



Australian Government
Bureau of Meteorology

STRATEGY 2017–2022



Our vision

To be an organisation of global standing, that is highly valued by the community for our pivotal role in enabling a safe, prosperous, secure and healthy Australia.

Our mission

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



Our values and behaviours

In delivering products and services to our customers, we individually and collectively uphold the Australian Public Service Values of impartiality, commitment to service, accountability, respectfulness and ethical conduct.

These values guide our behaviours in the Bureau—how we treat our customers, our partners and each other.

They determine what is important and bind us together as an organisation and as colleagues.

SAFETY—We are committed to ensuring the health and well-being of our people and strive for zero harm.

CUSTOMER FOCUS—We listen to our customers, understand their needs and are invested in their success. We strive to provide them with an outstanding experience. We are a pleasure to work with and can be relied upon to deliver.

PASSION AND TENACITY—We are proud of our heritage, who we are, what we do and where we are headed. We deliver in times of crisis. Our deep commitment to our nation's well-being drives our success.

RESPONSIBILITY—We understand and accept our responsibilities. We learn from success and failure. We hold each other to account for our actions and results.

HUMILITY—We are humble in our dealings with each other and our customers. We help each other and operate as one enterprise.

INTEGRITY—Our integrity is founded on trust, honesty and reliability.

Drivers of our strategy

The Bureau of Meteorology is one of the few organisations that touches the lives of all Australians and all Australia, every day. Since 1908 we have proudly provided an extraordinary array of products and services that have contributed to economic prosperity, public safety and community well-being. The knowledge of and insights into Australia we have gained over this period are unique and irreplaceable.

Many of the Bureau's activities are mandated by national legislation and Australia's international commitments. Public investment in the Bureau is essential to ensure community safety, national security and community trust—the government cannot outsource the risk of failure. It is also one way in which the Australian Government supports industry competitiveness.

The Bureau's current and future operating environment is intensely dynamic by any international benchmark. Profound shifts are 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.

Almost every sector of the economy and society is experiencing some form of 'disruption'. 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.

The Bureau cannot ever be complacent. We operate in an increasingly competitive landscape and we will need to continually invest and improve to maintain our relevance and attractiveness to our customers in government, industry and the wider community.

We will need to augment our strong science and technology foundations with new skills and new ways of doing things to be able to provide our customers with an outstanding experience every time that they engage with the Bureau.

We must also simplify our operations to drive higher productivity while ensuring the safety, security, integrity and resilience of our core operations. This will involve aggressively adopting new technologies, new ways of working, growing our capability to innovate internally and deepening national and global partnerships and collaborations.

A greater focus on performance and organisational agility will be needed to make it easier for our customers to interact with us through all our channels, including our digital platforms. This will require a significant uplift in our customer service, internal governance and decision-making capabilities. Alignment of culture, systems, processes and structures will also be needed, all driven by a clear and coherent enterprise strategy.

This document charts a course for the Bureau over the next five years that when successfully delivered will drive competitive advantage for Australian businesses and industries, and accumulate very significant benefits for the wider Australian community.



Our focus

Our Strategy is focused on four pillars of success, each given effect via whole-of-enterprise strategic objectives and associated actions.

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.

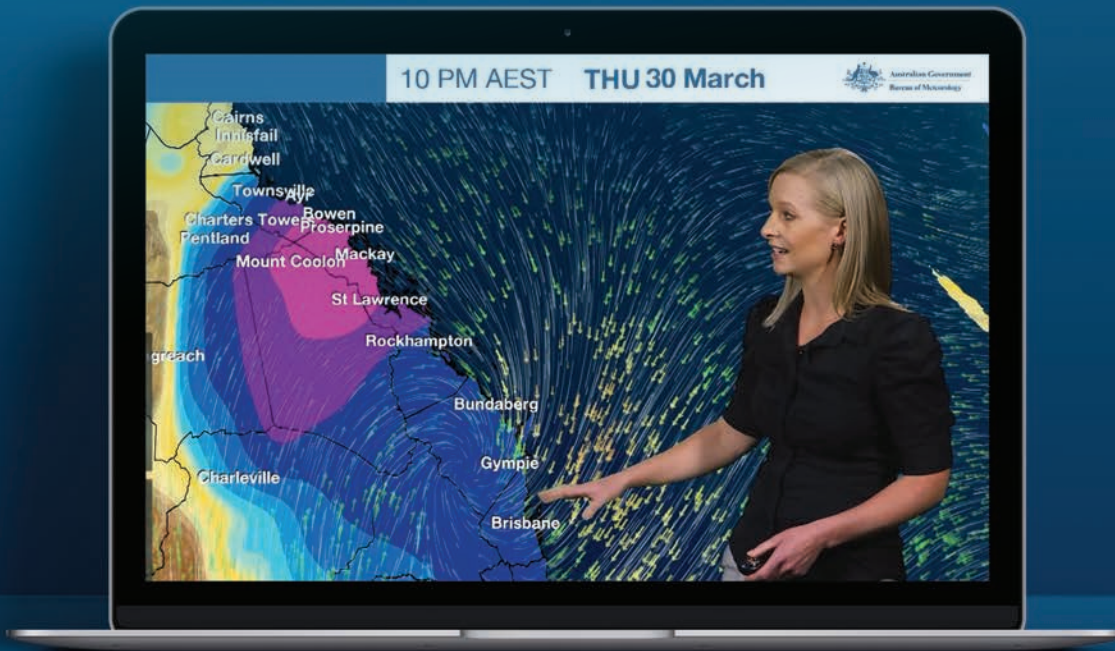
INSIGHT AND INNOVATION

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.

Strategic objectives and actions



SUCCESS PILLARS	IMPACT AND VALUE	
Strategic objective	Products and services that benefit the Australian community and drive competitive advantage for businesses and industries.	
Strategic actions		
We will:	1.1	Focus on 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.
We will not:	Deliver products and services that fail to place our customers' needs first and seek or accept revenue that is not aligned with our Strategy.	

OPERATIONAL EXCELLENCE		INSIGHT AND INNOVATION		THE BUREAU WAY	
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, 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.	
2.1	Enable empowered and high-performing teams with skills and knowledge to meet customers' needs.	3.1	Create and action a whole-of-enterprise innovation framework to guide future investment, culture and practice.	4.1	Actively pursue a high level of safety and environmental sustainability performance, with a special focus on mental health and physical well-being.
2.2	Use standardised enterprise systems and processes that allow us to more rapidly respond to customer requirements and deliver value for money.	3.2	Continuously scan and evaluate our external environment, building and applying knowledge on emerging trends, competitor activity and market disruptions.	4.2	Transparently manage the organisation, aligning strategy, structure, capability, culture and investment for customer impact and value.
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.	3.3	Grow the organisation's capabilities in co-design and agile methodologies.	4.3	Systematically manage performance to ensure all staff can see how their individual role contributes to the collective delivery of our Strategy.
2.4	Have governance arrangements that ensure teams and individuals are accountable, open, collaborative and responsive.	3.4	Ensure a whole-of-enterprise approach for national and international partnerships and collaborations.	4.4	Build a workforce for the future with skills in leadership, collaboration and personal resilience. Affirm behaviours that are consistent with our values.
2.5	Develop resilient systems and processes that support sustained delivery of products and services to our customers.	3.5	Enhance the pipeline of science, technology, engineering and maths (STEM) talent into the Bureau.	4.5	Implement a whole-of-enterprise diversity and inclusion plan that enables gender equity and diversity at all levels in the organisation.
		3.6	Invest in a portfolio of high-risk/high-reward initiatives that deliver transformative impact and value for our customers.		
Accept practices that impede our ability to provide an outstanding customer experience.		Invest in capability that is not central to the delivery of impact and value for our customers, or undertake research that is not aligned to customer needs or that others can do better.		Compromise our values or the health and safety of our people, or walk away from operating as one enterprise.	

Success will be measured by:

IMPACT AND VALUE

- The financial and social value we deliver to the 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.
- The conversion rate from ideas to opportunities to customer outcomes.

OPERATIONAL EXCELLENCE

- Our delivery to customer requirements.
- Internationally benchmarked levels of capacity utilisation, product and service performance, system reliability, resilience and speed to market.
- Our delivery to budget.
- Independent verification of the quality of our services.
- The levels of workforce skill and competency benchmarked with our peers and against accepted international standards.

INSIGHT AND INNOVATION

- The depth, breadth and quality of our external partnerships and collaborations.
- Our innovation maturity is reflected in our strategy, culture, processes and systems.
- The quality of our scientific publications, benchmarked internationally.
- The speed of delivery from concept to prototype and from prototype to customer acceptance.
- Feedback from staff, customers and partners on our capacity to innovate.

THE BUREAU WAY

- Our performance benchmarked internationally against work health, safety and environment best practice.
- Feedback from staff and customers on the alignment of our stated intent with our actual behaviours and actions, especially those of our senior leaders.
- A diverse and inclusive workforce, benchmarked against the community.
- The number and outcomes of collaborative and whole-of-enterprise activities.

Delivering the strategy

Success pillars	Strategic actions		■ Plan ◆ Deliver ● Continuous improvement				
			2017–18	2018–19	2019–20	2020–21	2021–22
IMPACT AND VALUE	1.1	Key customers in priority sectors	◆	◆	●	●	●
	1.2	Market positioning and business models	■	◆	●	●	●
	1.3	Australia's most authoritative source and trusted adviser	◆	●	●	●	●
	1.4	Skills, systems and culture for an outstanding customer experience	■	◆	◆	●	●
	1.5	Measure and monitor impact and value	■	◆	◆	●	●
OPERATIONAL EXCELLENCE	2.1	Empowered and high-performing teams	■	◆	●	●	●
	2.2	Standardised enterprise systems and processes	■	◆	◆	●	●
	2.3	Information and technology standards and platforms	■	◆	◆	◆	●
	2.4	Enhanced governance arrangements	◆	●	●	●	●
	2.5	Resilient systems and processes	■	◆	◆	●	●
INSIGHT AND INNOVATION	3.1	Innovation framework	■	◆	◆	●	●
	3.2	External environment scanning and evaluation	■	◆	●	●	●
	3.3	Agile methodologies	■	◆	●	●	●
	3.4	National and international partnerships and collaborations	■	◆	●	●	●
	3.5	Pipeline of STEM talent	■	◆	●	●	●
	3.6	Portfolio of high-risk/high-reward initiatives	■	◆	◆	◆	●
THE BUREAU WAY	4.1	Safety and environmental sustainability performance	◆	◆	◆	◆	●
	4.2	Align strategy, structure, capability, culture and investment	◆	◆	◆	●	●
	4.3	Systematically manage performance	■	◆	●	●	●
	4.4	Leadership, collaboration and personal resilience skills	■	◆	●	●	●
	4.5	Diversity and inclusion	■	◆	◆	●	●

About the Bureau

We are Australia's national weather, climate and water information agency and one of the few organisations that touches the lives of all Australians and all Australia, every day.

The Bureau makes a very significant contribution to economic prosperity, public safety and community well-being.

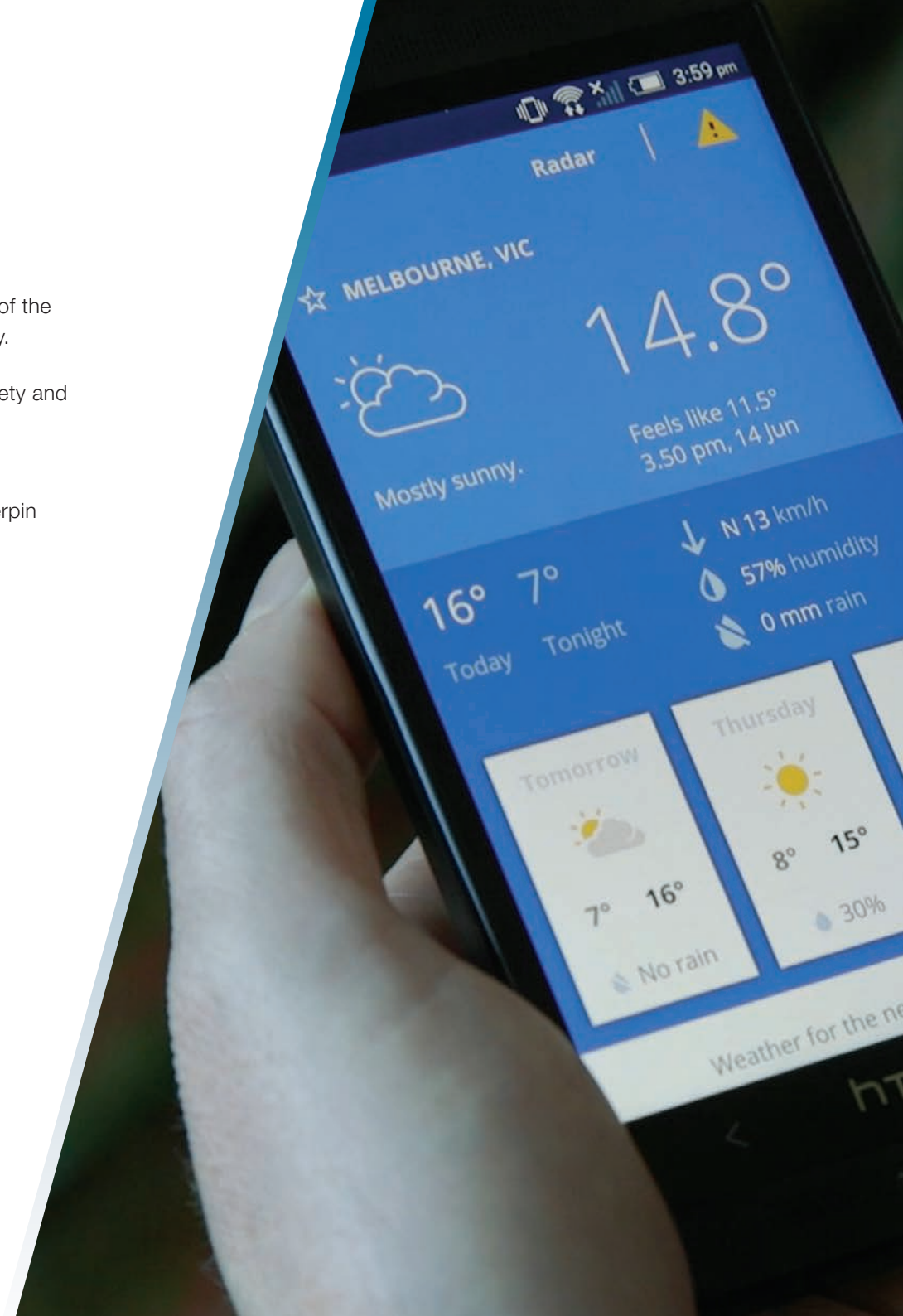
We are proud of our heritage, who we are, what we do and where we are headed. Our determination, resilience and deep commitment to our nation's well-being underpin everything that we do.

The Bureau operates under the authority of the *Meteorology Act 1955* and the *Water Act 2007*. We also fulfill Australia's international obligations under the Convention of the World Meteorological Organization and related international meteorological treaties and agreements.

Our products and services include observations, forecasts, warnings, analysis and advice covering Australia's atmosphere, water, oceans and space environments.

We also undertake scientific research in support of our operations and services.

The Bureau's expertise and services assist Australians in dealing with the harsh realities of their natural environment, including drought, floods, fires, storms, tsunamis and tropical cyclones. As such we provide one of the most fundamental and widely used services of government.





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