

# Enterprise Services

**Goal: A trusted strategic partner that best positions the Bureau to execute its Strategy and deliver for Australia – all day, every day.**

The Enterprise Services Group is responsible for designing and delivering integrated enterprise-wide solutions to support the delivery of the Bureau's Strategy 2022–2027. As trusted strategic partners, the group develops the Bureau's strategic, people, change, governance, product management, customer engagement, communications, project, financial, and risk management capabilities including workforce planning and development to enable our people to work in a safe and secure environment.

The group ensures effective controls are in place and that corporate services, systems and processes are accessible, fit for purpose, and enable the Bureau to govern and manage its business well.

For 2022–23 the group consisted of 6 programs with the following responsibilities:

Program	Responsibilities
<b>Strategy and Performance</b>	<ul style="list-style-type: none"> <li>• Strategy integration</li> <li>• Strategic policy</li> <li>• Enterprise transformation</li> <li>• Planning and performance</li> </ul>
<b>Portfolio Management</b>	<ul style="list-style-type: none"> <li>• Enterprise portfolio and project management</li> <li>• Procurement, contract and vendor management</li> <li>• Protective security</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• External communications</li> <li>• Internal communications</li> <li>• Government relations</li> <li>• Strategic content and media</li> <li>• Creative</li> </ul>
<b>Business Management</b>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Customer engagement</li> <li>• Product management</li> <li>• Property services</li> </ul>
<b>Organisational Resilience</b>	<ul style="list-style-type: none"> <li>• Meteorological Authority Office</li> <li>• Legal services</li> <li>• Freedom of information and privacy</li> <li>• Risk management and organisational resilience</li> <li>• Quality assurance and internal audit</li> <li>• Health and safety</li> <li>• Environment</li> </ul>

Program	Responsibilities
<b>Organisational Development</b>	<ul style="list-style-type: none"> <li>• Workforce strategy and workforce planning</li> <li>• Talent management and recruitment</li> <li>• Employee engagement and retention</li> <li>• Employee relations</li> <li>• Diversity and inclusion</li> <li>• Compensation and Rehabilitation Employee Services</li> <li>• Training, leadership and team development</li> <li>• Meteorological technical training</li> <li>• Payroll</li> </ul>

Throughout 2022–23, the Enterprise Services Group focused on delivering 3 outcomes that support the achievement of the Bureau’s Strategy and purpose. The group’s achievement in delivering each of these outcomes is discussed below.

## Outcome 1: Enterprise strategy, transformation and investments ensure the Bureau delivers outcomes to its customers and stakeholders.

### Achieving the outcome

#### Launching the Bureau’s Strategy 2022–2027

The Bureau released its Strategy 2022–2027 (the Strategy) in September. The Strategy speaks to who we are as an organisation, our expectations and ambitions, and provides a foundation to drive everything we do over the next five years.

The Strategy is the Bureau’s commitment to Australian communities, industries and governments it serves. It builds on the considerable achievements made through the Strategy 2017–2022 and seeks to amplify and accelerate the Bureau’s impact and value.

The Strategy streamlined the Bureau’s success measures and includes several new strategic actions. For example, based on customer feedback the Bureau introduced a strategic action to *Grow products and services to support renewable energy systems and assist in greenhouse gas emissions reduction.*

The Bureau’s senior leaders came together at ‘Strategy in Action’ (SIA) workshops during the year to drive implementation of the Strategy across the Bureau. SIA workshops will continue in 2023–24 as we continue to monitor our progress against the strategic actions and performance against the success measures.

**Cover of the Bureau’s Strategy 2022–2027 which was launched in September.**



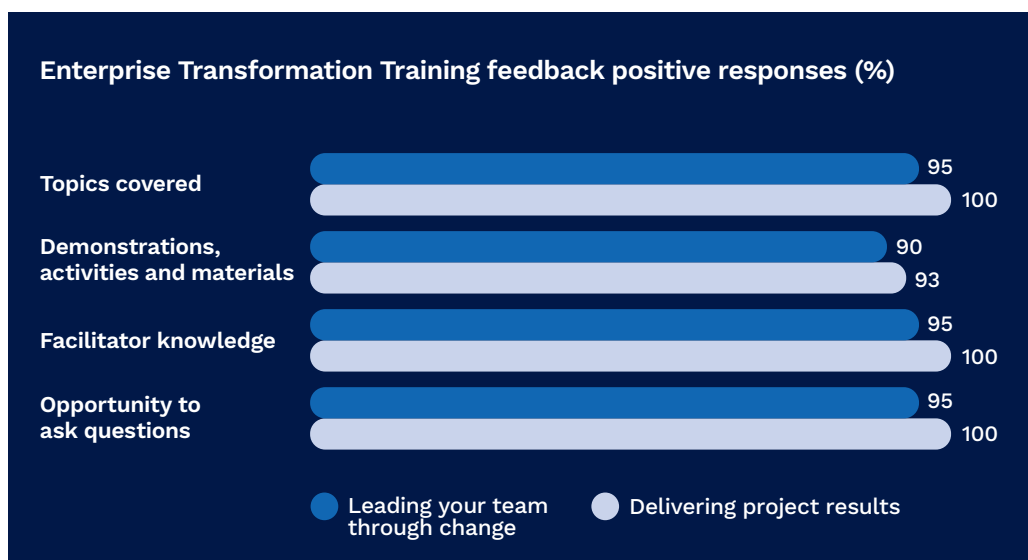
## Maturing the Bureau's transformation capability

In 2022–23, the Bureau continued to mature its transformation capability to support the implementation of change and transformation across the organisation, enhancing business outcomes in accordance with the Bureau's Strategy.

The Bureau's transformation resourcing delivered change management support for the ROBUST, Public Services Transformation (PST), Business Systems Transformation (BST) and Projectisation programs, as well as several standalone projects across the Bureau. Transformation Business Partners were established for the Data and Digital Group and the Enterprise Services Group, to support change management planning and delivery. Uplift in the Bureau's transformation maturity continued through skill and capability development delivered including targeted training programs including:

- Leading your team through change, aimed at people leaders
- Sponsor Briefings for senior leaders
- Delivering Project Results to support project leaders across the Bureau.

Feedback on the training was very positive with leaders reporting they felt empowered to support teams through change processes.



## Listening and responding to our people

The Bureau's Employee Perceptions Quarterly Playback provides staff visibility of the enterprise response to insights and actions from its cultural diagnostic tools – the Culture Survey and Australian Public Service (APS) Census.

Key themes identified in the Playback during 2022–23 included:

- perceptions of communication channels and quality of communication
- opportunities for intelligent risk-taking and innovative practice
- opportunities for capability development beyond formal training
- focus on wellbeing, particularly when working in isolation, and finding balance

- workforce relationship with change and transformation
- improving staff perceptions around senior leader collaboration and teamwork
- strengthening connections to the Bureau through our Strategy.

Each quarter, the Playback highlighted initiatives related to uplifting the Bureau's employee experience and its ability to deliver on the Strategy against the key themes. Targeted initiatives continued to be implemented by groups and programs as outlined in their Culture Action Plans.

## Reviewing our product portfolio for enhanced product management

The Bureau issues approximately 500 different products to customers, over a variety of timescales, through several digital and non-digital channels. To understand each product, individual items are catalogued by type and aligned to weather phenomenon. These products are undergoing a detailed review of attributes, relevance, impact and sustainability.

Product reviews have progressed at pace and will inform future product roadmaps to ensure the Bureau continues to provide accessible, relevant and high value products. To date, over 70% of products have been reviewed, with an expected completion date of December 2023.

## Highlights and significant events

### Managing our capital investment in new capabilities

Managing a large portfolio of projects requires close integration between long-term asset planning, a flexible delivery framework, skilled project and program delivery teams and mature financial management.

The Bureau's Enterprise Portfolio Management Office monitors and reports on the Bureau's active projects and coordinates development of the Bureau's pipeline of future work.

The majority of Bureau projects are designed to manage the lifecycles of its large and geographically dispersed asset base. The Bureau is investing in its portfolio management capabilities to ensure that the projects to replace, sustain, and improve its assets are delivering efficiently.

In 2022–23, the Enterprise Portfolio Management Office implemented an approach to refine the way investment proposals are made and the frameworks through which the Investment Committee considers those investments, in support of the Bureau's Strategy.

## Next steps

Key activities to be delivered in 2023–24 to help achieve Outcome 1 include:

- continuing to embed and evaluate progress against the Bureau's Strategy
- implementing the enterprise customer experience measures framework
- integrating people partner and transformation capability practices to drive improved people outcomes across the Bureau.

**Outcome 2: The Bureau's people are customer-focused, capable, and engaged, and contribute to the Bureau's outcomes in a safe, secure, productive, diverse and inclusive and sustainable environment.**

## Achieving the outcome

### Updating our Customer Service Charter

The Bureau of Meteorology Customer Service Charter forms a critical component of the organisation's Customer Engagement Framework and was updated in 2022–23 to align with the Bureau's Strategy. The Bureau recognises that the customer service it provides is integral to customer needs and may impact upon their ability to achieve outcomes.

The Bureau's customers – Australian communities, governments, and industries – are at the heart of its Strategy, and the Charter is one of the ways the organisation communicates its values to customers. The Charter is a statement of what the organisation does and the standards of service that customers can expect. It also gives information on how customers can provide feedback to help improve the products and services that they receive.

The Charter outlines the Bureau's commitment to its customers, including accurate and timely services, clear and accessible information, continuous service improvements, transparency and disclosure, and responsiveness and respect.

The Charter supports the Bureau's mission to provide trusted, reliable and responsive weather, water, climate, ocean and space weather services for Australia – all day, every day.



**The cover of the Bureau's updated Customer Service Charter.**

### Investing in our Meteorologists

The Bureau's Graduate Diploma in Meteorology course – the major pipeline of STEM talent into the organisation – saw a record number of graduates commence the 2023 program, with 39 new Bureau graduates joining a further 12 external students from the Royal Australian Navy and overseas meteorological services. Along with the 23 Bureau people who graduated from the 2022 program, the 2023 graduates will increase the resilience of Business Solutions and Community Services groups to deliver trusted, reliable and responsive weather and climate services for Australia. For more information on training see p.181.

### Promoting diversity and inclusion

During 2022–23 the Bureau undertook a range of activities to cultivate a workplace culture of inclusion and diversity. The Bureau celebrated International Women's Day (see p.113), Harmony Week, International Day of People with Disability, and International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT), bringing awareness to gender equality, LGBTQIA+, disability and multiculturalism.

The Bureau continued to implement the actions from its Innovate Reconciliation Action Plan (RAP) 2021–2023 to strengthen our relationship between First Nations peoples and non-Indigenous peoples, for the benefit of all Australians.

A priority of the RAP is to build the Bureau’s cultural learning, so a pilot Yarning Circles program was delivered in December, focused on CORE Cultural Training module ‘Thinking About Cultures and Identities’. The Bureau has partnered with an Indigenous company to deliver the Yarning Circles with the aim of providing our people a safe environment to listen, learn, and lead their cultural learning journey. Yarning Circles in March and June focused on CORE modules ‘My Country, Our Country, History Lives in Us, Engaging with Aboriginal and Torres Strait Islander people’.

A National Reconciliation Week event was held in May, to celebrate the theme ‘Be a Voice for Generations’.

The Bureau’s NAIDOC event included a showcase of activities to celebrate the role Elders play in informing and guiding our work. A key highlight from this event included reflections on the connection between groundwater and the land and how the survival of First Nations people in Australia wouldn’t have been possible without knowledge of how to find and manage water. The Bureau also recognised the Elders and First Nations communities who partner with us and share their traditional knowledge on seasonal weather to develop digital Indigenous Weather Knowledge seasonal calendars that are available to the public.

The Bureau also participated in the Indigenous Apprenticeships Program in 2022–23 with 2 candidates accepting positions.

For more on the Bureau’s commitment to diversity and inclusion see p.170.



Poster for the Bureau’s National Reconciliation Week celebrations.

## Embedding a strategic approach to learning

The Bureau established the Enterprise Learning Committee in March, as part of its Learning Framework. The Committee guides decision-making on the Bureau's mandatory, required-for-role and recommended-for-role learning to support future workforce capability requirements. The Committee implemented procedures to support transparent decision-making on learning priorities, investment, and reporting to ensure delivery of ongoing strategic and tactical learning programs.

## Managing fatigue during high stress periods

The Bureau commenced a 3-month pilot program in May to support staff involved in managing extreme weather events, particularly ones that have major impacts on the safety of lives, property, and the livelihoods of Australians and their communities.

The program included 2 training sessions related to fatigue, burnout and self-care strategies, and the provision of on-site psychologists in Melbourne, Sydney, and Brisbane. Staff in other states were able to access the service through a virtual option.

The pilot will continue through to August 2023 and will be reviewed to explore opportunities to continue the program in future years.

## Building leaders for an uncertain and complex environment

The Bureau Way Manager Program was delivered to 3 cohorts of approximately 20 leaders in each, in 2022–23. The program invests in the Bureau's Executive Level 2 (EL2) leaders and helps them sustain high-performing teams through a focus on individual leadership development and everyday management practice aligned to the Bureau's Integrated Leadership Capability Framework.

The topics and activities covered in the program, coupled with the individual leadership journeys, support leaders to practice, develop, and embed the leadership capabilities that the Bureau needs to deliver on current and future objectives.

The Bureau Way Manager Program delivers 5 topics over a six-month period:

- emotionally intelligent leadership
- manager as coach
- effective teams
- leading change
- managing complexity.

## Highlights and significant events

### Strengthening our management of psychosocial risk

The Bureau is developing and making available information and guidance to support its people in dealing with psychosocial risks, and is working to understand its responsibilities and meet its obligations to staff in managing psychosocial hazards.

A draft psychosocial risk assessment was developed in August, incorporating principles from the Safe Work Australia model Code of Practice for managing psychosocial hazards at work.





## Next steps

Key activities to be delivered in 2023–24 to help achieve Outcome 2 include:

- continuing to implement risk control measures and education to support managers in the mitigation of psychosocial hazards
- continuing the Safety Essentials campaign
- developing the Bureau's Reconciliation Action Plan 2024–2026 and the Diversity and Inclusion Plan
- developing the Enterprise Workforce Plan.

**Outcome 3: The advice and services provided by the Enterprise Services Group are accessible, fit-for-purpose, and enable the Bureau to govern and manage its business well.**

## Achieving the outcome

### Uplifting business process management capability

The Bureau increased its maturity in business process management (BPM) during the year by embedding the capability in the organisation and progressively uplifting documentation and management of process design and implementation.

BPM supports managers, staff and project teams from across the Bureau to design, implement, manage and improve processes in alignment with the Bureau's approved process frameworks, standards and tools. Ongoing engagement and collaboration on BPM across the enterprise increased the awareness and ownership of processes that drive the Bureau's business and laid the foundation for future efficiency improvements. These activities also led to the establishment of more consistent enterprise processes. Business functions like service delivery, customer engagement, technology and data management processes have benefited from achievements in BPM in 2022–23.

### Embedding a new Risk Management Framework

The Bureau continued to implement its Risk Management Framework, building on foundational knowledge to uplift risk maturity across the organisation. During the year, the Risk, Resilience and Audit team conducted the process of identifying, assessing, treating, monitoring, and reporting risks in accordance with the framework. This has provided a clearer understanding of the Bureau's risk profile and assurance around its system of internal controls.

The implementation of the risk framework has driven a significant increase in the Bureau's risk management maturity as identified in Comcover's Risk Benchmarking Program. The results show improvements across all areas of focus between 2021 and 2023.

## Transforming our corporate business systems

The Business Systems Transformation Program reflects the Bureau's commitment to uplift enterprise systems, processes, and technologies, ultimately enabling an improved customer and staff experience. During the year, the program:

- went live with a new Enterprise Scheduling Tool, replacing multiple spreadsheets and other media being used to create and communicate staff rosters
- automated payroll processes including single touch payroll – an initiative of the Australian Tax Office to streamline reporting with government agencies
- implemented an additional payroll module to compute the various type of payments due to or payable by an employee at time of resignation
- delivered an integrated solution that streamlined and enhanced the ease and effectiveness of completing probation for new hires.

The program will extend into 2023–24 incorporating additional automation in business functions and finalising a strategic roadmap for a next generation upgrade of the Bureau's business systems.

## Strengthening our security

Strengthening the Bureau's security capability is critical to meet the demands of a challenging and evolving threat environment.

In 2022–23 the Bureau developed a comprehensive plan of work to improve its security maturity and capability. This plan:

- provides context and detail regarding the need for security uplift
- explains the Protective Security Policy Framework policies and Government maturity frameworks
- positions the Bureau's current state against whole of Government security maturity requirements and Bureau target maturity states
- identifies specific gaps the Bureau needs to address to improve its security maturity.

The plan is complemented by improved security governance, assurance practices, and awareness campaigns which focus on the Bureau's people as an integral component of staying secure.

## Achieving business excellence through quality management

A well-documented and implemented Quality Management System (QMS) enables business units to continually meet their defined objectives and achieve business excellence through demonstrated organisational and operational resilience.

There are currently 6 business areas of the Bureau that are certified in compliance with the international ISO 9001:2015 Quality Management Standard and adoption of a quality management approach is expanding to new functions across the Bureau, where there is a recognition of, and desire to establish, mature and resilient business practices. In 2022–23, the Bureau's Quality Assurance Unit continued to support the ongoing compliance of existing QMSs and support the development of a QMS for the Australian Space Weather Forecasting Centre, and the automatic weather station (AWS) Observing Network. The latter is the most complex QMS developed to date as it involves a large stakeholder base.

## Highlights and significant events

### Uplifting our Business Continuity arrangements

During the year the Bureau conducted a significant uplift of its business continuity and incident management arrangements. A new Business Continuity Management System was introduced in May including policies, procedures and guidance, to enable programs to undertake robust and fit-for-purpose business continuity planning for their critical business functions.

An updated Incident Management Plan was also released in December drawing on lessons learned from the Bureau's response during multiple severe weather events across 2022. The updated plan provides clear communication and escalation pathways and ensures appropriate command-and-control is in place to manage disruptive events.

These updated business continuity and incident management arrangements will ensure the Bureau can effectively respond to, and recover from, disruptive incidents, regardless of the incident's cause, size, location or complexity. This will enable secure, stable and resilient ways of working to support sustained delivery of the Bureau's trusted products and services.



**Flooding at Forrest Creek in Castlemaine, Victoria during October.**

### Next steps

Key activities to be delivered in 2023–24 to help achieve Outcome 3 include:

- developing an implementation plan for the 6 Environmental Sustainability principles with a priority focus on reducing greenhouse gas emissions to achieve the Government's APS Net Zero 2030 target
- identifying cultural heritage and native title considerations with regards to new leases
- upgrading business systems to support the continued automation of finance and HR functions.