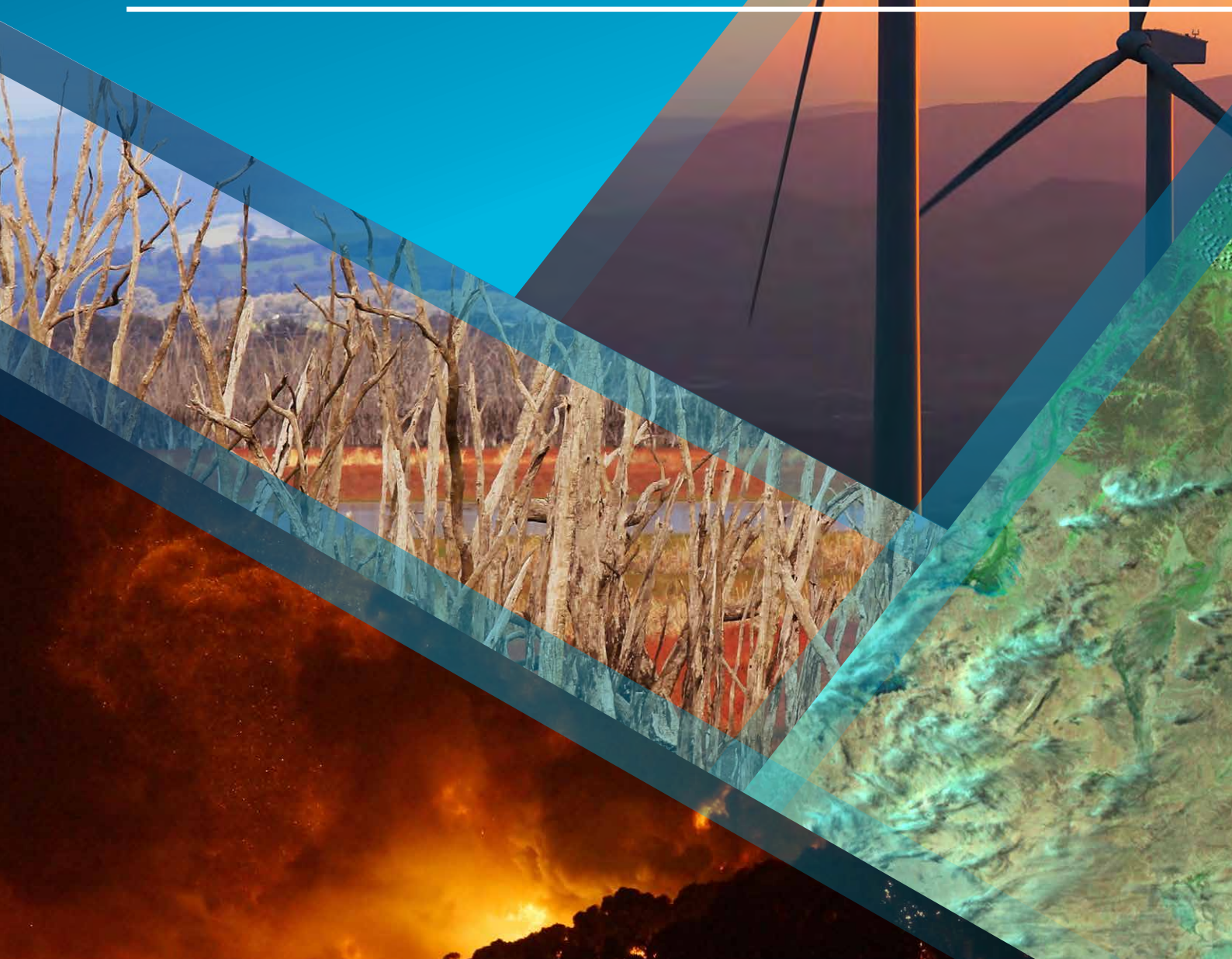




Australian Government
Bureau of Meteorology

CORPORATE PLAN 2018–19





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Introduction



As the accountable authority of the Bureau of Meteorology, it is my pleasure to present the Bureau of Meteorology Corporate Plan 2018–19 (the Plan), as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act). This Plan has been prepared for the 2018–19 financial year, and covers the four financial periods 2018–19 to 2021–22.

The Bureau of Meteorology is Australia’s national weather, climate and water information agency. It operates under the authority of the *Meteorology Act 1955* and the *Water Act 2007*, which together identify a range of functions that underpin delivery of information, advice, forecasts, warnings and associated services to meet Australia’s needs.

The Bureau is an Executive Agency under the *Public Service Act 1999*, and a non-corporate Commonwealth entity under the PGPA Act. The Bureau operates under the Environment and Energy Portfolio and reports to the Minister for the Environment and Energy generally, and to the Minister for Agriculture and Water Resources on water matters.

This Plan outlines the Bureau’s priorities and planned achievements from 2018–19 to 2021–22. The Bureau’s Strategy 2017–2022 complements the Plan by providing high-level guidance to our staff, customers and partners on our values and behaviours, our focus, and the strategic actions we will undertake to ensure we provide trusted, reliable and responsive weather, water, climate and ocean services for Australia —all day, every day.

A handwritten signature in black ink, appearing to read 'A. Johnson', with a long horizontal flourish extending to the right.

Dr Andrew Johnson FTSE FAICD
CEO and Director of Meteorology

10 August 2018

The Bureau's purpose

The Bureau's purpose, as defined by its mission is:

To provide trusted, reliable and responsive weather, water, climate and ocean services for Australia —all day, every day.

STRATEGIC DIRECTION

To achieve its purpose, the Bureau is implementing its Strategy 2017–2022, which augments its strong science and technology foundations with new skills and approaches to consistently provide customers with an outstanding service experience.

The Strategy 2017–2022 sets the Bureau's future direction and contains four pillars that will drive its success:

IMPACT AND VALUE

Products and services that benefit the Australian community and drive competitive advantage for businesses and industries.

OPERATIONAL EXCELLENCE

Outstanding people, science, systems and infrastructure, working together for maximum simplicity, productivity and agility.

INSIGHT AND INNOVATION

Deep understanding, creative thinking and enduring partnerships that generate novel solutions for our customers and our organisation.

THE BUREAU WAY

One enterprise, that is safe and diverse, where our people grow and are empowered to excel, and where our customers come first, trust us and consider that we are a pleasure to work with.

Environment

For 2018–19 and the outlook period (2019–20 to 2021–22), as the Bureau seeks to drive a profound positive shift in the impact and value it provides for Australia, we expect our external operating environment to continue to be dynamic.

Significant ongoing changes are occurring in geopolitics, global economic structures and relationships, technology, demography and societal values. These moves are occurring within the context of a changing climate. It is vital that the Bureau meets its customers' increasing demands for personalised and customised delivery of weather, water and climate information to support their planning and decision-making.

Disruption continues to be a dominant feature of almost every sector of the economy and society. Ongoing change is being driven by the increased volume and sophistication of cybersecurity threats, exponential increases in data volumes and constant change in technology. Our 'business' is not immune from the very significant opportunities and challenges that manifest from disruption.

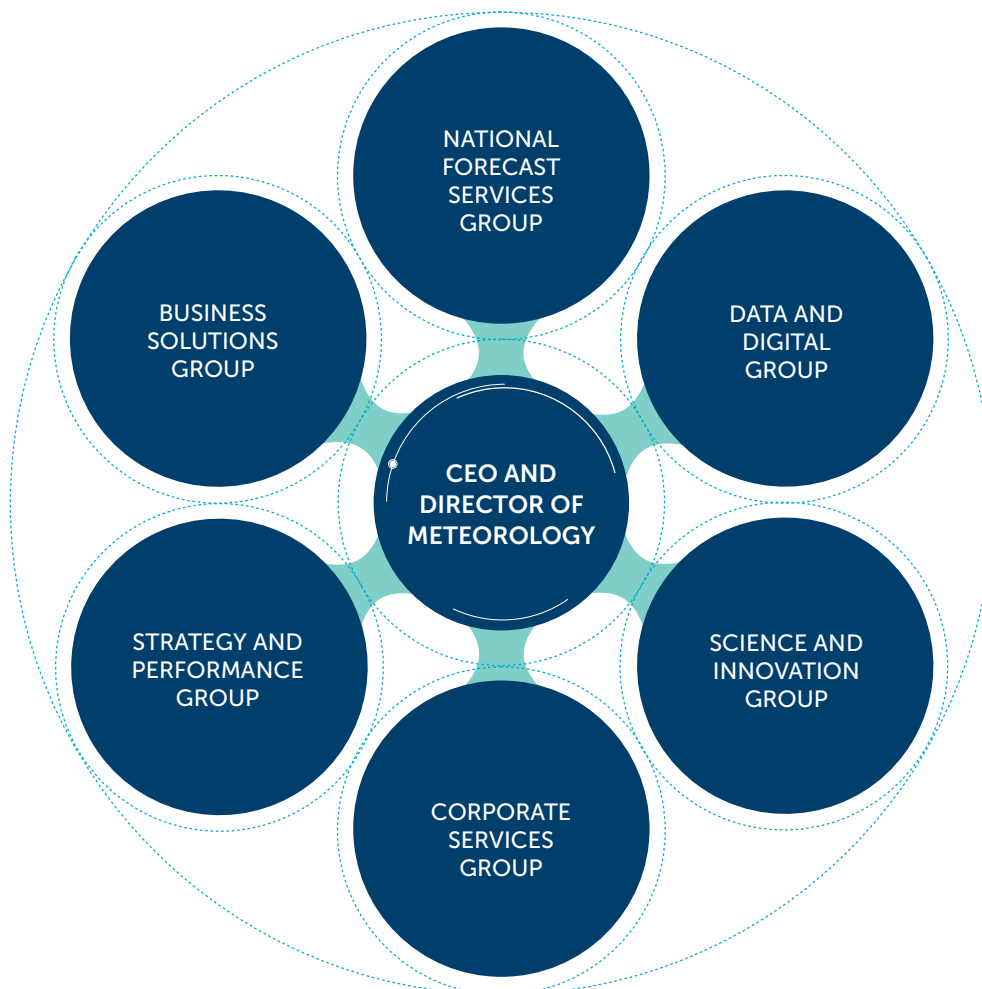
In an increasingly volatile world, the need for the Bureau to meaningfully contribute at scale to national security, economic productivity, community safety and ecosystem health will remain vital. The Australian community will justifiably continue to have high aspirations for, and expectations of, the Bureau's services. The Bureau must adapt at least as fast as our customers in industry, government and wider community if it is to remain relevant and viable in the service of Australia's national interests.

Performance

ACHIEVING THE BUREAU'S PURPOSE

As outlined in the Portfolio Budget Statements 2018–19 for the Environment and Energy Portfolio, the Bureau is responsible for the single Australian Government Program: Program 1.1 Bureau of Meteorology.

To support its delivery, the Bureau is structured under six Groups, each with defined accountabilities and responsibilities.



For 2018–19, and the outlook period (2019–20 to 2021–22), each Group contributes to the fulfilment of the Bureau's purpose by delivering a work program that helps achieve the Bureau's Strategy. Each Group's performance is assessed against relevant enterprise strategic success measures (see pages 14–17). A description of each Group and its intended results is provided overleaf.

STRATEGY AND PERFORMANCE GROUP

Intended result

The Strategy and Performance Group is responsible for monitoring long-term trends and outlooks, and driving whole-of-enterprise strategic initiatives to ensure the Bureau is well placed to address future challenges.

The Group will deliver a step-change in strategy, planning, change management, performance measurement, risk, resilience, protective security and business continuity across the Bureau.

Delivery strategy

The work of the Group is delivered through three programs:

Enterprise Strategy and Transformation	Performance, Planning and Evaluation	Risk, Resilience and Security
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For 2018–19 and the outlook period (2019–20 to 2021–22), these programs will:

- identify growth opportunities, monitor long-term trends and outlooks, gather competitive intelligence and drive cross-program strategic initiatives;
- build the Bureau’s strategic foresight capability and lead efforts in aligning strategy, structure, capability, culture and investment;
- systematically measure and monitor performance including formal evaluation of the impact and value of the Bureau’s activities;
- provide whole-of-enterprise coordination of the Bureau’s program and project management capability and quality assurance; and
- focus on strengthening the Bureau’s risk assessment, business continuity, internal audit and physical and cybersecurity capabilities.



Primary success measures:

- The levels of satisfaction and trust our customers and partners have in us and the way we interact with them.
- Internationally benchmarked levels of capacity utilisation, product and service performance, system reliability, resilience and speed to market.
- Independent verification of the quality of our services.
- Feedback from staff and customers on the alignment of our stated intent with our actual behaviours and actions, especially those of our senior leaders.

BUSINESS SOLUTIONS GROUP

Intended result

The Business Solutions Group is responsible for building deeper, more focused, and systematic engagement with the Bureau's customers. It will lead an uplift in the Bureau's customer-facing skills, systems, and processes that underpin the Bureau's vision. The Group will deliver greater mission alignment and value to Commonwealth, State and Local governments, and to other key stakeholders who depend upon the Bureau for weather, water, climate and ocean insights.

Delivery strategy

The work of the Group is delivered through six programs:

Agriculture	Aviation, Land and Maritime Transport	Energy and Resources	National Security	Water	Customer Relationships
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For 2018–19 and the outlook period (2019–20 to 2021–22), these programs will:

- lead the enterprise in understanding and engaging with the Bureau's industry and government customers to deliver improved impact and value;
- establish the Bureau's market positioning, value propositions, and the development of differentiated offerings for focus sectors;
- contribute to the development and delivery of streamlined and integrated communications to the Bureau's customers and partners;
- transform the Bureau's aviation meteorological service, ensuring ongoing delivery of high-quality weather information to support safe and economical aviation operations;
- contribute to the transformation of the Bureau's public facing systems led by the National Forecast Services Group;
- integrate capabilities across the Bureau including partners as appropriate, to meet customers' needs; and
- work closely with the Corporate Services Group to deliver an uplift in customer-facing skills, systems, and processes across the Bureau.



Primary success measures:

- The financial and social value we deliver to Government, industry and the Australian community.
- The levels of satisfaction and trust our customers and partners have in us and the way we interact with them.
- Our reputation among our customers and partners, and within the Australian community.
- The level of uptake of our services by new customers and the return rate from existing customers.
- Our delivery to customer requirements.

NATIONAL FORECAST SERVICES GROUP

Intended result

The National Forecast Services Group is responsible for providing highly valued and resilient forecast and warning services to the Australian community. The Group focuses on the delivery of weather, water, climate and ocean services to the general public and emergency services customers, and supports the delivery of specialist services to the Bureau's priority industry and government customers.

Delivery strategy

The work of the Group is delivered through four programs:

National Operations	Public Safety	Community Forecasts	Community Outreach
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For 2018–19 and the outlook period (2019–20 to 2021–22), these programs will:

- deliver the Bureau's public safety services, including flood, thunderstorms, severe weather, fire, tropical cyclones, tsunamis, heatwave and drought;
- deliver the Bureau's services to the general public, including weather, marine, water forecasting, ocean, and climate;
- transform public weather service operations to increase resilience and maximise national impact and value;
- maintain and grow deep and effective engagement with the Australian community, tightly coupling the Bureau's communications capabilities with its frontline forecasting and warning services; and
- be responsible for the enterprise-wide deployment of social media, video, public education, marketing, design and engagement capabilities in support of the objectives of other Groups.



Primary success measures:

- The financial and social value we deliver to Government, industry and the Australian community.
- The levels of satisfaction and trust our customers and partners have in us and the way we interact with them.
- Our reputation among our customers and partners, and within the Australian community.
- Our delivery to customer requirements.
- Independent verification of the quality of our services.

DATA AND DIGITAL GROUP

Intended result

The Data and Digital Group provides the data, infrastructure and systems to underpin the Bureau's core operations, from measurement and collection through to production and dissemination. The Group ensures that data is managed at a whole-of-enterprise level along the full value chain from the observations network through to the high-performance computation needed to generate forecasts and downstream products and services. The Group also supports the delivery of products and services to customers through a range of digital channels, with a focus on user-centred designs that respond to customer needs.

Delivery strategy

The work of the Group is delivered through six programs:

Policy and Capability	Observing Systems and Operations	Data	User-Centred Design	Solutions Delivery and Support	IT Operations
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For 2018–19 and the outlook period (2019–20 to 2021–22), these programs will:

- develop and implement the plans, policies and standards needed to manage the Bureau's complex ICT and engineering environment and field operations;
- provide enterprise oversight of architecture, capability development and lifecycle management for all Bureau technology;
- operate, sustain and manage the Bureau's observing network lifecycle;
- manage the Bureau's core asset and lifeblood—data;
- implement best-practice user-centred design of products and services, including user research, analytics and digital branding;
- deliver and sustain all Bureau ICT applications and platforms, including high-performance computing capability;
- build and manage capability for continued, reliable and secure ICT operations; and
- enhance the security, stability and resilience of ICT and observing systems.



Primary success measures:

- Internationally benchmarked levels of capacity utilisation, product and service performance, system reliability, resilience and speed to market.
- The speed of delivery from concept to prototype and from prototype to customer acceptance.
- The conversion rate from ideas to opportunities to customer outcomes.
- The number and outcomes of collaborative and whole-of-enterprise activities.
- Our performance internationally benchmarked against health, safety and environment best practice.

SCIENCE AND INNOVATION GROUP

Intended result

The Science and Innovation Group has responsibility for fostering innovation across the Bureau and for ensuring that the Bureau’s world-class science and innovation outcomes are driven by current and future customer needs, enhanced through high-value national and international relationships. The Group also nurtures the Bureau’s capabilities in science, technology, engineering and mathematics (STEM) disciplines and across all other work families, to build a more diverse and inclusive workforce and to create a workplace that is representative of the Australian community.

Delivery strategy

The work of the Group is delivered through four programs:

Science to Services	Global and National Science Relationships	Enterprise Innovation	Diversity, Inclusion and STEM
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For 2018–19 and the outlook period (2019–20 to 2021–22), these programs will:

- deliver excellence in scientific and technological capability to underpin, sustain and evolve the Bureau’s offerings;
- deliver a whole-of-enterprise approach for national and international science relationships, including developing an engagement framework to grow and sustain high-value science partnerships and collaborations;
- work across the Bureau to ensure maximum return on science investment through well-structured and streamlined implementation and transition-to-operation processes;
- establish an enterprise innovation framework to efficiently and effectively evaluate, exploit and implement ideas that align to our Strategy and deliver benefits for customers and our organisation; and
- develop and implement a comprehensive approach to diversity and inclusion across the Bureau, and enhance the pipeline for STEM graduates.



Primary success measures:

- Our innovation maturity is reflected in our strategy, culture, processes and systems.
- Feedback from staff, customers and partners on our capacity to innovate.
- The depth, breadth and quality of our external partnerships and collaborations.
- The quality of our scientific publications, benchmarked internationally.
- A diverse and inclusive workforce, benchmarked against the community.

CORPORATE SERVICES GROUP

Intended result

The Corporate Services Group is accountable for providing enterprise support services to enable the Bureau to achieve its mission. The Group works to provide outstanding specialist analysis and strategic advice to inform enterprise decision-making. The Group focuses on having the right people, culture, systems, processes and infrastructure in place to enable continual improvement in the organisation's productivity, agility and long-term sustainability. The Group is also responsible for leading the Bureau's operational and reporting obligations, including compliance with legislative requirements.

Delivery strategy

The work of the Group is delivered through five programs:

Finance	Organisational Development	Health, Safety and Environment	Government Relations and Corporate Communications	Legal and Commercial
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For 2018–19 and the outlook period (2019–20 to 2021–22), these programs will:

- provide enterprise-wide financial services, a high-performing management accounting service and an outstanding financial accounting service that enables the Bureau to meet its fiduciary responsibilities;
- deliver outcomes in enterprise culture, leadership and team development, workforce planning, staff engagement, attraction and retention, rewards and recognition and learning;
- transform internal service delivery by modernising systems and processes to improve user-friendliness and meet compliance requirements;
- provide authoritative strategic advice and ensure effective controls through key corporate functions such as financial governance, organisational development and reputation management;
- achieve a high level of safety and environmental performance and implement actions which honour our commitment to work health, safety and wellbeing and environmental sustainability;
- grow and sustain relationships with portfolio Ministers, the Australian Government and the Australian Parliament, and provide a focal point for internal communications, issues management and national media; and
- provide legal and commercial advice, including on intellectual property, ICT transactions, collaborations, joint ventures and commercial disputes.



Primary success measures:

- Our delivery to budget.
- Our levels of workforce skills and competency benchmarked with our peers and against accepted international standards.
- Our work health, safety and environment performance achieves continual improvement against benchmarked best practice.
- Our engagement with staff, the community and government maximises the impact and value for the Bureau.

MEASURING THE BUREAU'S PERFORMANCE

The Bureau's performance over 2018–19 and the outlook period (2019–20 to 2021–22), will be assessed against the achievement of its success measures, as outlined in the Bureau's Strategy 2017–2022.

Implementation of the Strategy has seen the Bureau reshape the way it measures performance. The Bureau has 19 high-level success measures aligned to its four strategic pillars. The measures, along with their methodology and planned implementation timing, are shown in the table below.

IMPACT AND VALUE					
Products and services that benefit the Australian community and drive competitive advantage for businesses and industries.					
Success measure	Methodology	2018–19	2019–20	2020–21	2021–22
The financial and social value we deliver to Government, industry and the Australian community.	Gathering regular feedback from customers and partners.	◆	●	●	●
The levels of satisfaction and trust our customers and partners have in us and the way we interact with them.	Gathering regular feedback from customers and partners.	●	●	●	●
Our reputation among our customers and partners, and within the Australian community.	Gathering regular feedback from customers and partners.	●	●	●	●
The level of uptake of our services by new customers and the return rate from existing customers.	Gathering regular feedback from customers and partners. Regular analysis of product and service usage data.	●	●	●	●
The conversion rate from ideas to opportunities to customer outcomes.	Regular analysis of product and service usage data.	◆	●	●	●

◆ Implementation ● Continuous improvement

OPERATIONAL EXCELLENCE

Outstanding people, science, systems, infrastructure and partnerships working together for maximum simplicity, productivity and agility.

Success measure	Methodology	2018–19	2019–20	2020–21	2021–22
Our delivery to customer requirements.	Gathering feedback from customers and partners. Analysis of product and service performance data.	◆	●	●	●
Internationally benchmarked levels of capacity utilisation, product and service performance, system reliability, resilience and speed to market.	Analysis of system, product and service performance data.	◆	●	●	●
Our delivery to budget.	Analysis of financial data.	●	●	●	●
Independent verification of the quality of our services.	Analysis of product and service performance data.	◆	●	●	●
The levels of workforce skill and competency benchmarked with our peers and against accepted international standards.	Analysis of workforce and training data.	◆	●	●	●

INSIGHT AND INNOVATION

Deep understanding and creative thinking that generates novel solutions for our customers and our organisation.

Success measure	Methodology	2018–19	2019–20	2020–21	2021–22
The depth, breadth and quality of our external partnerships and collaborations.	Gathering feedback from partners.	◆	●	●	●
Our innovation maturity is reflected in our strategy, culture, processes and systems.	Gathering feedback from staff, customers and partners.	◆	◆	●	●
The quality of our scientific publications, benchmarked internationally.	Assessment of the influence of scientific publications.	●	●	●	●
The speed of delivery from concept to prototype and from prototype to customer acceptance.	Analysis of product and service development and implementation data.	◆	●	●	●
Feedback from staff, customers and partners on our capacity to innovate.	Gathering feedback from staff, customers and partners.	◆	●	●	●

THE BUREAU WAY

One enterprise, that is safe, inclusive and diverse, where our people grow and are empowered to excel, and where our customers come first, trust us and consider that we are a pleasure to work with.

Success measure	Methodology	2018–19	2019–20	2020–21	2021–22
Our performance benchmarked internationally against work health, safety and environment best practice.	Analysis of WHSE data.	◆	◆	●	●
Feedback from staff and customers on the alignment of our stated intent with our actual behaviours and actions, especially those of our senior leaders.	Gathering feedback from staff and customers.	◆	●	●	●
A diverse and inclusive workforce, benchmarked against the community.	Analysis of workforce data. Gathering feedback from staff.	◆	●	●	●
The number and outcomes of collaborative and whole-of-enterprise activities.	Analysis of collaborative activities. Gathering feedback from customers, partners and staff.	◆	●	●	●

Capability

The Bureau is required to maintain capability across complex and wide ranging fields to meet its remit of being Australia’s national weather, climate and water agency. For 2018–19 and the outlook period (2019–20 to 2021–22), there are key areas where the Bureau is consolidating, enhancing or changing its capability to keep pace with the evolving needs of customers and ensure future sustainability. The Bureau has categorised its enterprise capability into five broad themes:



Strategy



Relationships
and geographical
footprint



People



Infrastructure



Asset management
and financial
sustainability

A description of each of the enterprise capabilities, including the current capability, the capability aim and the capability development pathway is outlined on pages 20–24. These enterprise capabilities will be developed by undertaking the strategic actions outlined in the Strategy 2017–2022 (see table below). The strategic actions that are most relevant to the development of the enterprise capability are summarised for each capability theme.

STRATEGIC ACTIONS

ENTERPRISE STRATEGIC ACTIONS		2018–19	2019–20	2020–21	2021–22
Impact and value	1.1 Focus on key customers in priority sectors, understand their needs and expectations and deepen and broaden our relationships with them.	◆	●	●	●
	1.2 Establish our market positioning, business models, and product and service offerings in priority sectors.	◆	●	●	●
	1.3 Amplify our outreach to the parliament, public sector, industry and the community as Australia’s most authoritative and trusted source of weather, water, climate and ocean information.	●	●	●	●
	1.4 Build skills, systems and culture across the enterprise to operate in a business-like way, delivering an outstanding customer experience.	◆	◆	●	●
	1.5 Measure and monitor the quality, impact and value of our products and services, and drive a culture of continuous improvement.	◆	◆	●	●

◆ Deliver ● Continuous improvement

ENTERPRISE STRATEGIC ACTIONS		2018–19	2019–20	2020–21	2021–22
Operational excellence	2.1 Enable empowered and high-performing teams with skills and knowledge to meet customers' needs.	◆	●	●	●
	2.2 Use standardised enterprise systems and processes that enable us to more rapidly respond to customer requirements and deliver value for money.	◆	◆	●	●
	2.3 Adopt a single set of enterprise information and technology standards and platforms that ensure scalability and which enable end-to-end product and service lifecycle management.	◆	◆	●	●
	2.4 Have governance arrangements that ensure teams and individuals are accountable, open, collaborative and responsive.	●	●	●	●
	2.5 Develop resilient systems and processes that support sustained delivery of products and services to our customers.	◆	◆	●	●
Insight and innovation	3.1 Create and action a whole-of-enterprise innovation framework to guide future investment, culture and practice.	◆	◆	●	●
	3.2 Continuously scan and evaluate our external environment, building and applying knowledge on emerging trends, competitor activity and market disruptions.	◆	●	●	●
	3.3 Grow the organisation's capabilities in co-design and agile methodologies.	◆	●	●	●
	3.4 Ensure a whole-of-enterprise approach for national and international partnerships and collaborations.	◆	●	●	●
	3.5 Enhance the pipeline of science, technology, engineering and maths (STEM) talent into the Bureau.	◆	●	●	●
	3.6 Invest in a portfolio of high-risk/high-reward initiatives that deliver transformative impact and value for our customers.	◆	◆	◆	●
The Bureau Way	4.1 Actively pursue a high level of safety and environmental sustainability performance, with a special focus on mental health and physical well-being.	◆	◆	◆	●
	4.2 Transparently manage the organisation, aligning strategy, structure, capability, culture and investment for customer impact and value.	◆	◆	●	●
	4.3 Systematically manage performance to ensure all staff can see how their individual role contributes to the collective delivery of our Strategy.	◆	●	●	●
	4.4 Build a workforce for the future with skills in leadership, collaboration and personal resilience. Affirm behaviours that are consistent with our values.	◆	●	●	●
	4.5 Implement a whole-of-enterprise diversity and inclusion plan that enables gender equity and diversity at all levels in the organisation.	◆	◆	●	●



ENTERPRISE CAPABILITIES

STRATEGY

Current capability

The Bureau's strategic capability has been consolidated in the Enterprise Strategy and Transformation Program within the Strategy and Performance Group. The Program's role is to develop frameworks and roadmaps for coordinated whole-of-enterprise action and embed systematised approaches, practices and capabilities to strategic decision making, including investment decisions. Working in partnership with the Bureau's senior leadership, the Program enables the achievement of the objectives set out in the Bureau's Strategy 2017–2022.

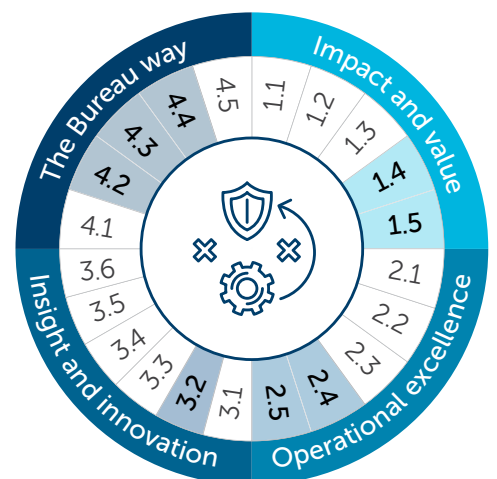
Capability aim

The Bureau aims to develop an enterprise-wide strategic foresight capability and deliver a step-change in planning, change management, performance management and risk, resilience and business continuity.

Capability development pathway (2018–19 to 2021–22)

The Bureau's strategic capability will be developed by undertaking specific activities to:

- increase capability and skill in:
 - environmental scanning, market testing and trend analysis;
 - impact and value-based processes and solution design;
 - benefits identification, monitoring and management, and realisation; and
 - change management and transformation;
- uplift skills in performance planning, monitoring and evaluation;
- uplift risk management culture, and incorporate risk evaluation into decision-making across the enterprise; and
- transform organisational capabilities and competencies to anticipate, respond to, and recover from disruptive events.



RELATIONSHIPS AND GEOGRAPHICAL FOOTPRINT

Current capability

The Bureau has strong relationships with a broad set of customers and partners, including across governments and industry, emergency services, international science and meteorological agencies, and the Australian community. Its points of presence include locations spread across regional Australia, remote islands and Antarctica. The Bureau observes and forecasts conditions from the Antarctic to north of the equator, and from the Indian Ocean to the Pacific, and has responsibility for fulfilling Australia's international obligations under the Convention of the World Meteorological Organization.

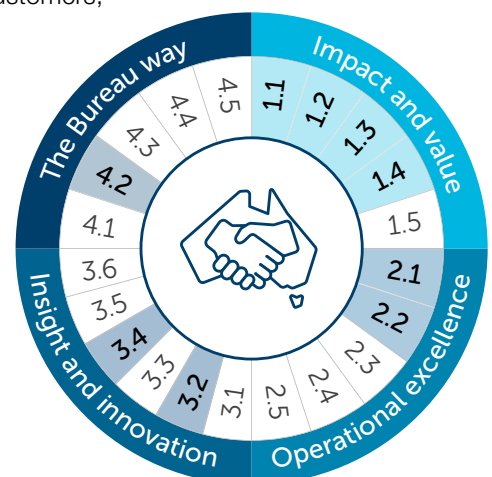
Capability aim

The Bureau will strengthen its customer engagement and understanding about the decisions our customers make that depend upon weather, climate, ocean and water insights. This will enable the Bureau to deliver improved and differentiated offerings, with the aim that government and industry customers increasingly value the Bureau as a trusted partner, delivering measurable impact and value every day.

Capability development pathway (2018–19 to 2021–22)

The Bureau's relationships and geographical footprint capability will be developed by undertaking specific activities to:

- build and maintain relationships with key government agencies including through a strong and explicit presence in Canberra, and continue to build intra-government collaboration on earth observations from space, including through the newly formed Australian Space Agency;
- enable State and Territory offices to focus on providing local insights to assist customers in understanding the potential impacts of weather and climate conditions, and in effectively interpreting and using the Bureau's information;
- develop a framework for international and national engagement with a focus on international data exchange, and on external scientific relationships and collaboration that contribute to national, regional and international scientific and technical development;
- enhance and streamline the ability for secondments of Bureau staff into external organisations, and vice versa, to provide opportunities for deeper collaboration and engagement with national and international partners;
- increase engagement with universities to introduce social science initiatives, and develop relationships with the insurance sector to reduce the impact of natural hazards impacts on customers;
- continue to consolidate remote observing sites, increase automation and enhance monitoring and maintenance of equipment through observing hubs and the use of sensors to help predict and diagnose systems faults;
- apply user-centred design techniques and use customer insights and analytics to inform service design; and
- enhance key sites with a focus on external collaboration, including at Learmonth, Alice Springs and Willis Island.



PEOPLE

Current capability

The Bureau's diverse, committed workforce of more than 1600 employees and contractors is central to the delivery of its products and services. The workforce profile includes 18 job families, of which 10 include highly specialised skill sets. Staff census results indicate that levels of job engagement are high, with strong team interactions, supervisor engagement and agency pride facilitating a modern and high-performing business.

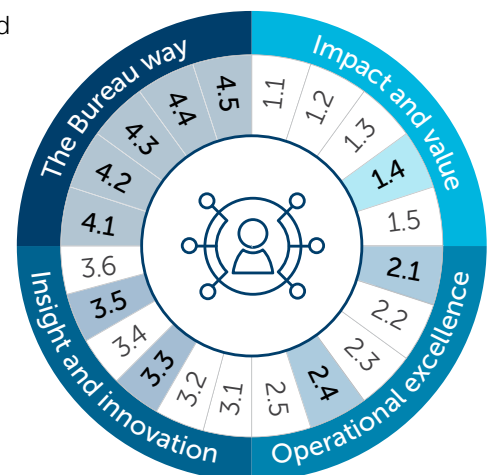
Capability aim

The Bureau will ensure its teams have the skills and knowledge required to meet customer needs by delivering outcomes on enterprise culture, leadership and team development, workforce planning, staff attraction and retention, training and organisational learning. The Bureau will also continue to develop and implement a comprehensive approach to diversity and inclusion, and to enhance the pipeline for STEM graduates.

Capability development pathway (2018–19 to 2021–22)

The Bureau's people capability will be developed by undertaking specific activities to:

- ensure our workforce has the right capabilities, at the right time and place to meet customer needs;
- establish core competencies for operational meteorologists providing multi-hazard warning services, and develop an adaptable workforce to provide greater support during major weather events;
- support career paths that include customer facing and industry specialist skills, solution managers, specialised operational forecasters and product management capability;
- develop capability and competency frameworks for ICT and observing staff, and retrain/re-task staff to the highest value competencies;
- increase capability and skill in market testing, value-based process and business design, benefits identification and change management and transformation;
- improve data analysis skills across the enterprise and enhance digital service design skills including customer research and testing;
- strengthen employee understanding of protective security and their role in mitigation;
- promote an enhanced ICT security culture in the Bureau through continued staff training and awareness initiatives;
- focus on specialist capabilities, succession planning and skills growth for the long-term, as well as leadership and general management skills for STEM-based staff;
- benchmark the levels of workforce skill and competency with peers and against accepted international standards; and
- enhance the pipeline of STEM talent, including through the development and identification of opportunities for women in senior STEM and leadership positions.



INFRASTRUCTURE

Current capability

The Bureau's infrastructure capability encompasses ICT, data and information, communication networks, high-performance computing, and platforms and applications—as well as desktops, servers, videoconferencing and telephony technology. The Bureau provides 24/7 support for 129 'Category 1' applications, where failure of any one of these would result in immediate and serious consequences for essential Bureau operations and services, including external organisations. Meteorological, hydrological, oceanographic and space weather observations are taken from 34 staffed offices, 62 weather surveillance radars and 696 automatic weather stations. This network is supplemented and enhanced by globally distributed observations shared freely by international meteorological and space agencies, including data from Earth observation satellites operated by international partners.

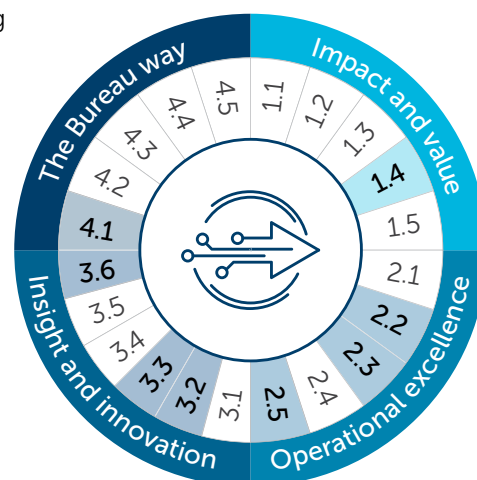
Capability aim

The Bureau aims to provide effective end-to-end management of data and systems, and to develop core skills and capabilities, critical for ensuring customer needs are met effectively and securely through seamless delivery, from collection to provision.

Capability development pathway (2018–19 to 2021–22)

The Bureau's infrastructure capability will be developed by undertaking specific activities to:

- provide a secure, resilient, and stable technology base to make it easier to build, sustain or change what the Bureau offers, keeping pace with customer needs;
- deliver enhanced performance and outcomes from the Bureau's supercomputing environment and the National Computing Infrastructure through scientific insight, optimisation and evolution of numerical modelling code;
- design and implement forecasting systems that optimise interaction between national guidance and local insights as a seamless national service across all timescales;
- deploy customer services and applications on modern technology platforms and channels that are secure, resilient, and stable, but also financially sustainable;
- deliver new and upgraded observing infrastructure, including automated weather stations, balloon sites and radars;
- modularise observations assets for faster deployment and homogenise automatic balloon launching infrastructure and the automatic weather station network for more efficient asset management;
- increase use of managed and cloud-based solutions to reduce complexity and maintenance overhead;
- use collaborative industry partnerships to deliver change and support where appropriate;
- develop and improve observing capability in response to the emerging contribution of renewable energy to the national energy market;
- develop delivery platforms to optimise mission outcomes for the Australian Defence Force;
- develop advanced scientific computing applications and new remote sensing technologies as a testbed for new technology;
- identify opportunities to fulfil services through vendor partnerships; and
- roll out an enterprise project management tool to underpin scheduling, reporting, pipeline and resource management.



ASSET MANAGEMENT AND FINANCIAL SUSTAINABILITY

Current capability

The Bureau manages an asset base valued at more than \$550 million. Major asset categories include \$345 million in plant and equipment, \$103 million in computer software, \$83 million in buildings, \$12 million in land, \$8 million in other non-financial assets and \$6 million in inventories. As the Bureau's significant asset base is ageing, there is a continual challenge to ensure that available resources are used to deliver optimum-value products and services for customers.

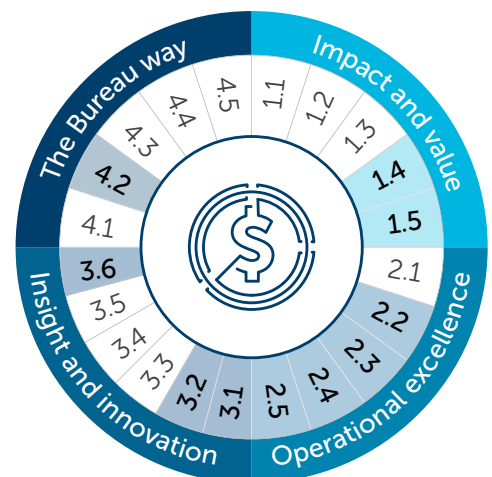
Capability aim

The Bureau aims to ensure it meets its fiduciary responsibilities and that its teams are supported with business insight and analysis to achieve financial sustainability. It also aims to deliver efficient whole-of-enterprise procurement services and effective management of the Bureau's property footprint.

Capability development pathway (2018–19 to 2021–22)

The Bureau's asset management and financial sustainability capability will be developed by undertaking specific activities to:

- redesign the Bureau's budget framework, processes, principles and tools to better align with enterprise objectives, supported by transparent analytics;
- review and implement tactical and strategic system improvements to enable and support financial management and achieve greater efficiency;
- develop and embed a business partnership model that provides business insight and strategic financial support across the enterprise;
- develop an enhanced reporting framework to provide greater analysis of key business drivers and activities, to enable longer-term financial sustainability;
- review and implement a costing and pricing framework that aligns with enterprise objectives and the Government's output charging guidelines; and
- develop a strategic accommodation plan to support a collaborative work culture and space optimisation in line with whole-of-government objectives.



Risk oversight and management

For 2018–19 and the outlook period (2019–20 to 2021–22), the Bureau is committed to promoting a culture that is risk-aware and encourages informed risk-taking in support of the achievement of its Strategy, and ultimately its purpose. This risk-aware culture is supported by an enterprise risk management framework that directly links with actions at Group and Program levels, including tailored risk-appetite statements.

The Bureau's risk management framework and risk methodology provide a mechanism for proactively identifying and treating risks across the business, and for monitoring operating environments. This assists in the management of vulnerabilities and allows the Bureau to plan its pursuit of new opportunities. The framework is ably supported by an online enterprise risk management system that facilitates a single source of truth for all risks and allows for effective ownership, assessment, treatment, monitoring and reporting of risks.

GOVERNANCE

The Bureau Executive is the highest level decision-making body within the organisation and is supported by three sub-committees—the Investment Committee, the Major Transactions Committee, and the Security, Risk and Business Continuity Committee—each operating with a charter of responsibilities, and chaired by a member of the Executive. The Investment Committee's purpose is to make recommendations to the Bureau's Executive on the allocation of resources consistent with the Bureau Strategy 2017–2022. The Major Transactions Committee supports the Bureau Executive to direct and control the Bureau's involvement in major transactions and related matters to ensure alignment with the Strategy and value for money from Bureau investments. The Security, Risk and Business Continuity Committee has a mandate to ensure that the Bureau is effectively managing risk at both a strategic and operational level, that security and business continuity activities are well planned and executed and that Bureau investments support organisational resilience.

The Bureau's Audit Committee, established in compliance with Section 45 of the *Public Governance, Performance and Accountability Act*, also has a role in overseeing risk management practices. The committee provides independent assurance to the Director of Meteorology on the Bureau's financial and performance reporting responsibilities, risk oversight and management, and system of internal control and assurance.

KEY BUSINESS RISKS

The Bureau's Executive Team has identified nine key areas of risk as potentially affecting the delivery of the Bureau's statutory obligations, outcomes and/or the achievement of strategic priorities. These risks are outlined in the following table, together with the risk responses and related strategic actions that serve to mitigate the threat and reduce any potential impact on the organisation.

Risks and impacts	Risk responses	Related strategic actions
ICT interruption/outage or data/information compromise impacts service delivery, customer confidence and reputation.	<ul style="list-style-type: none"> ICT security policies and procedures Governance Committee Recovery plans 	1.3, 2.3, 2.5
Instrument/equipment failure/damage or obsolete inventory impacts service delivery, customer confidence and reputation.	<ul style="list-style-type: none"> Asset/inventory management policies and procedures Asset/inventory registers Instrument checking, testing and maintenance policies and procedures 	1.3, 2.5
Ineffectual warning or forecast impacts public safety, customers' business and the Bureau's reputation.	<ul style="list-style-type: none"> Forecast policies, standards and procedures Appropriately skilled and trained forecasters Warning and forecast communications plans and strategies 	1.3
Funding changes, over-expenditure, project funding mismatches or significant customer loss impacts revenue, resourcing, capability development and ability to harness opportunities.	<ul style="list-style-type: none"> Government relations and reporting Budgets and budget/expense reporting—forecast and actual, group, program, project Investment policies and procedures 	1.4, 3.6
Failure to acquire, deploy, develop or retain appropriately skilled and diverse staff and leadership with aligned values as and when required impacts capacity, capability, behaviours and performance.	<ul style="list-style-type: none"> Workforce planning Flexible employment policy Professional development and pathways Strategically aligned recruitment and workplace policies and culture Employee surveys and follow-up 	1.4, 2.1, 3.5, 4.5, 4.1
Unsafe work environment/conditions practices or personal security breach impacts staff safety and wellbeing.	<ul style="list-style-type: none"> WHS policies and procedures WHS audits/checks Training/education Incident and risk management 	4.1
Failure to adequately upskill the Bureau's leadership capabilities impacts organisational cultural shift and delivery of Strategic Actions.	<ul style="list-style-type: none"> Desired leadership and cultural competencies clearly defined and documented Appropriately tailored leadership education/training Ongoing leadership development and support program 	1.4, 2.1, 4.4
Misuse of assets, misrepresentation or negative publicity undermines Bureau's authority, community trust and reputation.	<ul style="list-style-type: none"> Government and public relations Appropriate asset/IP protections Brand management and investment 	1.4
Responding to changes in government policy impacts Bureau's strategy, partnerships and resourcing.	<ul style="list-style-type: none"> Government relations Government/public reporting, including Annual Report and financial audit Internal audits Bureau policies and procedures 	1.4, 3.6

RESILIENCE

The Bureau is committed to its role in enabling a safe, prosperous, secure and healthy Australia and has established mechanisms to ensure it can continue to thrive in a rapidly changing environment. Enhancing the Bureau's adaptive capacity and its ability to manage transformation requires many components that individually and collectively assist in increasing resilience.

This Bureau's resilience framework enables the anticipation of, and adaptation to disruptive events and incidents where uncertainty affects strategic objectives. The framework uses a risk-based approach, common terminology and structure to avoid confusion during the management of disruptive events.

This framework incorporates:

- crisis management;
- incident control;
- business continuity;
- IT disaster recovery;
- security risk management;
- communications; and
- continuity plans.

Plans covering the preparation, response and recovery for asset and ICT related events, weather surge events and other business disruptions, such as power and communication outages, will be integrated into the resilience framework.

Elements covered under plans prepared within the resilience framework include:

- accountability and responsibility;
- risk assessments;
- notification, escalation, activation and response team processes;
- supporting plans and procedures; and
- testing processes that includes plan reviews, exercises and post-incident reviews.



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