Development activities into normal working practice.	Complete a review of the Business Development strategy. Continue to deliver on income generating activities during the review. Provide recommendations to Council for future Business Development activities and resources to deliver it. Implement recommendations accordingly.	- <b>Strategic Programme Board</b> - Council - Possible external advice	The Business Development strategy aims to deliver diversity in income streams and potential growth in income by forming strong strategic partnerships to deliver the Society's long-term aims. This will provide long-term financial stability for the Society.
Strong strategic partnerships and engagement plans that offer mutual benefits.	Complete a breakdown of current and future Strategic Partnerships and develop and deliver a plan to ensure the Society partners with the relevant organisations and teams to deliver its strategic goals.	- <b>Business Development Board</b> - Strategic Programme Board - Council - Possible external advice	Strong strategic partnerships will deliver the strategic aims of the Society whilst providing wider benefits to the meteorological community.
Complete the implementation of Digital Strategy and monitor the impact adapting the strategy accordingly.	Deliver the four projects detailed in the Digital Strategy. Ensure on-going digital activities are embedded in the Society's general activities. Keep the Society's digital strategy under review and updated as required. Complete a review of the Society's future IT requirements and resources – implement recommendations accordingly. Make effective use of the data the Society holds to convert this information into valuable knowledge. Mitigate against any technology threats through regular reviews of the risk register.	- <b>Digital Strategy Board</b> - Strategic Programme Board - House	The Society aims to have a long-term digital strategy while remaining flexible enough to take advantage of unforeseen technology developments.
Effective marketing and communication activities.	Review of networking and communication activities. Develop Marketing and Communication Plan. Implement new software systems as appropriate ie Brief Your Market	- House - <b>Executive Team</b> - Council	Effective marketing and communications will enable the Society to engage with members and

		- Possible external advice	reach out to new, target audiences. Communication can be targeted so they receive content that they want to read and follow up activities will ensure positive relationships and nurture future opportunities.
Effective Resource Management	<p>Ensure headquarters team has the right balance of skills, knowledge and diversity to deliver the outputs and outcomes. Complete regular skills analyses of the Executive Team and ensure skill gaps are filled when opportunities arise and through training activities.</p> <p>Ensure Council has the right balance of skills, knowledge and diversity to deliver the Society strategy and provide strong governance. Complete an annual skills analysis and ensure skill gaps are filled through future vacancies on Council and training activities.</p> <p>Continue to deliver Strategic Capability by allocating time and resources to develop informed, long-term strategies.</p> <p>Set objectives that include metrics for staff where appropriate and key performance indicators for individuals or teams responsible for delivering outputs.</p> <p>Review the Society's HR support requirements and implement any changes that ensure effective support including recruitment.</p> <p>Introduce activities and opportunities that will encourage innovation and creative thinking.</p>	<ul style="list-style-type: none"> <li>- <b>House</b></li> <li>- Strategic Programme Board</li> <li>- Executive Team</li> <li>- Council</li> <li>- Possible external advice</li> </ul>	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 be focused its long-term strategic aspirations whilst managing uncertainty and the need for a more reactive, short-term focus. Strategic thinking and developing a robust capability at all levels will ensure successful delivery of the Society's Strategic Plan.
Regulations and Compliance including changes in Charity Law, H&S regulations and Employment Law, and the introduction of GDPR	<p>Monitor changes, remain informed and ensure compliance.</p> <p>Ensure the Society is ready for the introduction of GDPR in 2018</p> <p>Review third party support for H&amp;S and HR to ensure they provide effective support.</p> <p>Complete Governance Review, which takes into consideration recent changes in Charity Law.</p>	<ul style="list-style-type: none"> <li>- <b>House</b></li> <li>- Executive Team</li> <li>- Council</li> <li>- Possible external advice</li> </ul>	Safeguard the Society, ensuring it remains compliant.

Headquarters' building upgrades	Regular maintenance of the Society's building and take advantage of opportunities to make upgrades that are energy efficient as and when appropriate.	- <b>Executive Team</b> - External contractors	Ensure the Society headquarters are fit for purpose and any required upgrades take advantage of modern technology that is environmentally friendly.
Increase the reach and profile of the Society through membership of relevant organisations such as the International Forum of Meteorological Societies, the European Meteorological Society, and the Science Council.	Active participation on relevant Council and Committees. Assist with exchange of knowledge and best practice. Contribute to the developments that will benefit the meteorological community.	- <b>Executive Team</b> - <b>General Secretary (EMS)</b>	The Society is recognised for its contribution to the community and is able to benefit from the knowledge and experience of other similar organisations whilst sharing best practice with others. The Society can represent the meteorological community with an independent and authoritative voice on areas of importance for meteorological science and the profession.
Promote equality, diversity and inclusion to create greater opportunity for any individual to fulfil their potential, irrespective of their background or circumstances.	Implement elements of the Science Council diversity progression framework that are relevant to the Society. Embed the diversity and inclusion strategy throughout the Strategic Plan. Deliver on activities to individuals and groups that need our support, such as educational support to state and inner-city schools; and academic author workshops to early career scientist and for authors from developing countries.	- <b>Executive Team</b> - <b>Council</b> - <b>Committees</b>	Diversity and inclusion can lead to more innovation, more opportunities for all and increased access to individuals with the relevant skills and expertise.



## 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 value of the Society's Capital Reserve/Investments – any call on the Capital Reserve will be reviewed each year as part of the normal budgeting cycle.
- the membership development activities will lead to an increase of 5% in membership income over the course of this plan (although the membership number is projected to grow by 10%).
- staffing costs will remain unchanged across the Society but the Digital Project Manager (from April 2018) and Business Development function (from 2019) will be captured under General Activities in the 'Staff Costs' line rather than as Development Costs.
- new income streams will become available over the duration of this plan that offset the cost of the Business Development role.
- over the 3-year period of the plan that inflation will be at 3%,
- journal income will increase by 3% each year in line with the current predictions in the publishing contract.

### Financial Plan 2018-2020

DRAFT *all money in*  
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	2016 Actual	2017 Forecast	2018 Budget	2019 Plan	2020 Plan
<b>General Activities</b>					
Total Income		1,007,500	1,038,000	998,000	1,027,000
Total Expenditure		(746,000)	(892,000)	(1,011,500)	(1,037,500)
<b>Development Activities</b>					
Total Income		8,000	37,000	52,500	57,500
Total Expenditure		(206,500)	(195,000)	(48,000)	(58,000)
<b>TOTAL NET INCOME</b>		<b>63,000</b>	<b>(12,000)</b>	<b>(10,000)</b>	<b>(11,000)</b>
<b>RESERVES C/Fwd</b>	<b>1,518,000</b>	<b>1,581,000</b>	<b>1,569,000</b>	<b>1,559,000</b>	<b>1,548,000</b>

## Financial Commentary

The financial plan objective is to present a budget to support everyday operations and regular activities of the Society and then to plan for strategic and charitable expenditure from funds available, maximising the opportunity of project related grant income.

The forecast net surplus for 2017 is £63k. The Society's reserves, both General and Legacy funds, are predicted to be £1.58m of which £400k are included as a designated legacies fund at the end of 2017. The Society's office building is

currently included in the balance sheet at a cost of £544k giving the forecast liquid reserve (excluding designated funds) equating to approximately 8 months of operational expenditure.

The financial plan shows a net deficit of £12k, £10k and £11k in 2018, 2019 and 2020 respectively, taking some of the surplus forecast in 2017 and spreading this as a net deficit over the three-year plan, so that reserves are maintained at consistent levels. This net deficit is before any gains and losses on investment valuations are taken into account.