

Our Plan

2016 - 2021
2018 Update

Our purpose is to work at the forefront of weather and climate science for protection, prosperity and well-being.

To achieve our purpose, now and in the future, we must aim to be the global partner of choice for weather and climate services.

Contents

Chair's foreword	4
Chief Executive's foreword	5
Our purpose	8
Our priorities	10
Our approach	16

WHY WE EXIST:

To work at the forefront of weather and climate science for protection, prosperity and well-being.



OUR PURPOSE

Our purpose is at the heart of everything we do.



Our values support our purpose

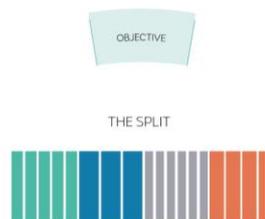
4 PRIORITIES

Our Plan sets out four priorities to help focus on this.



18 OBJECTIVES

We have 18 objectives to help us achieve our four priorities.



TOOLS

We've a selection of themes and tools to help us meet these objectives.



Chair's foreword

Weather and climate impacts lives in so many ways. It affects our safety, the way we travel on land in the air and at sea. It also informs the long-term plans of governments, organisations and individuals around the world. It also influences what we buy, the energy we consume and the clothes we wear.

Although the Met Office provides vital advice about extreme weather the organisation's impact reaches far beyond just today's weather forecast. The Met Office also helps on a daily basis to harness the power of the elements so that we can all prosper. It even helps to look after our health and well-being with supportive and timely information.

From knowing when to hang out the washing in the back garden, to understanding the science of space weather across our solar system, the Met Office's influence stretches far and wide. All this is made possible by our commitment to turn complex science into accessible forecasts, warnings and advice.

As climate change brings more extremes and variability, the vital, pioneering work we do alongside our partners, in the UK and internationally, must continue. The investment and transformation described in this plan – including technology, people and innovative research – will ensure the Met Office can continue to make an impact long in to the future.

The major global issues that this plan addresses, the protection it makes possible and the opportunities that it opens up are important not just for the Met Office; this is a plan that continues to blaze the trail for innovative progressive science and services that make a tangible difference for so many people.

Sir John Beddington
Acting Met Office Chair
May 2018

Chief Executive's foreword

Weather and climate help to shape our world, and our work helps make it a safer, more prosperous place. This work has a big impact, which goes a long way to explaining the passion and dedication of our people.

The work we do to predict our weather and climate is almost unique in the way it crosses political, cultural and social boundaries. The purpose of the Met Office is not about knowledge and understanding for its own sake, it is about making a sustainable difference to the lives of others, every day.

Our transformative 2016 - 2021 plan described the need to respond to technological, political and sociological challenges, and exploit the opportunities they present for future generations. Ultimately, this plan shows how the Met Office will be in a position to better harness the expertise and talent of its people through better technology and processes. This is an update to the plan reflecting significant progress in that direction and reinforcing our commitment to staying true to that direction over the remaining three years.

We are well on our way to delivering the transformation to ensure the Met Office is fit to thrive in the 2020s. Having said that we are making some tough decisions along the way, enabling us to deliver significant efficiencies in order to protect the vital services we provide. We remain on track to deliver our promises and have done so while maintaining our position as a critical part of the national infrastructure and a world-leading national meteorological service. At the same time, we remain flexible enough to seize new opportunities without compromising the affordability or overall direction of the plan.

It is worth reflecting on the year leading up to this update; a year that encapsulates the challenges we face. Transformation projects came in many guises and many sizes. We are now making significant amounts of both raw and processed data available in the cloud and, given the volumes of data we manage, that is a huge achievement. There is now a new system in place to manage our services; a system that provides a smarter, more intuitive way of managing product and service information. The multi-year project to renew our vital rainfall radar network is now complete, winning the Asset Management award at the annual Environment Agency Flood & Coast Project Excellence Awards 2018.

As well as focussing on transformation of our technology and processes, part of the plan was to agree and implement a new equality based pay model, which we have now achieved. This is another step towards my commitment to making the Met Office an even fairer, more diverse place to work.

Getting the normal business right is equally important. In the same year, we achieved all of our forecast accuracy targets, remaining the best in the world among National Meteorological Services for computer weather prediction. We regularly use new science in our computer prediction systems but we are particularly proud of the improvements from one tranche of new science implemented around the turn of the year. Enabled by recent investments in supercomputing, these improvements produced a step change in model accuracy. The work we are doing to translate the computer predictions into everyday information is also bearing fruit. Our new mobile weather app has been downloaded more than five million times and our Amazon Alexa Flash Briefing service won a Real IT Award. More broadcasters are making use of our Public Weather Media Service and there were contract wins to supply an improved service to Heathrow airport and new multi-year services to Wimbledon and the Open Golf championship.

There is also excitement about our role in the £735m Government's Newton Fund. The Met Office, now one of 15 delivery partners, currently administers around 8% of the Fund, making 11 awards to 7 research organisations so far. The Weather and Climate Science to Services Partnership South East Asia and Climate Science to Services Partnership China are now mature projects and we are working on a new £9m project with the India Ministry of Earth Sciences.

Finally, let us not forget the challenges of the last winter. Two rare red weather warnings were issued for snow very late in the season. Both were accurate and timely, providing good advice to the emergency services and public alike. We surveyed a cross section of people about these and, in one of the surveys, an unprecedented 97% of people said they were aware of the warning. Better still, 87% of people took action because of it, which is a great endorsement of the service we provide. Continuous improvement in forecast and warning accuracy remains a key focus for our Public Weather Service Commissioning Group, the independent group that steers the Met Office's biggest programme of work

In delivering our plan, we will not lose focus on those we serve - our customers - and there are many of them across Government, industry and the public. To do that, we know we cannot deliver our plan without joining forces and collaborating with others, so we continue to build partnerships with leading institutions in the UK and globally. We are using the capability of our supercomputer to make the most of our data to benefit UK citizens and the economy. This is supporting the Industrial Strategy and wider Government objectives to help seize opportunities and contribute to wider societal benefits. In addition, through the innovative, progressive nature of the Met Office, there is the scope for us to do even more in future.

I am also well aware that the main reason the Met Office achieves so much is the people I work with. Day in, day out, they work together to ensure today's forecasts, warnings and services are delivered, to implement new ways of working, uncover new science and bring new ideas to fruition. I know I can rely on our people to achieve what we are setting out in this update.

Weather and climate are relevant to us all, especially in the face of increasing environmental risk, and our changing climate is one of the biggest challenges of all time. The world is changing fast, but the Met Office remains committed to making a positive difference and shaping it for the better.

Nick Jobling
Interim Chief Executive
May 2018

Our purpose

Working at the forefront of weather and climate science for protection, prosperity and well-being

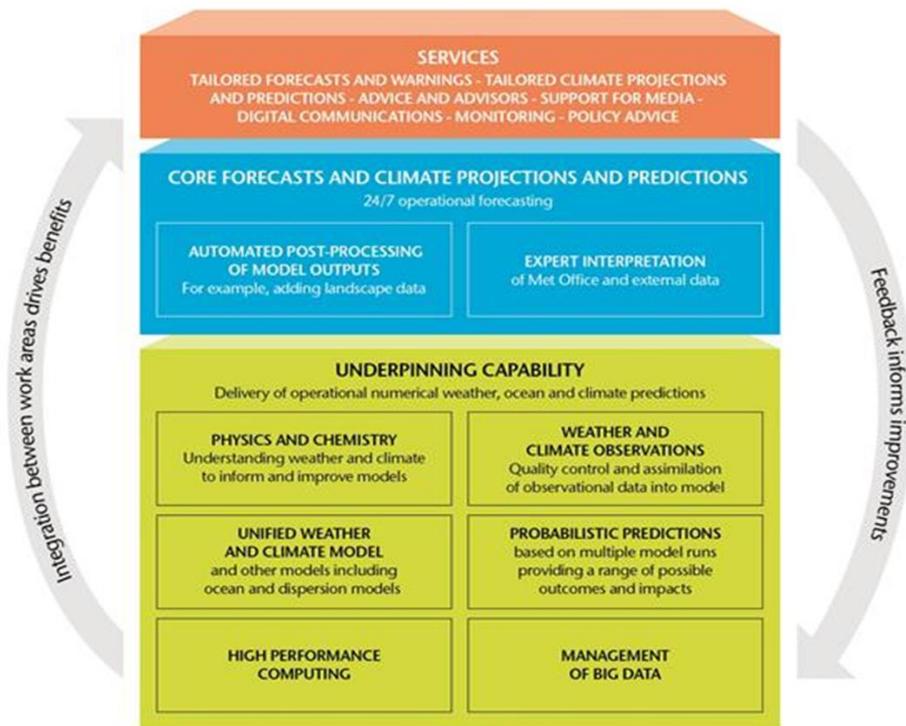
The Met Office helps the government and its agencies, the public and industry customers achieve their goals through:

- enabling **protection** of lives, infrastructure and the natural world;
- **improving well-being** now and in the future; and
- **increasing prosperity** enabling UK economic growth and international competitiveness.

Working at the forefront of weather and climate science and services, the Met Office provides a critical national weather and climate capability that forms a key part of the UK's research, defence, security, transport and civil contingencies infrastructure. Our activities are focused around the goal of maximising our value to the UK by maintaining a strong and resilient Met Office that not only delivers domestically, but increasingly in a global role. We recognise that in order to do this the Met Office needs to increase its impact and relevance on a global scale, building trust and developing strategic partnerships across the global meteorological community. Industry customers are also increasingly using our tailored products, information and advice to manage the impact of weather and climate on their business.

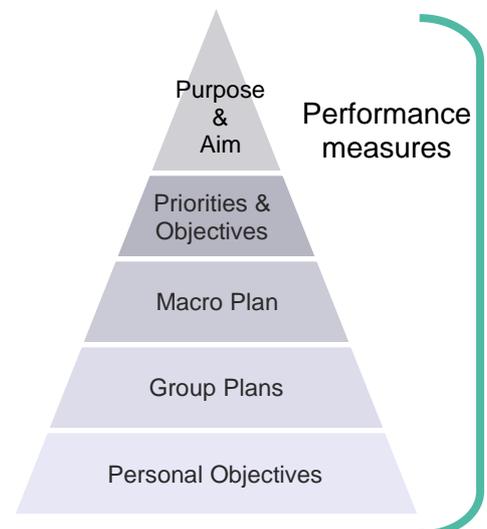
The important national capability embodied in the Met Office is made possible in part through our successful and unique integration of science, technology, operations and high performance computing. We are the only organisation in the world to operate a global integrated weather and climate prediction model. We deliver the climate science evidence base that underpins the UK Government's climate change adaptation and mitigation policies as well as their overseas development aid activities. All of our services are underpinned by accurate observations of current weather conditions, monitored continuously over the UK and globally in partnership with other National Meteorological Services. We are enabled by world-class staff who go the extra mile to deliver to our customers what we promise.

Our aim **to be the global partner of choice for weather and climate services** describes a future state and our role in it, providing a focus for everything that follows. It will remain valid beyond the period of this plan and will shape the transformation and capabilities delivered over the next five years.



Integrated weather and climate advice through world-class people.

This plan defines how we will transform and continue on the journey towards becoming the global partner of choice by 2021. The following priorities seek to ensure that we deliver our strategic ambition and will guide us over the coming years as we balance opportunities against risk in a complex and changing external environment.



Our priorities



Deliver world-class services that enable people and businesses to make better decisions about how the weather and climate affect them.

The Met Office is a unique, strategic, national environmental science asset that delivers benefits across the public and private sectors, in the UK and globally, providing scientific information, services and advice that save lives and money. We provide underpinning advice and support that protects public safety and which at times makes the difference between life and death, playing a key role in national resilience and security. Our knowledge helps businesses make informed choices that can make the difference between profit or loss.

As the UK's National Meteorological Service, deliver relevant and reliable weather and climate services to Government, defence and security communities, and the public.

Deliver year on year improvements to our forecast accuracy.

To fulfil our purpose, it is vital that the capability provided by this national asset is maintained, underpinning our commitment

to excellence in the delivery of top quality services to UK Government, devolved administrations, defence communities, academia, public and wider industry.

We will be the UK's preferred and authoritative source of weather and climate information.

We know that our users wish to engage with us across multiple touch-points so that they can leverage our many capabilities to improve their business or personal decisions. By understanding

Work with partners to create the capabilities to provide next generation environmental risk services.

our users needs we will direct both our scientific research and our service development to enable them to make more informed decisions on the impact of weather and climate on their business and life in general. Creation of the service hub, the ability to decouple model changes from propagating to production systems and, adoption of

large scale cloud capabilities all create the underpinning capability that will allow this to happen.

At the heart of this plan is a Transformation and Efficiency Programme that will strengthen our support for UK Government and devolved administrations, while minimising our cost to the taxpayer at a time when funding is constrained. This is now well underway and delivering significant new

capability as well as required efficiencies and, improvements to governance and management control.

Increasingly the pull-through of science into services will require us to enter into partnership with other academic and industry providers who can bring specialist expertise in areas of research or service delivery.

Build our capability as a commissioning body to deliver appropriate new science and services for UK Government and globally.



Maintain our world-leading science and underpinning capability as the foundation of our services, and in so doing support the UK's global position of excellence in research and innovation.

The economic and social benefits of access to the best weather and climate science and predictions are profound. More than ever before, society is dependent on skilful, comprehensive predictions of weather, climate and the broader environment for a wide range of decision making. Trends of increasing population, urbanisation and globalisation, alongside the impact of climate change on extreme weather, will require a capability to integrate across a range of models from weather and climate to environmental impacts, to manage multiple data sources and ensure that information is extracted that is useful for the end user. Our goal is to respond to these challenges by delivering step changes in forecasting capability on all timescales from hours to decades, and on all spatial scales from local to global.

Maintain our record for research excellence with high quality, frequently cited publications and build stronger science partnerships with leading UK and international research organisations

As one of the leading public sector research establishments within the wider UK science landscape, the Met Office will ensure that it continues to build on and exploit this important national capability by working closely with the academic sector. We are working closely with UK Research and Innovation to deliver sustainable funding for the Met Office Hadley Centre and exploring options for infrastructure investment. This, coupled with our ability to deliver high-performance technology and 24/7 operational capability, places the Met Office at the fulcrum between discovery science at one end and service provision at the other; the point where science, government and business overlap.

Deliver state-of-the-art weather, climate and Earth system models that enable robust assessment of weather and climate risk from global to local scale.

Increasingly, the scale of resource needed to develop world-leading weather and climate models and maintain the technology and operational capability needed to deliver accurate and reliable predictions is becoming the domain of only a few major centres around the world. The Met Office is one of those centres. As a result, we take our responsibilities as a facilitator and integrator of an increasingly broad range of science and technology as a fundamental part of our purpose.

The underpinning capability required includes many longer-term investments such as high performance computing, satellite and observing and monitoring systems. These are international in nature and form a critical national asset.

On behalf of the UK, enhance and maintain our world-leading observations and monitoring capability that form the basis of our weather forecasts and climate predictions



Transform how we work to make us fit for the future

While the Met Office is a world-leading National Meteorological Service with a strong global reputation for excellence in science and forecasting, our staff, our customers and our academic partners recognise that there is significantly greater potential for growth and excellence in service delivery that could arise from transforming how we work.

Build a leaner, more agile and more focused organisation so we can make it simpler for others to work with us and for our staff to work for us.

A key priority for this plan is to simplify the very complex IT infrastructure that has evolved in a piecemeal way over many years. This is particularly important with the growing trend towards big data technology, the need for services to be integrated with third party data and for platforms and processes to be open by default. We have made significant progress in transforming our legacy of outdated systems and processes so that we can work more efficiently and effectively. This will continue as a priority during the remainder of this plan with a programme to transform our ways of working now commencing so that we can create a sustainable organisation, fit for the future.

Reduce our like-for-like costs by £15m p.a. by 2020

In addition to these internal factors there are significant drivers from the outcomes of the Government Comprehensive Spending Review which mean that we

Ensure our data is discoverable and accessible using industry open standards.

must adapt to thrive. The wider financial position for our public sector customers continues to be very tight and the pressure for greater efficiencies, with the associated potential impact on staffing levels remains. In addition, disruptive change is occurring more rapidly in science, technology and markets and, in order to remain world-class the ability to partner and work with other becomes more crucial. We will therefore continue to transform our operating model to make us fit for the future and support the Government by ensuring our services are as efficient as possible.

Design a federated organisational model that enables global collaboration at key points in the value chain.

We are well on the way to becoming leaner, more agile, more focused and flexible as an organisation, making it simpler for others to work with us and simpler for our staff to work for us, becoming more open and accessible as an organisation.

The scale of our programme of transformation and efficiency means we will need to continue to make tough choices about what we can deliver and what we will not. A balance will need to be struck during the lifetime of this plan between seizing new opportunities while keeping on track with our commitments to change into a leaner and more agile organisation. Our transformed organisation will be based on principles of collaboration, agility, customer focus, cost and value awareness, and personal accountability. By doing this now, we aim to achieve more and be even better in the future.

In particular, we recognise that none of this is possible without our dedicated staff. To meet the demands for the future we will continue to invest in our people, developing their skills and building exciting careers whilst ensuring we recognise and support the diversity of our workforce, demonstrating our commitment to this by continuing to work towards gaining Athena SWAN accreditation.

Transform our pay model to enable us to retain and reward a highly skilled and agile workforce.



Deliver social and economic benefits to the UK Government,
business and the general public

The recent Government economic analysis estimated that the Met Office will create an estimated £30bn of economic value to the UK over the next ten years to 2025, with a benefit – cost ratio of 14:1. The priorities previously described all play a part in the creation of that value, alongside our semi-autonomous Met Office Business

Support the UK industrial strategy and enable £30bn of social and economic benefits over the next ten years to 2025.

Group. This group will be key in prototyping products, new ways of working, process efficiencies and adopting new technologies that can ultimately be utilised by the rest of the organisation and the wider market.

Deliver the wider value of the Met Office Business Group in line with the approved business plan.

The Met Office has world-renowned expertise in weather and climate areas that are increasingly recognised as crucial for government policy and industry. As the UK prepares to leave the European Union, we will look for opportunities to support the UK's developing role in the world using our expertise and extensive global networks.

Engage with colleagues in our sponsoring Department to exploit cross partner organisation capabilities.

Regionally, we will continue our partnership with academic, delivery and industry bodies to put the South West on the map as a centre of excellence in high-science and high performance computing. Where resources permit, we will deploy our expertise and assets to deliver on this objective.

Enable the projected £2bn of socio-economic benefit from our new High Performance Computing (HPC) facility and prepare for the next HPC upgrade with a further enhancement in capability.

Our approach

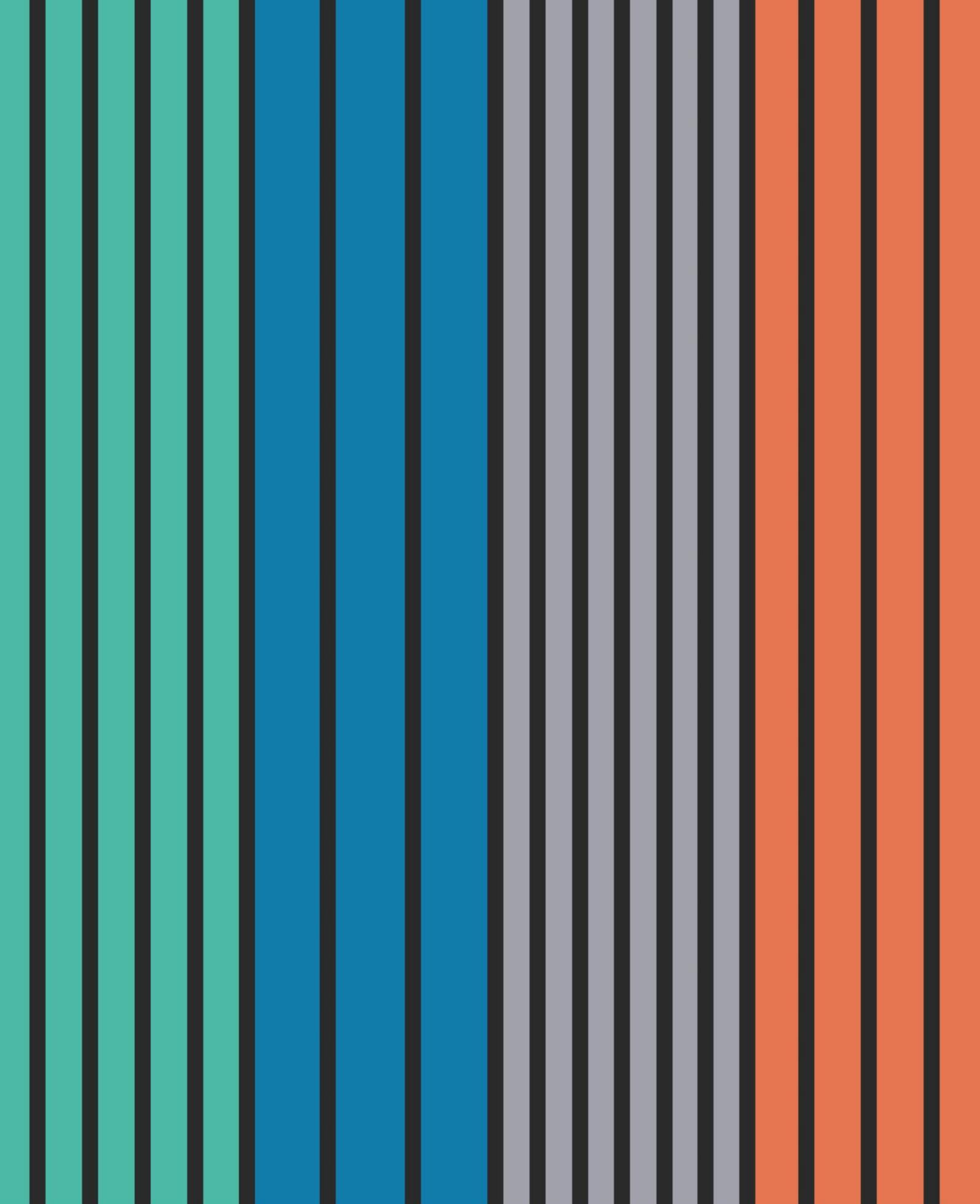
Our new plan builds on our strengths and makes some tough choices where necessary, providing the framework within which prioritisation of activities can be made. The Met Office will maintain the agility and flexibility to take advantage of opportunities and deal with the challenges as they occur.

To help provide the clarity needed for prioritisation and decision-making and, mitigate the risks to achieving our strategy, we have created a macro plan. It is a dynamic document, reviewed regularly and adapted to respond to changing priorities, but aligned with our long-term vision. It details the key activities and milestones required to deliver each of the objectives outlined in this plan. By making these activities clear, what the associated milestones are, and what resources are required, we will be able to prioritise and focus on those that deliver maximum benefit.

Our success will be measured through a series of leading and lagging performance measures set against a combination of macro plan activities and the broader set of Corporate Plan priorities and objectives. Our key performance indicators have been aligned to our objectives to ensure continued focus on delivery of the priorities outlined in this plan.

In line with this, we are reviewing the consistency and availability of management information so that we have a clearly understood set of principles for how our organisation wants to manage capacity, resources and priorities.

As we embark on transformation of our people and processes, we are starting to explore how we structure our activities to ensure the right balance between delivery of existing services and exploitation of new opportunities. The Deliver, Create, Transform and Engage themes introduced in this plan represent a useful framework to help us and may be exploited more substantially as we near the end of the transformation programme.



Met Office
FitzRoy Road, Exeter
Devon EX1 3PB
United Kingdom

Tel (UK): 0370 900 0100
Fax (UK): 0370 900 5050
enquiries@metoffice.gov.uk
www.metoffice.gov.uk

(Int) : +44 1392 885680
(Int) : +44 1392 885681