

Our strategy

2019 to 2024

Helping you
make better
decisions to
stay safe
and thrive





What we do makes a real difference



Penny Endersby
Chief Executive

Weather and climate affect everybody, in the UK and worldwide. The Met Office exists to provide the most accurate forecasts at the most appropriate times in the most useful formats for a plethora of users. Whatever their different interests and needs our work is aimed at helping them make better decisions to stay safe and thrive.

Our expertise gives us unique insights into how the world around us is changing – whether it is the technology we use, how our customers consume, use and exploit our data, or, most importantly, the climate itself – and we need to be ready to meet the opportunities and challenges this brings. This strategy sets out our path for getting ourselves ready for that changing future with our ambition to be recognised as global leaders in weather and climate science and services in a changing world. Our new strategy sets out a clear vision for the future.

More importantly we have set out how we are going to get there with our three strategic anchors. We will need excellent people and an organisational culture to match, in which we can deliver exceptional scientific, technological and operational expertise that, when in the hands of our customers, delivers extraordinary impact and benefit.

We cannot do one without the others and it is this approach that will guide our decision-making and priorities. As we implement our plans we want to continue to work with you so that we can fit ourselves for your future as much as ours and maximise the benefit our advancing capabilities can bring to each of your areas of policy, business and operation.

OUR PURPOSE

Helping you make better decisions to stay safe and thrive.

Our purpose encapsulates that it is the ends rather than the means that is the most important thing. It drives what we do, focusing us on making a difference to the people we serve and always delivering greater benefit and impact to our customers.

We only really make an impact when our data, products, science, services and advice get into the hands of those who are going to use it to shape their lives and those around them.

“

We were established to save lives and help the UK economy thrive. Our Founder, Robert FitzRoy, did this by pushing the boundaries of science and technology. Those principles are still with us today.

”

Andy Kirkman
Government Services Director



OUR VISION

Recognised as global leaders in weather and climate science and services in a changing world.

We will always strive to be among the world's best national weather and climate services.

We want to maintain our leading role, and for our science, our technology and our services to be more widely recognised, not just by our peers but by national and global stakeholders.

We need to work together to stay ahead as the world in which we operate is changing, whether that is the technology we use, the needs of our customers or the very climate itself.

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We want to be bold about how far-reaching and ambitious we should be, and really focus on staying fit for the future at a time of change.

Penny Endersby
Chief Executive

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Excellent people and culture

We will lead and invest in our people and culture to make the Met Office a great place to work for all.

Exceptional science, technology and operations

We will push the boundaries of scientific, technological and operational expertise to meet current and future grand challenges.

Extraordinary impact and benefit

We will focus everything we do on delivering greater benefit and impact to our customers.

OUR ANCHORS

Our strategic anchors are the main themes that will move us forward towards our ambitious vision. We cannot do one without the others and it is this approach that will guide our decision-making and priorities.

Our anchors capture everything we do in achieving our purpose through the development and delivery of world-leading weather and climate advice.

OUR ACTIONS

Within our anchors we have identified 13 key strategic actions. They describe the key short-to medium-term priority activities that are critical to our future success. They intentionally do not capture everything that we will do but show us where we must prioritise our efforts if we are to achieve our vision.

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Our actions all align to one of the three anchors. It's important to note that these actions outline the priority activities rather than everything we do.

Nicholas Jobling
Chief Financial Officer

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Our strategy – how it all fits together

WHY WE EXIST

OUR PURPOSE

Helping you make better decisions **to stay safe and thrive**

Our purpose encapsulates that it is the ends rather than the means that is the most important thing.
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WHAT WE'LL ACHIEVE

OUR VISION

Recognised as global leaders in weather and climate science and services in our changing world

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WHAT WE ARE PRIORITISING TO ACHIEVE OUR VISION

Our anchors are the main themes that will move us forward towards our ambitious vision. We cannot do one without the others and it is this approach that will guide our decision-making and priorities.

OUR ANCHORS

Excellent **people and culture**

We will lead and invest in our people and culture to make the Met Office a great place to work for all.

- Transforming our leadership capability for the future
- Enhancing equality, diversity and inclusion
- Enabling and developing our people
- Transforming the way we manage our people information

Exceptional **science, technology and operations**

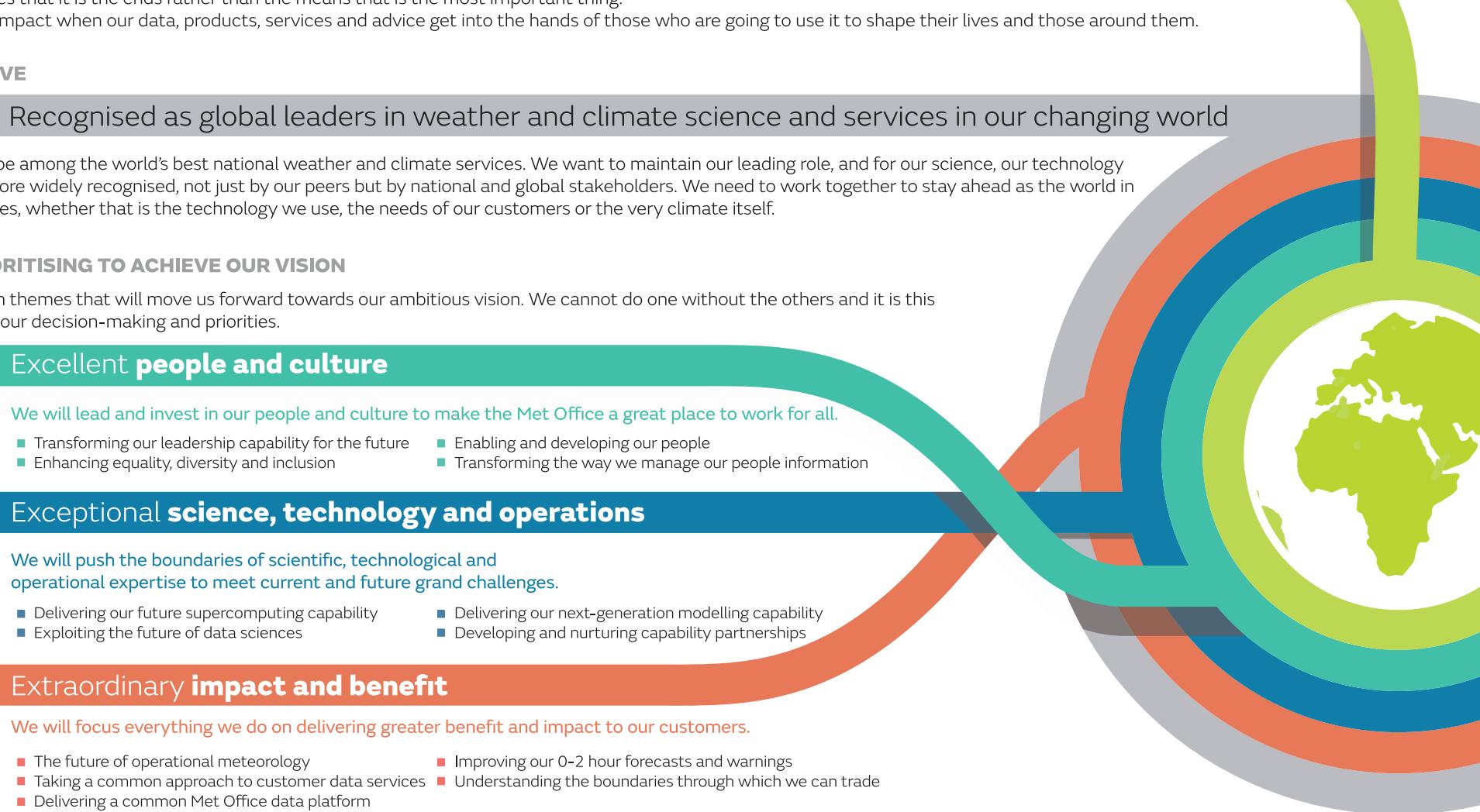
We will push the boundaries of scientific, technological and operational expertise to meet current and future grand challenges.

- Delivering our future supercomputing capability
- Exploiting the future of data sciences
- Delivering our next-generation modelling capability
- Developing and nurturing capability partnerships

Extraordinary **impact and benefit**

We will focus everything we do on delivering greater benefit and impact to our customers.

- The future of operational meteorology
- Taking a common approach to customer data services
- Delivering a common Met Office data platform
- Improving our 0-2 hour forecasts and warnings
- Understanding the boundaries through which we can trade





Excellent people and culture

We will lead and invest in our people and culture to make the Met Office a great place to work for all. We know that with great leadership and management comes the ability to embrace the skills of our people, retain our talent, recruit effectively and enable people to develop their skills.

Our staff are here because they make a difference. We have some of the best people in their field working for us, helping us deliver our purpose every single day and pushing us to achieve our vision. In return, we commit to delivering strong, inclusive leadership throughout the Met Office that provides clarity and direction.

We will strive to give them space and the resources needed to develop skills of benefit to themselves and our customers. We will also work to make our organisation more reflective of the world we live in and the communities that we serve. Underpinning all of this, we will transform our people management systems and processes, so they better meet the needs of modern ways of working.

Growing our future skills

Now and **in the future**

Excellent people and culture

Engaging in apprenticeships, industrial placements and graduate schemes provides us with an opportunity to attract a diverse group of people that bring a range of thinking and ideas into the business. Investing in our people in this way helps us to develop and retain talent in the organisation; helping us to develop our skills for now and the future. Apprenticeships are also available to our existing staff enabling further development or re-skilling.

Exceptional science, technology and operations

Our reputation is built on our exceptional scientific, technological and operational capabilities and apprenticeships and industrial placements enable us to bring high potential candidates into the Met Office. We are then able to provide them, as well as our existing staff, with the right development opportunities to push the boundaries of scientific, technological and operational expertise critical to our future success.

Extraordinary impact and benefit

Bringing fresh thinking and new ideas into the Met Office through apprenticeships, industrial placements and graduate schemes enables the Met Office to innovate more quickly than ever before. By utilising these programmes to invest in our people and bring new talent into the business, we are creating a sustainable business which can continue to operate in a competitive and changing external environment; delivering world-leading weather and climate advice to our customers and partners.



Exceptional science, technology and operations

Our reputation is built on continually pushing the boundaries of scientific, technological and operational expertise to meet current and future grand challenges. We must remain pioneering in these areas to achieve our vision as global leaders.

We will ensure that our supercomputing capacity meets future demands and that our next generation of weather and climate models are ready for the supercomputers of the future.

We recognise that we will also need to have the skills and capabilities to make the best use of ever-increasing amounts of data that come from these systems. Again, we know that we won't be able to do this by ourselves. As we embrace innovative technologies in machine learning and data sciences, we will build the right partnerships to fully exploit what we and others can do to meet the needs of our customers.

Exploiting data services for the benefit of our customers

Now and **in the future**

Excellent people and culture

A data sciences revolution is happening across the world which provides amazing new opportunities for a data driven organisation such as the Met Office and our people are essential to success. Modern data science techniques such as machine learning provide many opportunities, but domain expertise is essential to converting these into reliable and trustworthy products and services. Strong partnerships with external institutions such as the Alan Turing Institute and carefully selected UK universities, industry and international partners are key.

Exceptional science, technology and operations

A coordinated data sciences capability is currently being developed within the Met Office which complements the current simulation approaches and includes end to end solutions for science to services. Pilot projects already illustrate breakthroughs in science and technology applications, for example in quality control observations, data assimilation, data-driven nowcasting, post-processing and hazard to impacts work.

Extraordinary impact and benefit

We are creating a Met Office where cutting-edge machine learning and other data science techniques are appropriately embedded and exploited in all aspects of our work, from observations to forecasting to the delivery of world-class services. Together with adequate data services and data platforms, the exploitation of data sciences also provides the opportunity for the Met Office to deliver services that enable business and industry to develop new exciting and interesting applications such as across Connected Autonomous Vehicles that can bring tremendous benefit to society.



Extraordinary impact and benefit

To actually make a difference we know we must focus everything we do on delivering greater benefit and impact to our customers, keeping our eye firmly on the ends rather than the means. This means getting our essential weather and climate data in the hands of those that need it. We recognise that we need both technology and processes to enable you, as well as our own experts, to discover, interact and access our data easily, maximising its value and benefit.

But data is just one part. Our weather and climate experts still have a pivotal role in analysing and interpreting our data. We will invest in the future of operational meteorology, so our experts can continue to help you make better decisions to stay safe and thrive. We will work with our Government customers and owner to maximise the value we deliver and expand our global and regional impact in support of shared objectives.

Along with the 3,000 weather and climate forecasts delivered to our customers every single day, it is these priorities that will ensure our services continue to make a real difference and deliver extraordinary impact.

Future of operational meteorology

Now and **in the future**

Excellent **people and culture**

Operational meteorology is at the heart of the Met Office. The Future of Operational Meteorology Programme is investing in our core capability to ensure we have sufficient Operational Meteorologists with the right skills, using efficient and effective processes and with access to high quality tools and data to perform at their best.

Extraordinary impact and benefit

Working with colleagues across the organisation we are working to ensure science, technology and observations are focused on the needs of our customers. By doing this we are ensuring this world-leading capability is provided to our Operational Meteorologists to enhance our abilities to support customer decision making that helps people stay safe and thrive.

Exceptional science, technology and operations

Providing services to customers will continue to rely on operational meteorology to translate our scientific and technical improvements into greater insights for our customers, better supporting the decisions they have to make. By improving how we manage our resources, building capacity for innovation and maximising the contribution from our Operational Meteorologists, we will continue to strengthen the relationship between operational meteorology and our customer.





What we do makes a real difference

