



Australian Government  
Bureau of Meteorology

# CORPORATE PLAN 2017–18





# Contents

Introduction .....	4	Risk oversight and management .....	25
The Bureau's purpose .....	5	Governance .....	25
Environmental scan.....	6	Risk management .....	26
Performance .....	7	Our enterprise risks .....	27
Achieving the Bureau's purpose .....	7	Resilience .....	27
Strategy & Performance.....	8	Quality management .....	28
Business Solutions .....	9	Financial compliance .....	28
National Forecast Services .....	10	Fraud control .....	28
Data & Digital .....	11	Work health and safety management system... 29	
Science & Innovation .....	12	Environmental management.....	29
Corporate Services.....	13	<b>Budgeted financials.....</b>	<b>30</b>
Measuring the Bureau's performance .....	14	Expenses: Program 1.1	
<b>Capability .....</b>	<b>18</b>	Bureau of Meteorology .....	30
Enterprise strategic actions .....	18	Budget measures 2017–18 to 2020–21 .....	31
Enterprise capabilities.....	20		
Strategy .....	20		
Relationships and geographical footprint....	21		
People .....	22		
Infrastructure.....	23		
Asset management and financial sustainability .....	24		

# Introduction

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As the accountable authority of the Bureau of Meteorology, it is my pleasure to present the Bureau of Meteorology Corporate Plan 2017–18 (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 2017–18 financial year, and covers the four financial periods 2017–18 to 2020–21.

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 weather, climate, water and environmental information, advice, 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 2017–18 to 2020–21. 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 stroke extending to the right.

**Dr Andrew Johnson FTSE FAICD**  
CEO and Director of Meteorology

30 August 2017

# The Bureau's purpose

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For 2017–18 and the outlook period (2018–19 to 2020–21) 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 this outcome in an intensely dynamic environment, the Bureau has developed a new strategy that augments its strong science and technology foundations with new skills and new ways of doing things to consistently provide customers with an outstanding service experience.

Taking effect at the start of the 2017–18 financial year, the Strategy 2017–2022 provides the blueprint for the future direction of the Bureau and contains four pillars that will drive its future success.

IMPACT AND VALUE	OPERATIONAL EXCELLENCE	INSIGHT AND INNOVATION	THE BUREAU WAY
Products and services that benefit the Australian community and drive competitive advantage for businesses and industries.	Outstanding people, science, systems and infrastructure, working together for maximum simplicity, productivity and agility.	Deep understanding, creative thinking and enduring partnerships that generate novel solutions for our customers and our organisation.	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.

# Environmental scan

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For 2017–18 and the outlook period (2018–19 to 2020–21), the Bureau anticipates its operating environment will continue to be intensely dynamic, with profound shifts occurring in geopolitics, global economic power, technology, demography and societal values and norms.

Our climate is changing and we are experiencing extremes of weather more frequently and with greater intensity than at any other time in modern history. With one of the most variable climate systems on the planet, reliable, timely and insightful weather information is vital to support our customers' decision-making and planning.

Almost every sector of the economy and society is experiencing some form of disruption. These include exponential increases in data volumes, constant change in technologies and platforms—those available to the Bureau and of our peers and customers—advances in fields such as machine learning, visualisation, cloud technologies and 3D printing, continued growth in mobile applications, the need for interoperability with international peer agencies, and the increased volume and sophistication of cyber security threats.

These changes will likely accelerate in the years ahead. There will be new technologies and new economic, social and physical phenomena that we cannot now anticipate that will change the course of human history, the trajectory of Australia, and hence the development of our own organisation. We must build our capacity to anticipate these trends and ensure maximum flexibility to respond.

Our customers' needs are diverse, increasingly aligned with a global community and rapidly changing in response to economic competition and technological change. They demand high-quality, reliable, relevant, intuitive and cost-effective solutions. We operate in an increasingly competitive landscape and our success is heavily dependent on our ability to respond to the changing needs of our customers. We will need to aggressively adopt new technologies and new ways of working, grow our innovation capability, and deepen our national and global partnerships and collaborations. We will also need to continually invest and improve to maintain our relevance and attractiveness to our customers in government, industry and the wider community.

# Performance

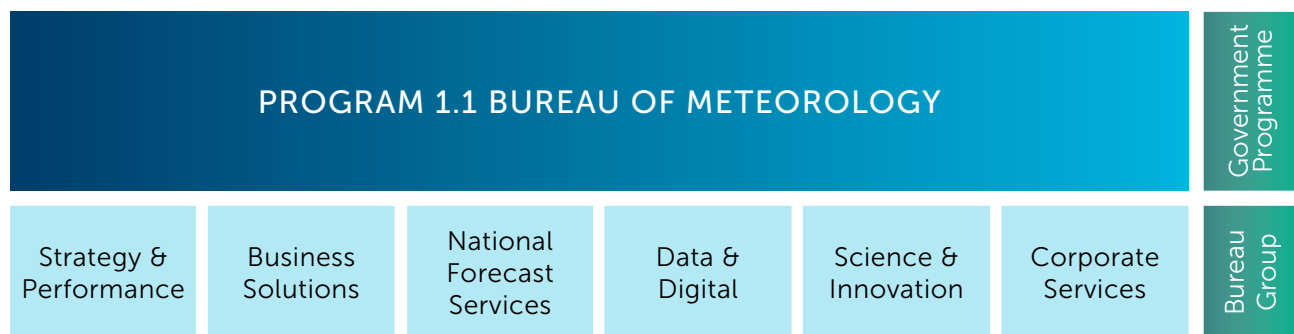
## ACHIEVING THE BUREAU'S PURPOSE

As outlined in the Portfolio Budget Statements 2017–18 for the Environment and Energy Portfolio, the Bureau is responsible for the single Australian Government **Program 1.1 Bureau of Meteorology**.

To support the successful implementation of its new Strategy, and to provide clear accountability and responsibility for the delivery of its strategic actions and associated success measures, the Bureau made changes to its organisational structure that took effect on 1 July 2017.

The structural changes will underpin our focus on delivering greater impact and value for our customers, and driving excellence in our operations. They will support our high aspiration for enhancing innovation and creativity, and play a crucial role in supporting the cultural and functional change needed for the Bureau to operate as one enterprise in the service of our nation.

The new structure comprises six Groups (see Figure 1 below). Each Group has defined accountabilities and responsibilities, and explicitly contributes to the delivery of outcomes in other Groups where it has relevant and appropriate capabilities that can be deployed to meet customer needs.



**Figure 1:** The Bureau of Meteorology's Group structure

For 2017–18 and the outlook period (2018–19 to 2020–21), the Bureau's performance will be measured, and the achievement of its purpose will be assessed, against the activities of each Group. A description of each Group and its intended results is provided overleaf. The complete list of the Bureau's success measures is shown on pages 14–17.

## STRATEGY & PERFORMANCE

### Intended result

The Strategy & Performance Group aims to ensure our change management and business transformation activities are coherent, consistent and coordinated, and contribute to our overall organisational resilience. The Group also seeks to drive a step change in strategy, planning, change management, performance management, risk, resilience and business continuity in the Bureau.



#### Primary success measures:

- 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.

### Delivery strategy

The work of the Group is delivered through three programs:

Enterprise Strategy & Transformation	Performance, Planning & Evaluation	Risk, Resilience & Security
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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;
- systematically manage performance and quality assurance;
- provide whole-of-enterprise coordination of our program and project management capability; and
- focus on strengthening our risk assessment, business continuity, internal audit and physical and cyber-security capabilities.



## BUSINESS SOLUTIONS

### Intended result

The Business Solutions Group leads the Bureau's engagement and delivery to our customers in five priority sectors and aims to deepen our understanding of their needs and expectations, and facilitate enduring relationships with them. The Group also seeks to build our capacity to operate in a more businesslike way and to drive excellence in our customer-facing business systems and processes.



#### 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.

### Delivery strategy

The work of the Group is delivered through six programs:

Agriculture	Aviation, Land & Maritime Transport	Energy & Resources	National Security	Water	Customer Relationships
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These programs will:

- provide enterprise-wide leadership, coordination and support for the engagement of our industry and government customers;
- establish our market positioning, business models, and product and service offerings in each priority sector, drawing upon the capabilities of other parts of the Bureau to meet customer needs;
- drive excellence in our customer-facing business systems and processes in partnership with the Corporate Services Group and Data & Digital Group;
- lead efforts in building our capacity to operate in a more businesslike way; and
- work closely with the Community Outreach Program to develop and deliver communications and marketing capability to our priority industry and government sectors.

## NATIONAL FORECAST SERVICES

### Intended result

The National Forecast Services Group aims to provide highly valued and resilient data, forecast and warning services to the Australian community and emergency services customers. The Group focuses on the delivery of weather, climate and ocean services to the general public and emergency services customers, and will also support the delivery of specialist services to our priority industry and government customers.



#### 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.

### Delivery strategy

The work of the Group is delivered through four programs:

National Operations	Public Safety	Community Forecasts	Community Outreach
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These programs will:

- deliver services planning, policy and capability development, quality standards and government liaison for the Bureau's public safety services, including services for flood, thunderstorms, severe weather, fire, tropical cyclones, tsunamis, heatwave and drought;
- deliver services planning, policy, capability development and quality standards for the Bureau's services to the general public, including weather, marine, water forecasting, ocean, and climate;
- deliver robust and resilient monitoring, forecasts, warnings and advisory services to the Australian community;
- maintain and grow deep and effective engagement of the Bureau with the Australian community, tightly coupling our communications capabilities with our frontline forecasting and warning services; and
- be responsible for the enterprise-wide deployment of social media, videography, public education, marketing, design and engagement capabilities in support of the objectives of other Groups.

## DATA & DIGITAL

### Intended result

The Data & Digital Group provides the data, infrastructure and systems to underpin the Bureau's core operations in the National Forecast Services and Business Solutions Groups, 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, links to the global meteorological community and partner agency data, through to the high-performance computation needed to generate forecasts and downstream products and services. The Group also underpins 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.



### 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.

### Delivery strategy

The work of the Group is delivered through six programs:

Policy & Capability	Observing Systems & Operations	Data	User-Centred Design	Solutions Delivery & Support	IT Operations
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These programs will:

- develop the planning, policies and standards needed to manage our complex ICT and engineering environment and field operations;
- provide enterprise oversight of architecture, capability development and lifecycle management for all Bureau technology;
- manage the operation, sustainment and lifecycle of the Bureau's observing network;
- manage our core physical asset and lifeblood—data;
- implement best-practice user-centred design of products and services, including user research, analytics and rapid prototyping;
- manage the delivery and sustainment of ICT applications and platforms, including its high-performance computational capability; and
- build and manage the capability for continued, reliable and secure ICT operations.

## SCIENCE & INNOVATION

### Intended result

The Science & Innovation Group has overall responsibility for fostering innovation across the Bureau to enable novel solutions to be generated for our customers and our organisation. It is responsible for ensuring that our world-class science and innovation outcomes are driven by current and future customer needs, enhanced through high-value national and international relationships, and sustained through collaboration across all areas of the Bureau. The Group ensures the maximum return on our science investment through well-structured and streamlined implementation and transition-to-operation processes. The Group will lead the development and implementation of 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.

### Delivery strategy

The work of the Group is delivered through four programs:

Science to Services	Global & National Science Relationships	Enterprise Innovation	Diversity, Inclusion & STEM
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These programs will:

- deliver the excellent scientific and technological capability needed to underpin, sustain and evolve the Bureau's products and services;
- 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;
- establish an enterprise innovation framework that enables the Bureau 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 into the Bureau.

## CORPORATE SERVICES

### Intended result

The Corporate Services Group is accountable for ensuring that our enterprise-support services enable the achievement of the Bureau's strategic objectives and actions. The Group's primary focus is on providing an outstanding experience to customers inside the Bureau and supporting our strategic goal of having the right people, culture, systems, process and infrastructure to enable greater organisational productivity, agility and simplicity. The Group must also meet operational and reporting obligations as an Australian Government agency, including compliance with legislative requirements.



### Primary success measures:

- Our delivery to budget.
- The levels of workforce skill and competency benchmarked with our peers and against accepted international standards.
- Our performance benchmarked internationally against work health, safety and environment best practice.

### Delivery strategy

The work of the Group is delivered through five programs:

Finance	Organisational Development	Health, Safety & Environment	Government Relations & Corporate Communications	Legal & Commercial
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These programs will:

- provide enterprise-wide financial services, a high-performing management accounting service that supports our teams with business insight and analysis, and an outstanding financial accounting service that enables the Bureau to meet its fiduciary responsibilities;
- deliver outcomes for the organisation in enterprise culture, leadership and team development, workforce planning, staff engagement, staff attraction and retention, training, rewards and recognition, and organisational learning;
- lead our efforts to pursue a high level of safety and environmental performance, including the implementation of actions which honour our Work Health, Safety and Wellbeing Statement of Commitment and our Environmental Sustainability Statement of Commitment;
- grow and sustain our relationships with our Portfolio Ministers, the Australian Government and the Australian Parliament, and provide a focal point for internal communications, issues management and national media; and
- provide strategic legal and commercial advice to the organisation, including on intellectual property, information technology transactions, collaborations, joint ventures and commercial disputes.



## MEASURING THE BUREAU'S PERFORMANCE

The Bureau's performance over 2017–18 and the outlook period (2018–19 to 2020–21), will be assessed against its achievement of the success measures below, as outlined in the Bureau's Strategy 2017-22.

Implementation of the new Strategy has required the Bureau to reshape the way it measures its performance. The Bureau's performance will be illustrated through 19 high-level success measures, aligned to the four strategic pillars. These measures, along with their methodology and planned implementation timing is outlined below.

### IMPACT AND VALUE

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

Success measure	Methodology	2017–18	2018–19	2019–20	2020–21
The financial and social value we deliver to the 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.	■	◆	●	●

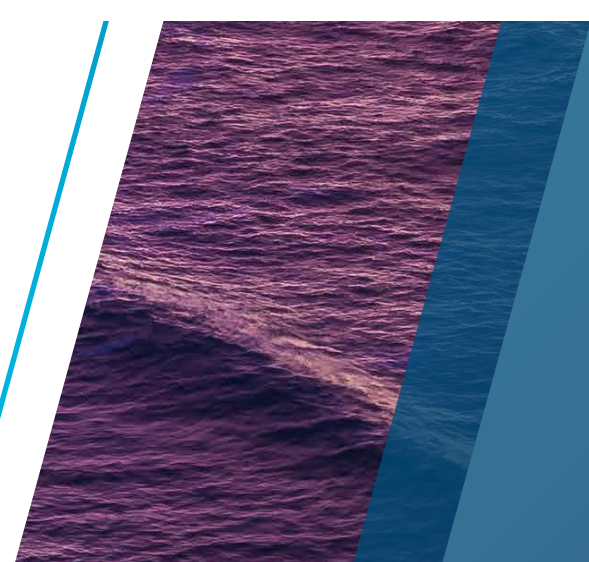
■ Planning ◆ Implementation ● Continuous improvement



## OPERATIONAL EXCELLENCE

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

Success measure	Methodology	2017–18	2018–19	2019–20	2020–21
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	2017–18	2018–19	2019–20	2020–21
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	2017–18	2018–19	2019–20	2020–21
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, in order to meet its remit of being Australia’s national weather, climate and water agency. For 2017–18 and the outlook period (2018–19 to 2020–21), there are key areas where the Bureau is consolidating, enhancing or changing its capability to keep pace with the changing needs of users 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 below. These enterprise capabilities will be developed by undertaking the strategic actions outlined in the Strategy 2017–22 (see table below). The strategic actions that are most relevant to the development of the enterprise capabilities are summarised for each capability.

## ENTERPRISE STRATEGIC ACTIONS

ENTERPRISE STRATEGIC ACTIONS		2017–18	2018–19	2019–20	2020–21
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 businesslike 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.	■	◆	◆	●

■ Planning ◆ Implementation ● Continuous improvement



ENTERPRISE STRATEGIC ACTIONS		2017–18	2018–19	2019–20	2020–21
Operational excellence	2.1 Use standardised enterprise systems and processes that allow us to more rapidly respond to customer requirements and deliver value for money.	■	◆	●	●
	2.2 Enable empowered and high-performing teams with skills and knowledge to meet customers' needs.	■	◆	◆	●
	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 new Strategy and Performance Group, which comprises the Enterprise Strategy and Transformation Program, the Performance, Planning and Evaluation Program, and the Risk, Resilience and Security Program.

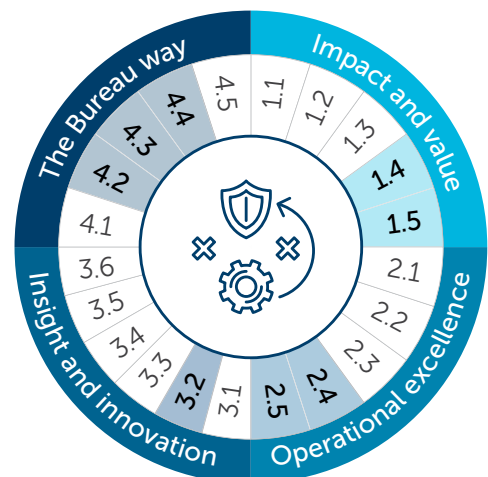
### Capability aim

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 across the Bureau.

### Capability development pathway (2018–19 to 2020–21)

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

- align strategy, structure, capability, culture and investment;
- ensure change is managed as a dynamic and continuous process at the whole-of-enterprise level;
- build and apply knowledge of the external environment to increase our capacity to anticipate and respond to future shocks and trends;
- implement frameworks and tools to systematically measure, manage and evaluate performance to inform investment decisions;
- improve enterprise-wide coordination of program and project management processes;
- evaluate the impact and value of our activities, and use this information to drive deeper organisational learning;
- better integrate risk management processes, resilience attributes, assurance processes and physical and cyber security capabilities to enhance our ability to anticipate, prepare, respond and adapt to risks; and
- facilitate and support enhanced governance and security arrangements and compliance.



## RELATIONSHIPS AND GEOGRAPHICAL FOOTPRINT

### Current capability

The Bureau has strong relationships with a range of customers and partners, including from the public and private sectors, emergency services organisations, international science and meteorological agencies, and the Australian community. Bureau staff are located across mainland Australia, on remote islands and in Antarctica. The Bureau observes and forecasts from the Antarctic to north of the equator, and from the Indian Ocean to the Pacific.

### Capability aim

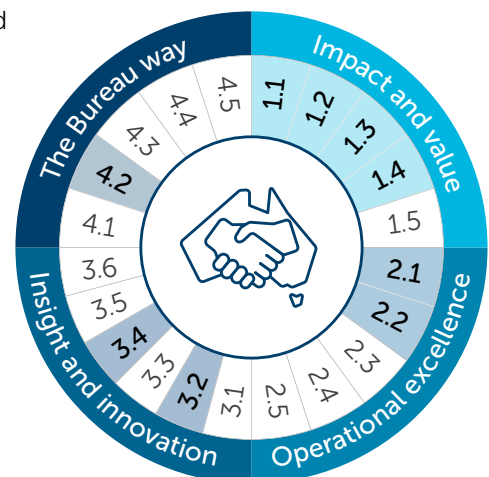
The Bureau aims to consolidate and build upon its existing relationships, and forge new relationships that deliver positive outcomes for its customers. The Bureau's new structure has been designed to ensure it maintains a laser-like focus on its customers—over the life of this Plan, we aim to develop deeper and even more effective engagement with our customers, drive excellence in our customer-facing systems and processes, and grow and sustain our relationships across all areas of our business.

The Bureau aims for its geographical footprint to enable the most effective and efficient way to provide its customers with the products and services they need. This may require adjustments during the outlook of this plan as we respond to our customers' changing needs.

### Capability development pathway (2018–19 to 2020–21)

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

- engage with customers in a more coordinated way to provide better insight into their needs and expectations;
- develop customer-focused incoming channels that enable our stakeholders to be directed to the information they are seeking easily and quickly;
- enhance existing key relationships with customers, especially in the priority sectors of agriculture, energy, land and maritime transport sectors;
- further develop our external scientific and technology relationships and collaboration to add value to our technical capacity and contribute to national, regional and international scientific and technical development;
- develop more structured internal relationships to enable greater agility in our response to customer requirements and to ensure products and services are fit for purpose, best practice, and provide impact and value for our customers;
- locate staff in geographical areas that represent the greatest value and impact for the customer; and
- enable service delivery to be truly interoperable, sharing and streamlining workloads around the country, allowing resources to be prioritised to the most important demands and opportunities.



## PEOPLE

### Current capability

The Bureau's diverse, committed workforce of more than 1500 employees is central to the delivery of its products and services. The workforce profile includes 18 job families, of which ten 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.

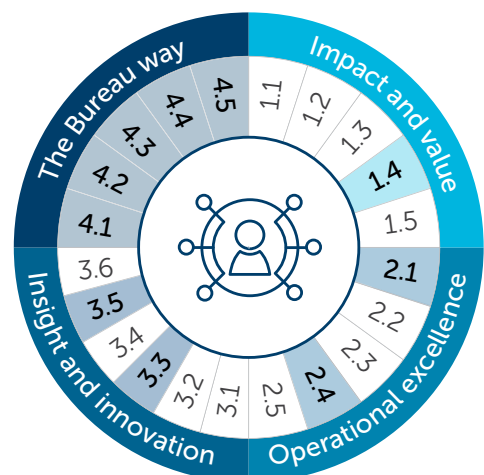
### Capability aim

Through our Organisational Development Program, the Bureau aims to ensure its teams have the skills and knowledge to meet customers' needs by delivering outcomes on enterprise culture, leadership and team development, workforce planning, staff engagement, staff attraction and retention, training, rewards and recognition, and organisational learning. Through our Diversity, Inclusion and STEM Program, the Bureau aims to develop and implement a comprehensive approach to diversity and inclusion across the Bureau, and to enhance the pipeline for STEM graduates into the Bureau.

### Capability development pathway (2018–19 to 2020–21)

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

- develop workforce plans and recruit from the broadest talent pool that is reflective of the customers and communities with which we work;
- grow diversity in our workforce, with a particular focus on gender and Indigenous diversity;
- strengthen the STEM pipeline from recruitment through to senior management, with a focus on increasing the retention and succession of women into leadership roles;
- diversify the skills and knowledge of our people and more deeply connect them with our customers, including through customer service training and capacity management;
- develop our skills in project management; contract management; cyber-security; business analysis, design and management; change management and transformation; enterprise architecture; benefits identification, monitoring and management; market testing; trend analysis and designing flexible, user-focused services;
- enhance our skills in high-performance computing management, exascale computation and data management, algorithmic modelling, data analytics, cognitive computing, machine learning, and digital service design (including user research and testing);
- strengthen our protective security and cyber-security to ensure the security and resilience of the Bureau, its services and data, together with advancing incident and crisis management capabilities and competencies; and
- support greater use of flexible work arrangements at all levels to enable our people to balance their personal and professional commitments.



## INFRASTRUCTURE

### Current capability

The Bureau's infrastructure capability encompasses ICT, data and information, including communication networks, high-performance computing, data and information systems, 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 operations and services, including those for external organisations. Meteorological, hydrological, oceanographic and space weather observations are taken from 34 staffed offices, 62 weather radars and 710 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.

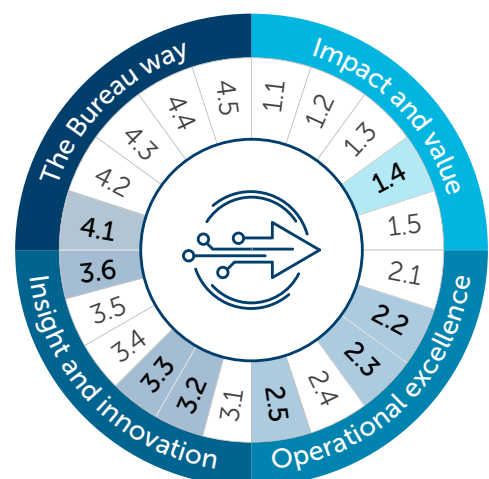
### Capability aim

The Bureau's recent restructure has consolidated all technology, software development and digital and data management within the one business unit. This is aimed at the effective end-to-end management of data and systems, and the development of core skills and capabilities, which are critical for ensuring our effectiveness, innovation, security and sustainability in meeting customer needs through seamless delivery, from collection to provision.

### Capability development pathway (2018–19 to 2020–21)

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

- improve the security and resilience of our ICT infrastructure, systems, applications and business processes to ensure reliable, ongoing access to weather, climate, water and oceans information;
- maintain a robust and sustainable national observations infrastructure and capability to meet customer needs;
- strengthen and expand third-party data-sharing agreements;
- align all of our ICT systems across the enterprise and develop standardised systems and processes, including for data and forecasts, that enable us to more rapidly respond to customer requirements and deliver value for money;
- implement new business systems, including for enterprise risk management, project management, budget forecasting, performance reporting, and change management;
- develop high-quality, post-processed computer guidance that harnesses the capability of our supercomputer, Australis, and directly interfaces with the systems deployed by our customers;
- implement new technology and techniques to better meet customer information needs, including data visualisation, machine learning and automation, and customer service and social media management software.





## ASSET MANAGEMENT AND FINANCIAL SUSTAINABILITY

### Current capability

To deliver its services to the Australian public, the Bureau manages an asset base valued at \$582.338 million. Major asset categories include \$14.430 million in land, \$91.420 million in buildings, \$372.712 million in plant and equipment, \$88.348 million in computer software, \$6.029 million in inventories and \$9.389 million in other non-financial assets. The Bureau’s significant asset base is ageing and depreciating, leading to a continued challenge to ensure that available resources are used to deliver optimum-value products and services for users.

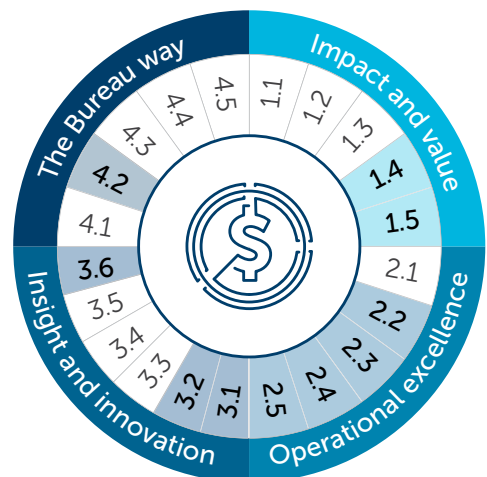
### Capability aim

Through our Finance Program, the Bureau aims to ensure we meet our fiduciary responsibilities and ensure our teams are supported with business insight and analysis. The program also delivers whole-of-enterprise procurement services and manages the Bureau’s entire property footprint.

### Capability development pathway (2018–19 to 2020–21)

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

- support the Bureau’s new governance arrangements, including the Investment Committee and Major Transactions Committee, to ensure that Bureau resources are allocated to activities that deliver the greatest impact and utilised in the most efficient manner, and to align capital management with the Bureau’s strategic priorities to meet future needs; and
- implement better-practice methodologies for business and finance personnel through support mechanisms that are accessible to all staff.



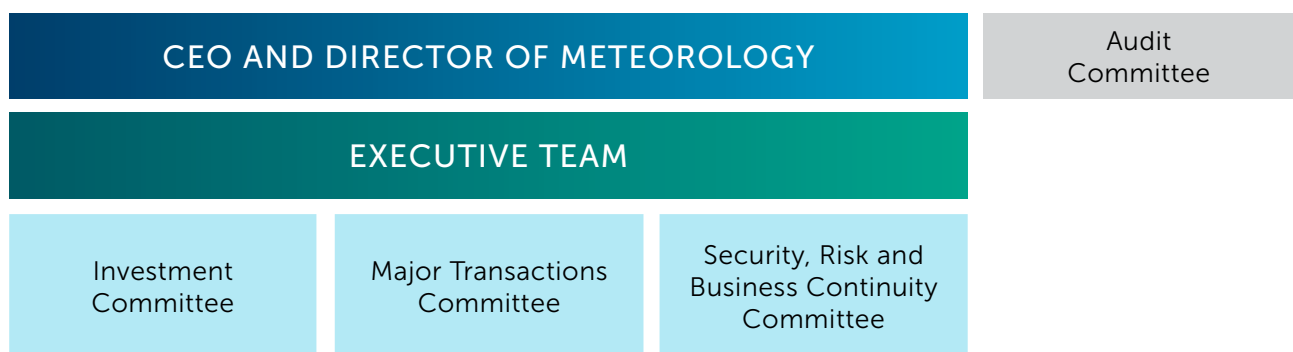


# Risk oversight and management

The Bureau is committed to promoting a culture that is risk-aware, makes decisions based on a structured and rigorous approach to managing risk, and encourages informed risk-taking in support of the achievement of strategic actions. For 2017–18 and the outlook period (2018–19 to 2020–21) the Bureau will manage risk through the risk management and oversight systems and processes outlined below.

## GOVERNANCE

The Bureau introduced new governance arrangements on 1 July 2017 in response to the recommendations of an independent external review (see Figure 2 below). The focal point of the new arrangements is the three subcommittees of the Bureau Executive Team—the Investment Committee, the Major Transactions Committee and the Security, Risk and Business Continuity Committee. The subcommittees each have a clear mandate and authority from the Executive Team, and will provide the Executive Team with the information it needs for effective and efficient decision making.



**Figure 2:** The Bureau's new governance arrangements

The Bureau's Audit Committee has been established in compliance with Section 45 of the PGPA Act and Section 17 of the *Public Governance, Performance and Accountability Rule 2014* (the PGPA Rule). The committee provides independent assurance to the Director on the Bureau's financial and performance reporting responsibilities, risk oversight and management, and system of internal control. The Bureau's internal audit function is supervised by the Audit Committee and delivers the Internal Audit Plan.

## RISK MANAGEMENT

The Bureau's Enterprise Risk Management Framework provides a system of management, oversight and internal control in accordance with the requirements of the PGPA Act, the Commonwealth Risk Management Policy and the International Standard ISO 31000: Risk Management.

The Risk Management Framework comprises elements that provide the structure for designing, implementing, assessing, monitoring, reviewing and continually improving risks throughout the Bureau. The framework includes:

- Risk governance and culture—including the Risk Management Policy, which is endorsed by the Director and defines the Bureau's risk approach, including risk appetite and tolerance, and responsibilities and expectations regarding risk management.
- Risk, strategy and objectives—embedding risk and opportunities into key areas of focus and strategic actions, decision-making and performance.
- Applying risk appetite—applying appetite levels, robust risk assessment, control development and testing.
- Risk information, communication and reporting—leveraging a risk information system for a single source of risk truth, communicating risk information to our customers and partners, and reporting on risk performance internally and externally as required.
- Monitoring risk performance—scanning the environment for emerging risks, monitoring the performance of the Risk Management Framework, and benchmarking with other agencies and organisations as appropriate.

The Risk Management Framework provides a consistent enterprise approach to risk management and provides the Security, Risk and Business Continuity Committee, the Bureau Executive Team, and the Audit Committee with assurance that risks are well managed.

## OUR ENTERPRISE RISKS

At the enterprise level, risks are identified by the Bureau's Executive as being those that could potentially affect the delivery of the Bureau's statutory obligations, outcomes and/or the achievement of strategic priorities. These include:



IT disruption



Service disruption



Staff health and well-being



Investment



Forecast failure



Brand and reputation



Workforce performance

## RESILIENCE

The Bureau is committed to being a resilient organisation. Resilience for the Bureau incorporates the ability to anticipate and adapt to disruptive events and incidents and to bounce forward and thrive where uncertainty affects our strategic objectives.

In 2017–18, the Bureau will endorse and implement an enterprise-wide Resilience Framework for the management of disruption. The Resilience Framework integrates:

- crisis management;
- incident control;
- business continuity;
- disaster recovery; and
- security.

Each of these elements is principally developed to:

- ensure a duty of care to all persons;
- protect the community and the environment;
- assure the continuity of service to our partners and the timely re-establishment of critical business processes post-disruption;
- ensure regulatory and legal compliance; and
- protect our brand and maintain the confidence of our stakeholders.



## QUALITY MANAGEMENT

The Bureau has transitioned to ISO 9001:2015 certification of compliance for the following Quality Management Systems (QMS): Aviation Weather Services (including Head Office, Sydney Airport Meteorological Unit, National Coordination Centre and Volcanic Ash Advisory Centre); Marine Weather Services; and the Meteorological Authority. Other QMS under development include: Commercial Weather Services; the Joint Australian Tsunami Warning Centre; Western Australian Regional Forecasting Centre; Defence Weather Services; and Space Weather Services.

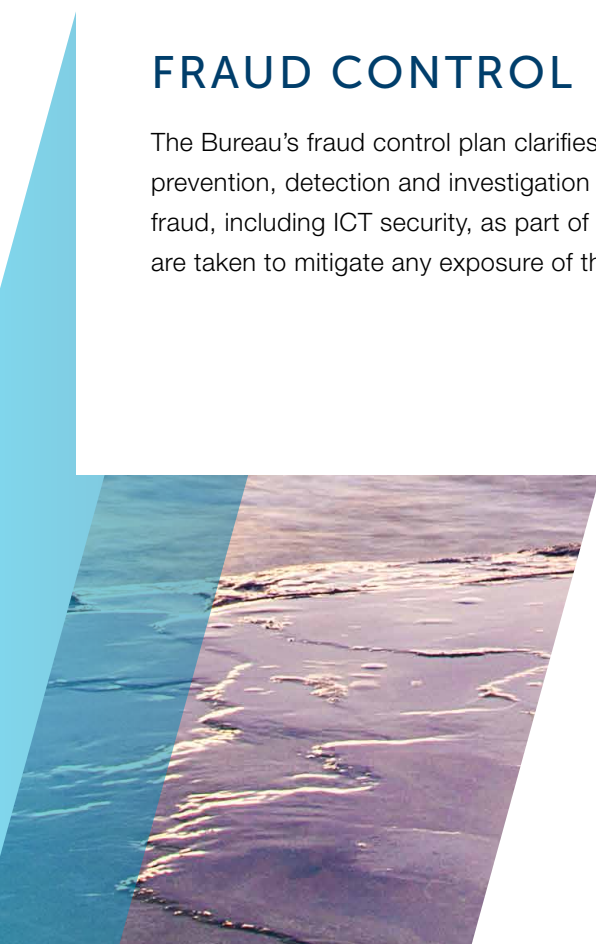
## FINANCIAL COMPLIANCE

In order to meet the requirements of the PGPA Act and the PGPA Rules, in addition to other Australian Government policies, the Bureau provides officers with a suite of comprehensive information and advice on financial management practices. This advice, in the form of accountable authority instructions and operational guidelines, interprets relevant legislation and enables Bureau staff to undertake financial activities within legislative requirements. The Bureau administers financial delegations under relevant legislation to ensure that the appropriate officers have been provided with the level of authority necessary to discharge their financial and other official responsibilities.

The Bureau's financial statements are reported upon annually in its annual report, are developed in line with relevant legislation and accounting standards, and are independently audited.

## FRAUD CONTROL

The Bureau's fraud control plan clarifies the responsibilities and obligations of managers and staff in the prevention, detection and investigation of real or suspected fraud. Managers and staff are required to consider fraud, including ICT security, as part of risk assessments at the program and project level and ensure that steps are taken to mitigate any exposure of the Bureau to fraud.



## WORK HEALTH AND SAFETY MANAGEMENT

The Bureau is committed to the health, safety and well-being of its workers. It has a comprehensive management approach to support the health and safety framework and ensure compliance with the *Work Health and Safety Act (2011)* and *Regulations (2011)*, including:

- a management system compliant with *AS/NZ 4801:2001 Occupational Health and Management Systems*, including an audit programme;
- an online incident-reporting system, enabling timely lodgement of and response to incidents;
- work health and safety (WHS) policies and procedures, ensuring compliance with all relevant legislation and standards across the full range of Bureau activities;
- WHS strategic and operational plans;
- extensive training programs, and health and well-being initiatives;
- WHS responsibilities included in all job descriptions and staff performance plans.

In 2017–18, a range of initiatives will be delivered that directly progress the five priority areas of the WHS Strategy:

- WHS leadership and commitment;
- being proactive and innovative;
- ensuring the Bureau is suitably reactive and accountable for matters that arise;
- providing staff with the knowledge and capability to effectively deal with WHS hazards and risks; and
- supporting a health and well-being program to promote and enhance the health and productivity of staff.

## ENVIRONMENTAL MANAGEMENT

As an environmental agency, the Bureau is committed to leadership in environmentally sustainable practices and managing any potentially adverse impact from operations. Our environmental management system is supported by a statement of commitment, three-year strategic plan, and annual operational plan. In 2017–18, the Bureau will deliver key actions against its five environmental objectives of reducing carbon emissions, reducing demand on natural resources, addressing potential impacts of operations, building a culture of sustainability amongst its workers, and continual improvement of the environmental management system.

# Budgeted financials

The Bureau's operations are funded primarily from government appropriation. Other revenue is derived from sources including from the sale of goods and services. These include services provided to the aviation industry, defence, and commercial services to the private sector, and projects with external organisations and other government agencies.

## EXPENSES: PROGRAM 1.1 BUREAU OF METEOROLOGY

	Budget estimate 2017–18	Forward estimate 2018–19	Forward estimate 2019–20	Forward estimate 2020–21
<b>Income</b>				
Appropriation revenue from Australian Government	229,757	221,752	219,107	217,366
Sale of goods and rendering of services	78,297	71,551	62,358	62,358
	<b>298,849</b>	<b>292,713</b>	<b>291,735</b>	<b>289,994</b>
<b>Expenses</b>				
Employee benefits	174,826	172,705	172,659	173,317
Suppliers	125,183	114,429	104,301	101,901
Depreciation and amortisation	75,189	75,189	75,189	75,189
Losses from asset sales	1	1	1	1
Other expenses	1,947	1,940	1,943	1,944
	<b>377,146</b>	<b>364,264</b>	<b>354,093</b>	<b>352,352</b>

(All figures \$'000)

## BUDGET MEASURES 2017–18 TO 2020–21

Initiative	Impact by Financial Year			
	2017–18	2018–19	2019–20	2020–21
Supercomputer (2014–15 Budget, seven-year funding)	Commercial in confidence— \$ not disclosed	Commercial in confidence— \$ not disclosed	Commercial in confidence— \$ not disclosed	Commercial in confidence— \$ not disclosed
Stronger Farmers, Stronger Economy Seasonal forecasting (2015-16 Budget)	652	659		
Commonwealth Water Functions— Water Information Programme (2016-17 Mid-Year Economic and Fiscal Outlook, ongoing funding)	31,736	31,938	28,173	29,240
Public Service Modernisation Fund— Transformation and Innovation (2017-18 Budget)			725	
Improved security and resilience (2017-18 Budget)	Commercial in confidence— \$ not disclosed	Commercial in confidence— \$ not disclosed	Commercial in confidence— \$ not disclosed	Commercial in confidence— \$ not disclosed

(All figures \$'000)



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