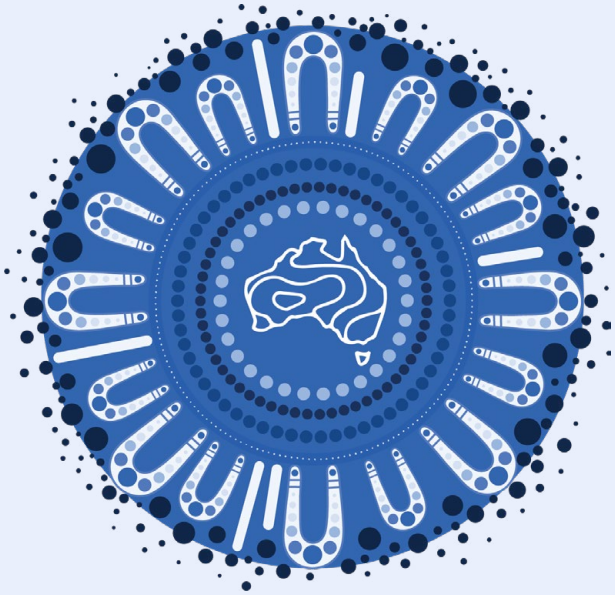
Australian Government
Bureau of Meteorology

Corporate Plan 2025–26

Trusted, reliable and responsive weather, water, climate, ocean and space weather services for Australia – all day, every day.

Acknowledgement of Country



The Bureau acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, water, sky, and community.

We pay respects to Elders past and present, acknowledge and celebrate the unique living cultural knowledge and practices of Aboriginal and Torres Strait Islander peoples as essential to connection, protection and caring of Country.

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Bureau of Meteorology Corporate Plan summary

The Bureau of Meteorology

Our purpose

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

Capabilities

- People
- Relationships
- Science
- Data and information
- Information technology
- Observing technology and infrastructure

Key activities

- Community Services
- Business Solutions
- Data and Digital
- Science and Innovation
- Enterprise Services
- the Australian Climate Service

Government, industry and the Australian community

Our outcome

Enabling a safe, prosperous, secure and healthy Australia through the provision of weather, water, climate, ocean and space weather services.

Benefits

- Public safety
- Community wellbeing
- Economic prosperity
- National security
- Environmental health

Our Strategy

Impact and value

Products and services that enhance the wellbeing of all Australians.

Operational excellence

Outstanding people supported by secure, effective and resilient systems, processes and technology.

Insight and innovation

Practical implementation of novel, mission-directed solutions for our customers.

The Bureau way

One enterprise that lives its values through agreed behaviours every day.

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Introduction

Dr Andrew Johnson PSM FTSE FAICD
CEO and Director of Meteorology

As the accountable authority of the Bureau of Meteorology and the Australian Climate Service, it is my pleasure to present the Bureau of Meteorology Corporate Plan 2025–26 (the Plan). This Plan covers the reporting periods from 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

The Bureau of Meteorology (the Bureau) is Australia's national weather, water, climate, ocean and space weather information agency. It operates under the authority of the *Meteorology Act 1955* (the Meteorology Act) and the *Water Act 2007* (the Water Act), 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 Climate Change, Energy, the Environment and Water portfolio and reports to the Minister for the Environment and Water.

The Bureau has a critical role within the Australian community, contributing to the safety, prosperity, security and wellbeing of the nation. This includes communicating the likely impacts of natural hazards for effective mitigation, readiness, and response to natural disasters and helping the nation to understand and respond to a changing climate.

During 2025–26, the Bureau will continue to provide reliable access to weather, climate, water, ocean and space weather information in accordance with the requirements prescribed in the Meteorology and Water Acts, as well as obligations associated with Australia's international treaties and agreements.

Dr Andrew Johnson PSM FTSE FAICD
CEO and Director of Meteorology

30 July 2025

The Bureau's purpose

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

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

These services benefit all Australians, contributing to a safe, prosperous, secure and healthy Australia.

The Bureau operates under the authority of the Meteorology Act and the Water Act. The Meteorology Act requires that the Bureau perform its functions in the public interest generally, for the purposes of the Defence Force, navigation and shipping and civil aviation, and to assist those engaged in primary production, industry, trade and commerce. The Bureau must also fulfil Australia's international obligations under the Convention of the World Meteorological Organization (WMO) and related international meteorological treaties and agreements.

Key functions under the Water Act require the Bureau to collect, hold, manage, interpret, and share Australia's water information and provide government, industry, and the community access to trusted and reliable water information.

Outcome and benefits

Under the Portfolio Budget Statements for the Climate Change, Energy, the Environment and Water portfolio, the Bureau is responsible for the outcome:

Enabling a safe, prosperous, secure and healthy Australia through the provision of weather, water, climate, ocean and space weather services.

Achieving this outcome benefits Australian communities, industries and governments in several ways:

Benefit	Key beneficiaries
Public safety	Emergency management agencies, all Australians
Community wellbeing	All Australians
Economic prosperity	Sectors including aviation, agriculture, water, land and marine transport, resources, energy and space
National security	Australian Defence Force, national security agencies, all Australians
Environmental health	All Australians

Strategic direction

To achieve its purpose, the Bureau will continue to implement its Strategy 2022–2027, which sets its future direction and focuses on 4 pillars to drive its success:

Impact and value

Products and services that enhance the wellbeing of all Australians.

Operational excellence

Outstanding people supported by secure, effective and resilient systems, processes and technology.

Insight and innovation

Practical implementation of novel, mission-directed solutions for our customers.

The Bureau way

One enterprise, that lives its values through agreed behaviours every day.

Key activities

The Bureau is responsible for the Australian Government Program: *Program 1.1 Bureau of Meteorology.*

To support the delivery of this Program and to achieve its purpose and outcome, the Bureau undertakes 6 key activities, each delivered by a single group within the organisation. For 2025–26 and the outlook period (2026–27 to 2028–29), the Bureau's purpose drives the work of each group in delivering a key activity.

The delivery strategy for each key activity identifies the critical functions and focus areas that will enable the Bureau to achieve its intended outcome. The performance of key activities is assessed against linked strategic success measures (see p. 27).

The Bureau's organisational structure at 1 July 2025. The Bureau comprises 6 groups including the Australian Climate Service.

Community Services

Intended result

The Community Services Group is responsible for providing high-quality weather, water, climate and ocean services to the Australian community, emergency management and priority sectors. These services support the everyday weather decisions of the community and prevent loss of life, reducing the negative social and economic impacts of natural hazards. The group's focus is to do this in a resilient, efficient and sustainable way that allows the Bureau to deploy its capabilities when and where they are needed most.

Delivery strategy

The work of the group is delivered through 3 programs:

National Production Services

Environmental Prediction Services

Decision Support Services

For 2025–26 and the outlook period (2026–27 to 2028–29), these programs will:

- provide high-quality weather, water, climate and ocean analyses, forecasts, warnings and long-term projections based on a deep understanding of customer needs and their decision-making processes
- supply specialist expertise and local insights to customers, partners and stakeholders to support their activities
- exhibit customer-focused service delivery that is resilient, efficient and sustainable in operating all day, every day – including during prolonged and extreme events
- support the work of the Australian Climate Service
- support the delivery of the Australian Antarctic Program via delivery of specialist forecast services to the Australian Antarctic Division
- implement projects to increase the value of Bureau services to customers
- invest in partnerships and information exchange with the emergency management sector at both strategic and operational levels, to support improved operational decision-making and enhance continuous improvement in hazard prevention, preparedness, response and recovery
- embed customer engagement and opportunity management processes to continually inform sector plans and deliver on opportunities
- undertake actions that leverage automation and business intelligence to optimise operations
- focus on the health, wellbeing, capability and empowerment of staff to build a valued, safe and inclusive workforce with a clear sense of purpose in delivering community services.

Business Solutions

Intended result

The Business Solutions Group is responsible for building deeper, more focused, and systematic engagement with the Bureau's customers and partners. Its goal is to deliver greater impact and value in critical sectors including agriculture, aviation, land and maritime transport, energy, resources, national security, space, water and international development. The group is also responsible for activities to uplift Australia's flood warning network infrastructure and for delivering the Bureau's function as a regulator under the *Water Act 2007*.

Delivery strategy

The group's work is delivered through 6 programs:

Agriculture and Water	Aviation, Land and Maritime Transport	International Development
Energy and Resources	Flood Warning Infrastructure Network	National Security and Space

For 2025–26 and the outlook period (2026–27 to 2028–29), these programs will:

- continue physical remediation of flood warning infrastructure acquired from local councils and other third parties in Queensland, and commence physical works in New South Wales and detailed planning for works in Victoria, to enhance flood forecasts and warnings, supporting disaster preparedness, response and recovery
- deliver capability to the water sector to underpin national water security and world-class water supply services, including to support water markets reform in the Murray–Darling Basin
- fulfil the role of Australia's national regulator for water data and information, under the Water Act, and administer responsibilities outlined in Part 7 of the Water Regulations 2008
- provide a critical contribution to the Australian Defence Force and national security agencies – delivering tactical, planning and strategic services to support Australia's security and prosperity
- support Australia's space industry by delivering space weather and spaceflight weather advice
- support the National Electricity Market to operate safely at very high instantaneous penetration of wind and solar generation, and the resources sector to operate safely and more productively
- ensure that the Bureau's aviation, land and maritime transport customers understand weather risks and opportunities to enable them to operate safely and economically
- enhance the agriculture sector's capacity to foresee and manage weather and climate-related opportunities and risks, to support productivity and enhance rural mental health and wellbeing
- identify, coordinate and deliver products and services that materially advance Australia's foreign policy, security, and international development goals in the Asia-Pacific region.

Data and Digital

Intended result

The Data and Digital Group is responsible for the Bureau's data, observing and information technology, which underpins the Bureau's core operations from measurement and collection through to production and dissemination to customers. The group's focus is to efficiently manage service-focused, secure, resilient and adaptive information and observing technology portfolios that leverage technologies and data, enabling the Bureau to deliver personalised services and products.

Delivery strategy

The work of the group is delivered through the Office of the Chief Information Technology Officer and 6 programs:

Application Services	Data	Digital Channels and Customer Experience Design
Observing Systems and Operations	Planning and Architecture	Service and Infrastructure Management

For 2025–26 and the outlook period (2026–27 to 2028–29), these programs will:

- enable the efficient management of the Bureau's information technology portfolio and apply technologies that enable the Bureau to deliver to its customers
- deliver operational systems that support and enable the Community Services Group and the Business Solutions Group to deliver value to partners and customers
- enable an affordable, fit-for-purpose, trusted, adaptive, resilient and interconnected network of observing technology sources which meet diverse customer needs
- uplift the Bureau's data management capability to maximise the impact and value of Bureau data for customers
- uplift cyber security monitoring and threat management processes
- provide customers with simple, intuitive, trusted and reliable digital experiences that deliver the Bureau products and services
- further build and embed capabilities to leverage technology to increase value for the Bureau
- support effective implementation of the group’s operating model.

Science and Innovation

Intended result

The Science and Innovation Group is responsible for research and innovation supporting Bureau services and delivering shared value for its partners. The group's focus is on world-class science and development that enables the Bureau to deliver better weather, water, climate, ocean, space weather and Earth system information and insights.

The group undertakes research and development to support the Bureau's scientific systems, and customers and partners, and is responsible for transferring the Bureau's operational analysis and prediction systems from research to operations.

Delivery strategy

The work of the group is delivered through 2 programs:

Research

Research to Operations

For 2025–26 and the outlook period (2026–27 to 2028–29), these programs will:

- continue to deliver the 4 objectives of the Bureau's Research and Development Plan 2020–2030
- deliver operational science and systems which support and enable the Community Services Group and the Business Solutions Group to deliver value to partners and customers
- deliver national downscaled climate and hazard projections in support of the Australian Climate Service and the National Climate Risk Assessment
- enhance probabilistic forecasting methods across the product suite and provide greater insight into forecast uncertainty for improved decision making
- provide ongoing stewardship for the implementation and maintenance of the Bureau's Innovation Framework and an enterprise approach to partnering with academia
- develop improved capabilities for communicating forecast performance to users, including the Australian community
- continue to identify and optimise the use of emerging technologies, including to support automation using artificial intelligence and machine learning
- leverage international partnerships to build artificial intelligence and machine learning capability within the Bureau to improve services to the Australian community.

Enterprise Services

Intended result

The Enterprise Services Group is responsible for delivering core support services and enterprise-wide solutions to enable the Bureau to achieve its Strategy and deliver to its customers. The group partners with other groups and programs to strengthen the Bureau's strategic capabilities, including people and culture, communications, process, change, governance, finance, customer engagement, product, portfolio, risk management, property services and resilience.

A key role of the group is to sustain and deliver enterprise support functions needed to meet legislation and government policy. 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.

Delivery strategy

The work of the group is delivered through 5 programs:

For 2025–26 and the outlook period (2026–27 to 2028–29), these programs will:

- partner with other group and program areas to:
  - support people leaders to implement the Bureau's Strategy 2022–2027
  - provide strategic insights on complex matters and areas of higher risk, while streamlining and automating transactional and operations services
  - align planning, investment, and projects
  - facilitate workforce planning practices to enable a greater understanding of workforce capability and capacity to deliver the Bureau’s strategy and outcomes based on priorities
  - empower managers to be effective people leaders and meet their delegated accountabilities
- communicate in ways that continue to maintain trust and enhance the Bureau’s reputation
- support effective governance of the Bureau including by strengthening accountabilities and assurance controls
- continue to embed the First Nations advisory function, implement the Reconciliation Action Plan 2025–2027 and implement the Diversity and Inclusion Plan 2025–2027
- foster a workplace built on respect, integrity, and stewardship to support a thriving high-performing workforce
- contribute to a safe, secure, productive, and sustainable environment including through continued implementation of the Bureau's Environmental Sustainability Principles.

Australian Climate Service

Intended result

The Australian Climate Service (ACS) is a partnership between the Bureau, CSIRO, the Australian Bureau of Statistics and Geoscience Australia. The ACS is responsible for transforming Australia's capability to understand climate and natural hazard risks and impacts now and into the future.

The ACS seeks to support decision-makers in disaster risk reduction and national climate adaptation by:

- bringing together climate and hazard insights relevant to conditions across Australia and how they are changing over time
- improving access to integrated and authoritative data, information and expert advice
- building and enhancing Australia's climate and natural hazard intelligence capability

Delivery strategy

The Australian Government's expectations on ACS outcomes and priorities are detailed in the Statement of Expectations available at: https://www.acs.gov.au/pages/about-us.

For 2025–26 and the outlook period (2026–27 to 2028–29), the ACS will:

- leverage the insights and data prepared under Australia's first National Climate Risk Assessment to support the Australian Government's medium- to longer-term adaptation responses
- further develop the ACS digital platform to bring diverse data together to be the national, authoritative, accessible and trusted source of climate risk information
- continue to engage with Aboriginal and Torres Strait Islander peoples to apply their perspectives on Australia's climate and natural hazard risks
- develop an improved understanding of the needs of climate risk decision makers within Australia
- deliver increased and timely access to hazard, exposure, vulnerability and response, climate risk and impacts, data and insights
- share insights and publish key technical products and ensure that climate risk data is accessible
- provide assets and intelligence to support the Hazards Insurance Partnership
- draw on national capabilities, bringing these together to add value and deliver improved data and decision support information
- improve the reporting, measuring and monitoring of ACS services to increase transparency.

Operating environment

The Bureau is committed to understanding and responding to the evolving needs of Australian communities, governments and industries to ensure it can remain effective, relevant and viable in the service of Australia's national interests.

The Bureau regularly scans its strategic operating environment for opportunities, risks and trends that may shift and influence customer expectations, delivery capability and technological development.

For 2025–26 and the outlook period (2026–27 to 2028–29), the Bureau expects its external strategic operating environment to remain dynamic and complex as it seeks to continue to drive a positive shift in the impact and value it delivers for Australia.

The key trends and related opportunities and challenges for the Bureau over the next 4 years are summarised in the table below.

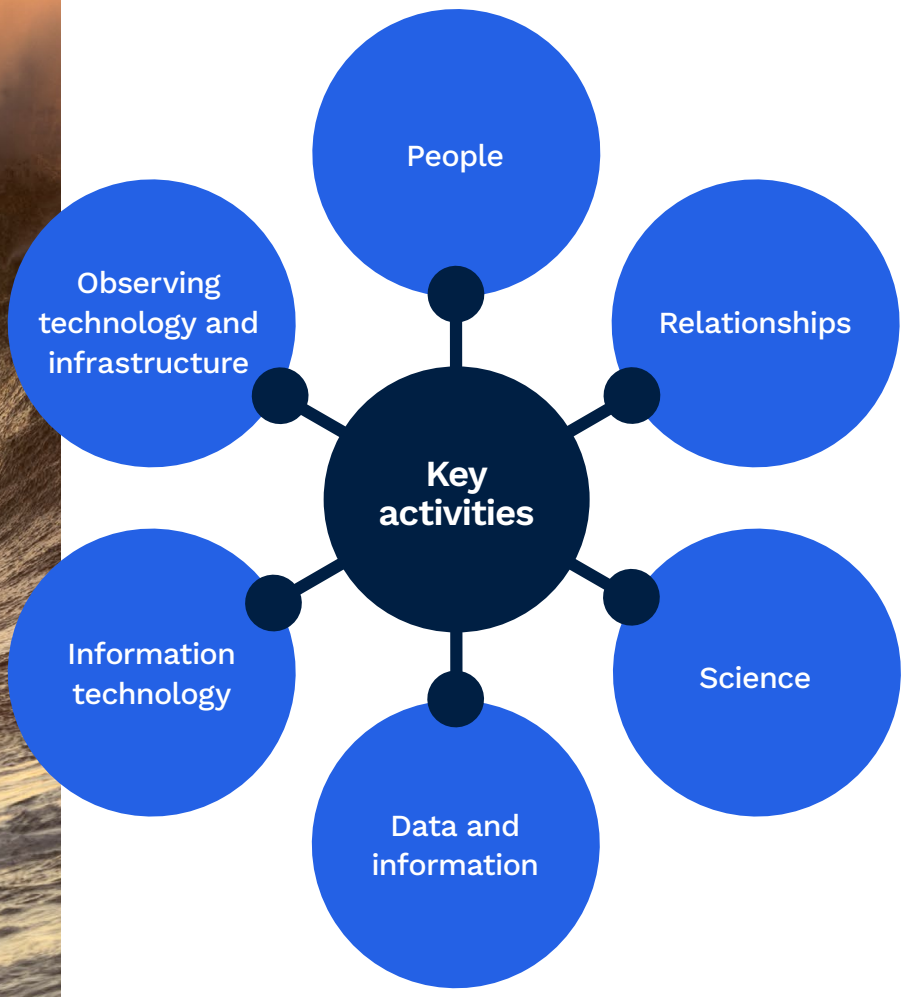
Trend	Opportunities and challenges
Increasing vulnerability to severe weather and weather extremes	• Help the Australian community understand observed changes in Australia's climate and the implications of future climate change in the context of future climate projections. • Meet growing demand for climate and natural hazard risk and impacts information, now and into the future. • Manage the impacts of a changing climate on the Bureau's operations with respect to a longer high risk weather season, more concurrent events and a reduced window for equipment maintenance and upgrades. • Protect the Bureau's own infrastructure from the impacts of severe weather to ensure service continuity, especially during critical events.
Increasing customer expectations and demand	• Meet the growing demand for more actionable and location-specific products and services, including forecasts and warnings. • Meet an increasing appetite of Bureau customers for personalised, real-time data. • Provide information and advice that helps customers prepare for increasingly frequent and intense natural hazards, that will continue to impact different aspects of society in an evolving manner. • Balance customer needs and expectations with rising costs and budget constraints. • Uplift data practices to ensure data and information is provided in standard, easily accessible and customisable formats that are compatible with customer systems.
Accelerating shift towards renewable energy	• Respond to Australia's growing investment in renewable energy and the energy sector's reliance on weather forecasts to maximise productivity. • Anticipate, identify and respond to the needs of the renewable energy sector as Australia transitions to cleaner energy sources.

Trend	Opportunities and challenges
Changing global economic structures and relationships	• Continue to monitor shifts in global economic structures and relationships, and potential impacts on the Bureau's critical capabilities, international settings and partnerships. • Support Australia's objective to promote and protect national security, resilience and prosperity through international cooperation, particularly in the Indo-Pacific region.
Advancing science and technology	• Identify, harness and operationalise advances in science and technology into effective products and services. • Monitor and adapt to current and future growth in mobile applications and modern communication channels. • Engage appropriately with the rapid increase in artificial intelligence and machine-learning driven weather prediction and service delivery. • Explore and leverage opportunities offered by exponential increases in data volumes, including insights from big data, generative and numeric artificial intelligence and machine learning.
Evolving cyber security and security threats	• Monitor, prepare for and respond to the increasing volume and sophistication of cyber security threats, including those emerging from shifts in global geopolitical and security contexts. • Maintain and apply effective security controls to protect the Bureau's staff and physical assets in an increasingly uncertain and unpredictable environment, both in Australia and abroad.
Rising distrust in news and increasing volume of misinformation about weather, water and climate	• Ensure the Bureau remains an expert, authoritative and trusted source of weather, water and climate information, as other sources of this information, including misinformation, grow rapidly. • Proactively monitor and respond to medium-to-long term positioning in key customer, partner and related services sectors, seeking opportunities for collaboration as appropriate.
Evolving policy and regulatory settings	• Meet evolving expectations on the Bureau as a part of the Australian Public Service (APS) including on stewardship, integrity and evaluation. • Plan and implement changes in energy usage and sources to meet the Net Zero in Government Operations Strategy and the APS Net Zero by 2030 target.

The Bureau will continue to monitor these opportunities and challenges. It is well placed to manage external risks and disruptions, working closely with other Australian Government agencies to provide support and capacity for critical government functions. The Bureau will also seek to capitalise on opportunities, responding to current and emerging customer needs and applying innovative solutions to deliver the greatest impact and value for Australia.

Capabilities

The Bureau must maintain capability across complex and wide-ranging fields to meet its remit of being Australia's national weather, water, climate, ocean and space weather information agency. For 2025–26 and the outlook period (2026–27 to 2028–29), the Bureau will continue to strengthen its capability to keep pace with the evolving needs of customers and ensure sustainability. The capabilities the Bureau needs to undertake its key activities and achieve its purpose are categorised into 6 broad themes: People, Relationships, Science, Data and information, Information technology and Observing technology and infrastructure.



A description of each of the enterprise capabilities, including the current capability, the capability aim, and the capability development pathway, is provided below.

People

Current capability

The expertise and capability of the Bureau's people is critical to the delivery of products and services to its customers. The Bureau's workforce profile includes 17 job families delivering weather, water, climate, ocean and space weather services, as well as corporate and enabling support. The Bureau provides training programs for meteorologists through its Graduate Diploma in Meteorology initial training course, as well as in-service competency-based training and assessment for specialist forecasting capabilities. Required-for-role technical training is provided for meteorological observers and technicians.

Capability aim

The Bureau will ensure that it has a workforce that is skilled, agile and equipped for the future, and its people have contemporary skills and knowledge needed to achieve the Bureau's outcomes and meet customer needs. The Bureau aims to strengthen its customer-focused enterprise culture where people are empowered and grow through clear career pathways in an inclusive, safe, and flexible working environment that reflects the diversity of the community it serves. The Bureau aligns and connects the contributions of every staff member to ensure the collective delivery of its Strategy and purpose.

Capability development pathway (2025–26 to 2028–29)

The Bureau will:

- mobilise its people based on the required skills, knowledge and capabilities to deliver the Bureau’s outcomes
- mature its people capability to respond to Australian Public Service (APS) priorities and the evolving needs of its workforce and customers
- continue to invest in science, technology, engineering and maths (STEM) skills and build the pipeline of talent, including developing and identifying opportunities for women in senior STEM positions
- support leaders to undertake their roles with integrity, respond creatively to challenges, and act as stewards for the organisation and the broader APS
- continue building a safe, inclusive and diverse enterprise, where its people are supported to learn and grow and are empowered to reach their professional potential
- enhance its employee experience by recognising high performance, responding to employee perceptions and prioritising wellbeing
- build a culturally capable workforce that is responsive to First Nations people and communities.

Application of the Strategic Commissioning Framework

The Bureau draws upon a unique and multifaceted set of core and core-enabling capabilities to deliver critical weather, water, climate, ocean and space weather services.

For 2025–26 and the outlook period (2026–27 to 2028–29), the Bureau will continue to plan, manage, and monitor its workforce capability to ensure it can provide trusted, reliable and responsive products and services for its customers in the most effective way possible.

In 2025–26 the Bureau will continue to apply the principles of the APS Strategic Commissioning Framework to identify opportunities to further strengthen its workforce capability and to reduce outsourcing where appropriate.

The Bureau's targets for reducing outsourcing in 2025–26 will focus on the conversion of 40 Full Time Equivalent (FTE) from contractors to ongoing APS positions across 11 job families, primarily in ICT and digital solutions, and portfolio, program and project management. The conversion of these positions is expected to reduce expenditure on outsourcing by more than $6.2 million in 2025–26.

Relationships

Current capability

The Bureau has strong relationships with a broad set of customers, stakeholders and partners, including across government, industry, emergency services, international science institutions, media, academia, meteorological agencies, intergovernmental bodies, and the Australian community.

Relationships at national, state, regional and local levels are vital to the Bureau's service delivery, contributing to coordinated hazard preparedness and response as well as delivering on local and regional needs. Internationally, the Bureau has responsibility for fulfilling Australia's obligations, under the Convention of the World Meteorological Organization and to provide the Australian National Representative to the UNESCO Intergovernmental Oceanographic Commission.

Capability aim

The Bureau aims to strengthen Australia's resilience to natural hazards and a changing climate through focused engagement with industries and governments and by providing timely information to communities. It seeks to maintain its strong relationships and increase the trust of customers and partners by providing timely, accurate, easy to interpret, expert advice on risks, impacts and opportunities that support improved decision-making. The Bureau will actively partner and collaborate nationally and internationally to deliver better outcomes for all Australians.

Capability development pathway (2025–26 to 2028–29)

The Bureau will:

- operate a national decision support capability, serving customers, partners and stakeholders flexibly across multiple jurisdictions and geographies
- ensure a broad reach of weather and hazard information into the Australian community through a range of traditional and social media channels
- through its partners, engage with community sectors where improved hazard awareness boosts community safety to deliver improved community resilience
- work with and enable Australia's energy sector to rise to weather-related challenges and seize opportunities to considerably enhance energy resilience, security, reliability, sustainability, and affordability
- engage with the aviation sector, which is integral to Australian's economy, connecting Australians with each other (including regional and remote communities) and the rest of the world
- work with partners and stakeholders to implement the data and systems components of the Australian Government's Water Markets Reform Roadmap to support water markets in the Murray–Darling Basin
- foster productive engagement with organisations required to give water data to the Bureau under the Water Regulations 2008 to ensure fit-for-purpose regulations and regulatory best practice
- work in partnership with the agriculture sector to provide an expanded suite of weather and climate forecasts that have a direct and vital impact on the success of Australia's primary producers
- continue to foster its deep partnerships with the national security and space sectors, providing accurate, detailed and timely environmental intelligence to support Australia's safety, security and prosperity
- enhance relationships with elected officials, ensuring they are equipped with the information they need to inform their communities, business and industry before, during and after severe weather events
- continue to build the Australian Climate Service in partnership with CSIRO, the Australian Bureau of Statistics and Geoscience Australia
- partner with the Australian Antarctic Division and the Department of Foreign Affairs and Trade to achieve national goals in Antarctica, the Southern Ocean and the Asia-Pacific region.

Science

Current capability

The Bureau develops and applies advanced scientific knowledge related to weather, water, climate, ocean and space weather to build world-class systems and prediction services to support decision-makers in government, industry and the community. This capability underpins and enhances the Bureau's processes and offerings, in line with the Bureau Strategy and customer and stakeholder needs.

Highly developed science and technological capability exists throughout the Bureau with skills and knowledge in meteorology, oceanography, climatology, hydrology, engineering, physics, mathematics, data science, social behavioural science and more. Internal capability is supplemented through collaborations with Australian Government agencies, international meteorological agencies and universities, as well as within international and intergovernmental forums.

Capability aim

The Bureau continuously improves its forecast, warning, analysis and observing systems that enhance Bureau services providing greater benefits to the Australian government, community, and industry. The Bureau continuously applies its scientific and technological capability to uplift Australia's ability to manage a changing climate and increasing natural hazards. The Bureau also aims to better understand meteorological, climatological and oceanic processes in Antarctica, the Southern Ocean and the Pacific region to enhance modelling capabilities for improved services for its customers and partners.

Capability development pathway (2025–26 to 2028–29)

The Bureau will:

- continue to develop its global Earth system models, analysis and post-processing systems (including through machine learning methods) to provide a nationally consistent, high-resolution prediction capability
- continue to enhance its observations, analysis and data assimilation systems for more accurate predictions, improved situational awareness and nowcasting of severe weather
- develop more localised, customised and accurate forecasts and more timely forecast updates for high impact weather to enable improved decision-making and risk reduction
- apply social science to translate behavioural insights into improvements in services
- undertake research and development in support of services to key sectors including emergency management, energy, agriculture, aviation and water
- explore and implement rules-based artificial intelligence, machine learning, and containerisation of software applications to advance its products and services
- work within international and intergovernmental forums to promote cooperative advancement in science and technology, and partner with Australian Government agencies, international meteorological agencies and universities to innovate and advance the Bureau's services to the community.

Data and information

Current capability

Data and information are a critical asset for the Bureau. Data serves as an essential input for the delivery of the Bureau's products and services as well as being a product in its own right. The Bureau's extensive data and information holdings cover the whole of Australia and include past and real-time weather, water, ocean and space weather observations, forecasts, warnings, analysis and advice, including climate products such as climatological map-sets.

The Bureau's observations data 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 strengthen its position as a trusted, authoritative and reliable source of weather, water, climate, ocean and space weather data for Australia, managing its data and information assets so that they are discoverable, accessible, secure, interoperable, understandable and usable.

The Bureau will invest in its data, enterprise-wide data and information management and applications to enhance its digital capability and provide technological solutions that enable all Australians to easily access and utilise Bureau data and information services to meet their individual needs. The Bureau’s own data will continue to be complemented by externally sourced data through national, international and commercial partnerships, collaborations and data sharing arrangements.

Capability development pathway (2025–26 to 2028–29)

The Bureau will:

- ensure modern national and international standards in governance and data management, making data readily accessible to customers
- improve accessibility and availability of its data to better meet the requirements and needs of customers
- extend and increase the availability of third-party, collaborative and private data where it can improve and enhance its applications, data products and services
- enhance the quality and availability of existing observational data and the metadata required to improve data knowledge and use
- continue to access vital satellite and other international observational data and meet its obligations to exchange data internationally and cooperate in World Meteorological Organization (WMO) and other regional activities
- enable greater connectivity between its datasets stored on different platforms
- monitor all critical information assets and establish effective processes to identify and rapidly respond to threats.

Information technology

Current capability

The Bureau's information technology (IT) capability encompasses data and information systems (including communication networks), high performance computing, platforms and applications, as well as desktops, servers, videoconferencing and telephony technology. The Bureau provides 24/7 support for critical applications, where failure would result in immediate and serious consequences for essential operations, including services to external organisations.

The Bureau's high performance computing capability underpins the delivery of core forecasting products and supports Australia's resilience by providing a sovereign meteorological forecasting capability.

Capability aim

The Bureau aims to efficiently manage a service-focused, secure, resilient and adaptive IT portfolio that leverages emerging technologies and enables the effective delivery of personalised products and services to customers. It will enhance its information systems, operations technology, infrastructure and processes to ensure they are fit-for-purpose in delivering secure, stable and sustainable services, particularly during high impact events.

The Bureau will harness the power of its second high performance computer to undertake data and compute intensive activities that support prediction improvements and enhance the Bureau's disaster recovery capabilities.

Capability development pathway (2025–26 to 2028–29)

The Bureau will:

- provide a secure, resilient, and stable technology base to make it easier to build, sustain or change the services it offers, keeping pace with customer needs
- implement enhanced forecasting systems that optimise interaction between national guidance and local insights as a seamless national service across all timescales
- implement new technologies and capabilities to meet future cyber threats under a comprehensive and enterprise-wide approach
- provide resilient high-performance computing and cloud platforms
- provide technologies that support research and development and innovation in strengthening its services to the community
- deploy innovative digital solutions including a new website to disseminate valuable data and information
- ensure that technology, applications and capability are aligned to enterprise architecture roadmaps
- rationalise and decommission legacy networks and platforms.

Observing technology and infrastructure

Current capability

The Bureau relies upon a large and geographically dispersed network of assets, including complex observing technology infrastructure and networks and maintains a national property portfolio. These are located across Australia, its surrounding oceans and territories, and Antarctica. Many assets are situated in regional or remote areas, are difficult to access, are exposed to harsh conditions and/or are in environmentally sensitive locations.

Comprising nearly 15,000 items of technology, the Bureau's observing technology capability provides meteorological, hydrological, oceanographic and space weather observations from more than 1,700 Bureau-owned sites and 6,700 third-party owned sites across Australia and its surrounding oceans and territories. The Bureau operates from 8 offices located in each of the state and territory capital cities, and 37 field offices, Defence weather services offices, observing operations hubs, specialist offices and other special purpose sites across Australia, its offshore islands and Antarctica.

Capability aim

The Bureau aims to ensure a modern, fit-for-purpose fleet of observing assets and infrastructure is established and maintained to reliably support the production of its products and services. A strategic approach to asset management will ensure that Bureau's assets are safe, sustainably managed on a whole-of-life approach and deliver the intended service in accordance with the Bureau's mission and its customer expectations. The Bureau will mature its asset management capabilities by better integrating its asset lifecycle planning, costing, procurement, contract management and strategic vendor management expertise.

Capability development pathway (2025–26 to 2028–29)

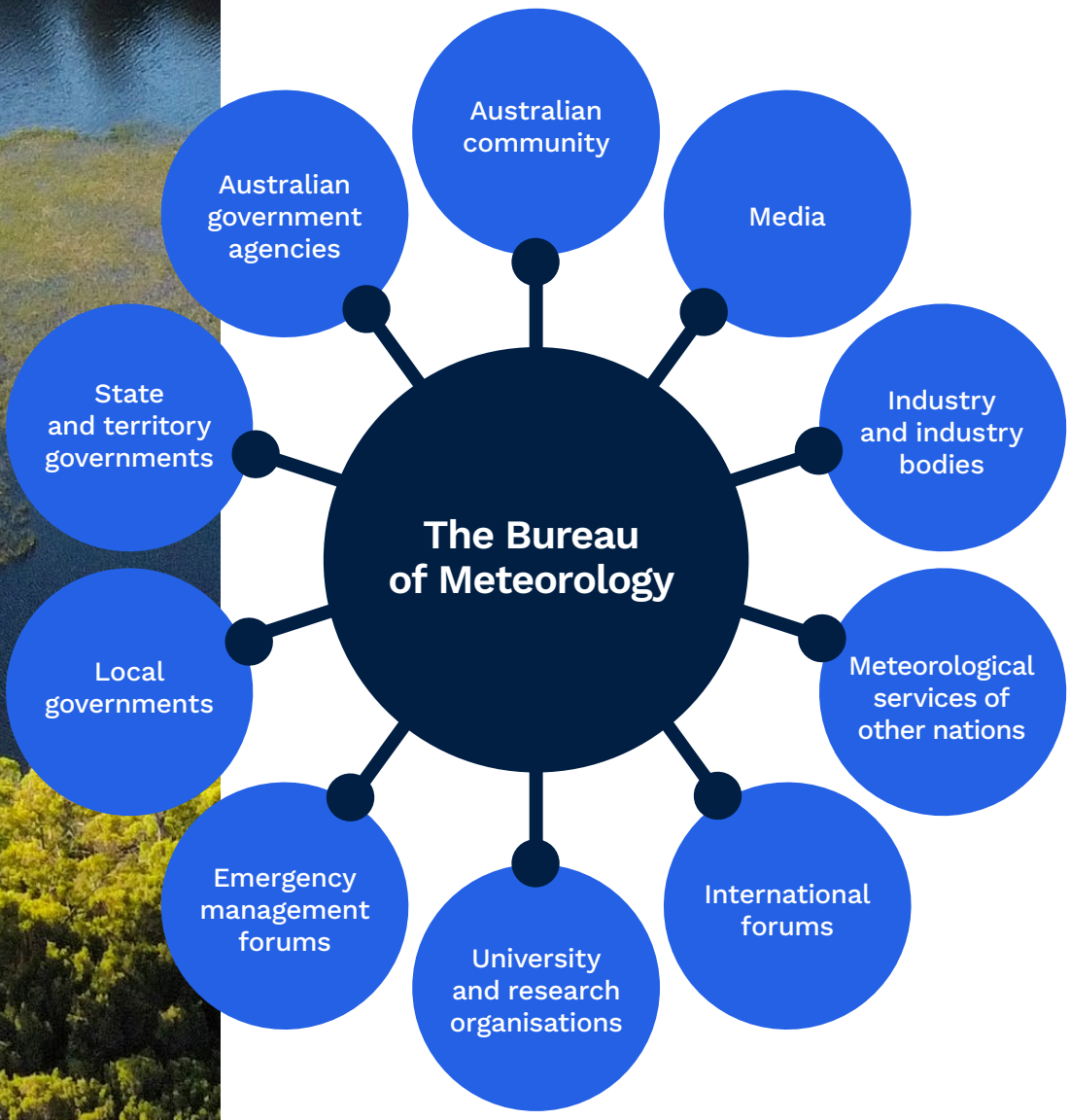
The Bureau will:

- mature its asset management lifecycle approach, underpinned by a strategic asset management plan aligned to the Strategy 2022–2027 and supported by an asset management system
- implement the 4 recommendations of the Australian National Audit Office (ANAO) audit of the Bureau's management of assets in its observing network
- undertake asset performance monitoring and reporting for key observing systems with effective incident management and service restoration
- continue to acquire and upgrade flood infrastructure, including high-priority rain and river gauges, through the Flood Warning Infrastructure Network (FWIN) Program
- implement new observing equipment in accordance with government and industry funding and commitments
- uplift key national observing infrastructure and capability using an observations ecosystem approach that relies on an adjustable blend of existing networks and external and novel or emerging observational sources
- implement the strategic property management plan, ensuring that its property portfolio is strongly aligned to its strategic direction and future requirements and provides the best value for money
- continue sustainability initiatives to reduce the impact of its operations on the environment
- decommission unused or de-staffed infrastructure.

Cooperation and collaboration

As Australia's national meteorological agency, the Bureau works with a wide range of Australian Government agencies, state, territory and local governments, international agencies, industry, media, academic research organisations and the community to deliver its purpose.

The Bureau has built a network of strong and impactful relationships that enable it to develop, deliver and improve its products and services to meet the needs of customers.



Government and industry

The Bureau operates under the Climate Change, Energy, the Environment and Water Portfolio and collaborates across government to deliver common outcomes. It supports government policy and planning decisions, particularly in the areas of emergency management, agriculture, water, aviation, land and maritime transport, energy, national security, space and international development.

The Bureau has a range of formal strategic partnerships, agreements and memorandums of understanding that facilitate the provision of critical meteorological services. Cooperation on policy formulation and service provision is facilitated through a variety of consultative committees and forums.

Community and media

The Bureau's Decision Support Services Program leads national, regional and local community engagement, including with the emergency management sector and key Commonwealth stakeholders.

Bureau staff are deployed across Australia to work alongside state and local governments and emergency services and are integrated within emergency management and disaster mitigation networks. This includes out-posted meteorologists and other specialists within several agencies and emergency management centres to provide direct access to the Bureau’s expertise.

The Bureau also works closely with the media organisations and social media channels to ensure that communication with the Australian community is effective, and that forecasts and warnings are broadcast widely. Staff interact with a broad range of stakeholders and provide a focal point for the delivery of services to local industry and government customers.

Research

Cooperation with universities is an important avenue for sharing ideas, skills, resources and expertise to explore 'blue sky' ideas and long-term improvements, share the actual and opportunity costs of theoretical research and maintain a pipeline of STEM talent.

The Bureau has strategic engagements in Centres of Excellence, which focus on specific research areas through collaboration with industry, government agencies and research organisations. The Bureau leverages these engagements to facilitate and progress objectives under its decadal Research and Development Plan.

International

The Bureau cooperates and collaborates with countries and agencies around the globe through a range of multilateral and bilateral arrangements. Through these relationships the Bureau leverages and contributes to global scientific expertise, technological and operational developments, and the collection and exchange of information critical for monitoring and predicting the state of the atmosphere and hydrosphere.

The Bureau represents Australia and is actively involved in the work of the World Meteorological Organization, is the Australian representative for the United Nations Educational, Scientific and Cultural Organization’s (UNESCO) Intergovernmental Oceanographic Commission and provides aeronautical meteorological services on behalf of Australia as the designated authority under the International Civil Aviation Organization.

Bilaterally, the Bureau has several strategic partnerships and memorandums of understanding with agencies in countries such as the United States, the United Kingdom, Japan, South Korea, Singapore and Indonesia. These collaborations focus on mutual and complementary fields of technical and scientific expertise and are an important contribution to Australia’s foreign policy objectives.

The Bureau is furthering cooperation to improve collective meteorological and oceanographic capability through the Meteorology and Oceanography Five Eyes Community of Practice (the MET5) to strengthen collaboration and build resilience on matters of mutual strategic benefit in the fields of meteorology, oceanography, hydrology, climatology, and the space environment between the signatories of Australia, Canada, New Zealand, the United Kingdom, and the United States.

Subsidiaries

The Bureau has no subsidiaries.

Performance

Measuring the Bureau’s performance

The Bureau will assess its performance for 2025–26 and the outlook period (2026–27 to 2028–29) against the success measures outlined in its Strategy 2022–2027 and the 2 criteria in its Portfolio Budget Statements. These include a mix of quantitative and qualitative measures that provide insight into the Bureau's outputs, efficiency and effectiveness.

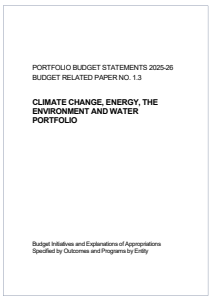
The Bureau has 12 high-level strategic success measures (SSMs) aligned to its 4 strategic pillars. These measures, each with a rationale, contributing measures (CMs), targets, linked key activities, methodology and data sources, are outlined in the tables below. Unless otherwise stated, each contributing measure is assessed and reported annually.

The Bureau's performance against these measures will be reported in the Annual Performance Statement contained in the Bureau's Annual Report 2025–26.

The achievement of each strategic success measure will be assessed on the number of contributing measures and the overall results achieved against each contributing measure.

The achievement of each contributing measure will be assessed against the following criteria:

Rating	Criteria
Performance met expectations	≥95% of target achieved or delivery at or above the expected level of performance
Performance substantially met expectations	75% – 94% of target achieved or delivery largely met the expected level of performance, but with minor shortfalls
Performance partially met expectations	50% – 74% of target achieved or significant progress made towards the expected level of performance, but with notable shortfalls
Performance did not meet expectations	≤49% of target achieved or delivery well below the expected level of performance



March 2025

Portfolio Budget Statements 2025–26

2025–26 performance

1 July 2025

Corporate Plan 2025–26

30 June 2026

Annual Report 2025–26
Annual Performance Statement

Regulator performance

As part of its *Water Act 2007* responsibilities, the Bureau administers Part 7 of the Water Regulations 2008, which defines who must provide water information to the Bureau, what data needs to be given and the time and format in which it must be given. As a regulator, the Bureau works with water data providers and users to ensure efficient data provision and minimal regulatory burden while ensuring the community has access to trusted and reliable information required for their decision making.

The Bureau leverages its position as a national, independent organisation and collaborates across jurisdictions to help drive water sector reform by providing national water information leadership and driving national water data standards.

A Ministerial Statement of Expectations and a Regulator Statement of Intent are published on the Bureau's website (see: beta.bom.gov.au/about-the-bureau/plans-performance-and-accountability/commitments-and-reporting).

The performance of Bureau's regulatory functions considers 3 best-practice principles:

Principle	Definition
Continuous improvement and building trust	Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
Risk-based and data-driven	Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden. They leverage data and digital technology to support those they regulate to comply and grow.
Collaboration and engagement	Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

Performance measures focused on the Bureau's regulatory function are incorporated into contributing measure 7.2 (see p. 35) and will be reported on in the Bureau's Annual Report 2025–26.

Performance measures and targets

Impact and value

SSM01: The financial and social value we deliver to industry, government and the wider community

Rationale: The Bureau plays a critical role in helping to protect life and property through hazard preparedness and response during severe weather events and supporting key industries to operate safely and productively. This measure aims to demonstrate the Bureau's effectiveness in meeting its outcome of supporting a safe, prosperous, secure and healthy Australia.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM1.1: Mitigation of property damage and reduced long-term trend in fatalities from extreme weather events	Annual estimated value of damage mitigated and reduction in long-term trend in fatalities from bushfires, floods, tropical cyclones and severe thunderstorms	Community Services
CM1.2: Economic value added to Australia's water sector	>$100m	Business Solutions
CM1.3: Economic value added to Australia's aviation sector	>$80m	Business Solutions
CM1.4: Economic value added to Australia's energy and resources sectors	>$80m	Business Solutions
CM1.5: Economic value added to Australia's agriculture sector	>$50m	Business Solutions

Methodology and data sources: Results on the mitigation of property damage and fatality trends from extreme weather events including bushfires, floods, tropical cyclones and severe thunderstorms are drawn from internal analysis using third-party insurance and fatalities data. Results on the Bureau's estimated contribution of economic value to industry sectors are drawn from internal economic value assessments and contractual service agreements.

Note: The impact of the Bureau’s work to protect Australians, mitigate property damage and enhance economic prosperity varies from year to year given the annual variations in severe weather activity. CM1.2, CM1.3, CM1.4 and CM1.5 are included as a combined performance measure in the Bureau's Portfolio Budget Statements.

Impact and value

SSM02: The levels of satisfaction and trust our customers, partners and stakeholders have in the products and services we provide.

Rationale: The Bureau produces essential products and services that are used by the community, key partners, industry and government to inform decision-making. This measure aims to gauge the effectiveness of these products and services as assessed by those that use them, and ensure they are meeting their intended purpose.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM2.1: Proportion of community, partner and emergency services customers that report an overall positive experience with Bureau services	80%	Community Services
CM2.2: Net promoter score for Bureau forecast and warning services	+55 for community customers	Community Services
CM2.3: Proportion of industry and government customers that report they are satisfied or very satisfied with Bureau services	Year-on-year maintenance or increase	Business Solutions, Australian Climate Service
CM2.4: Overall customer satisfaction across Bureau digital channels	Year-on-year maintenance or increase	Enterprise Services, Data and Digital

Methodology and data sources: Results are drawn from regular Bureau and third-party surveys of customers, analysis of partner and customer feedback, customer satisfaction data submitted on the Bureau's website and BOM Weather App and ad hoc customer feedback.

Note: The target for CM2.1 has been revised to 80% for 2025–26 (90% in 2024–25) to better align with updated baselines for customer experience measures. CM2.1 and CM2.3 are included as a combined performance measure in the Bureau's Portfolio Budget Statements.

Impact and value

SSM03: The utilisation of our services by new and existing customers.

Rationale: The value of the Bureau's products and services is realised when they are used by customers to achieve a positive outcome. This measure aims to ensure the Bureau is maximising the value of its work by maintaining engagement with existing customers while expanding the reach of its work to new users.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM3.1: Proportion of community customers that nominate Bureau services as a primary source to enable decision-making	35%	Community Services
CM3.2: Proportion of emergency services, industry and government customers and partners that nominate Bureau services as a primary source to support their decision-making	75%	Community Services, Business Solutions
CM3.3: Usage of and engagement with Bureau digital channels	Year-on-year maintenance or increase	Enterprise Services, Data and Digital, Australian Climate Service

Methodology and data sources: Results are drawn from regular Bureau and third-party customer surveys, and internal analytics on the usage of Bureau's website, BOM Weather App and social media channels.

Operational excellence

SSM04: Our delivery against agreed customer requirements and commitments.

Rationale: Customers use the Bureau's products and services to plan, make decisions, optimise their activities and manage risks. This measure aims to ensure the Bureau is effectively delivering the specific outputs to which it has committed, and that its customers need.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM4.1: Delivery against the requirements of the Intergovernmental Agreement on the Provision of Bureau of Meteorology Hazard Services to the States and Territories and delivery of agreed Hazard Services Forum recommendations	Requirements met	Community Services
CM4.2: Proportion of community customers report that the Bureau's information enables their decision-making	60%	Community Services
CM4.3: Proportion of emergency services, industry and government customers and partners that report the Bureau's information enables their decision-making	80%	Community Services, Business Solutions
CM4.4: Delivery of Defence meteorological services meet agreed service levels in support of tactical, planning and strategic activities	Requirements met	Business Solutions
CM4.5: Delivery of aviation meteorological services meet International Civil Aviation Organization standards and recommended practices for Australia's area of responsibility and aviation industry standards	Requirements met	Business Solutions

Methodology and data sources: Results on service delivery are drawn from internal analysis, audit reports and stakeholder feedback. Results on enabling decision-making are drawn from regular Bureau and third-party customer surveys.

Operational excellence

SSM05: Capacity utilisation, system reliability, security and resilience benchmarked against best practice.

Rationale: The work of the Bureau is underpinned by a complex array of technologies and systems located across Australia, its surrounding oceans and islands, and in Antarctica. These systems operate around the clock and are particularly critical during severe weather events. This measure aims to provide assurance about the reliability, efficiency, quality and security of these systems in providing uninterrupted access to Bureau services.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM5.1: Observing networks and high-performance computing systems meet agreed performance targets for uptime and capacity utilisation	Agreed performance targets met	Data and Digital
CM5.2: Compliance of staff with 'required for role' competencies	>95%	Enterprise Services, Community Services, Business Solutions
CM5.3: Compliance of identified quality management systems with ISO 9001	Certification achieved or maintained	Enterprise Services
CM5.4: Data information management maturity score	Maintenance or improvement in data maturity score from National Archives Australia Check-up PLUS questionnaire	Data and Digital
CM5.5: Protective security maturity score	Year-on-year improvement in Protective Security Policy Framework maturity	Data and Digital
CM5.6: Risk and business continuity maturity scores	Improvement in risk and maintenance of business continuity maturity scores from external surveys and assessment	Enterprise Services

Methodology and data sources: Key operational systems comprise the Bureau's observing networks and supercomputer. Results on performance of these systems and levels of operational capability are drawn from regular internal analysis and reporting. Results on the maturity of the Bureau's protective security, data, information management, and risk and business continuity are drawn from regular external surveys and assessments. Results on quality management systems are drawn from regular external audits.

Operational excellence

SSM06: Verification of our products and services.

Rationale: The Bureau routinely measures the accuracy and timeliness of its forecast and warning products using a range of recognised verification techniques. This measure aims to present this information so that customers, and the Australian community more generally, can have confidence in the Bureau's products and services and their improvements over time.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM6.1: Accuracy, lead time and timeliness of flood forecasts	• Accuracy (within Service Level Specifications (SLS)): 70% • Lead time (within SLS): 70% • Timeliness: 97%	Community Services
CM6.2: Accuracy and timeliness of fire weather inputs	• Wind accuracy (within 5 knots): 75% • Moisture accuracy (within 2°C): 85% • Timeliness: 95%	Community Services
CM6.3: Accuracy of tropical cyclone forecasts	• Position error: consistent with 5-year average • Intensity error: consistent with 5-year average	Community Services
CM6.4: Timeliness of severe weather warnings	• Severe weather warnings: 87% • Regional severe thunderstorm warnings: 96% • Detailed severe thunderstorm warnings: 93%	Community Services
CM6.5: Timeliness of tsunami warnings	• Response time for 'No Threat' and 'Watch' bulletins: 30 mins	Community Services
CM6.6: Accuracy of wind and temperature forecasts	• Wind accuracy (within 5 knots): 85% • Max temperature (within 2°C): 90% • Min temperature (within 2°C): 85%	Community Services

Methodology and data sources: Results are drawn from forecast and warning verification systems compared with observed conditions through quarterly executive reporting. Service Level Specifications detail the flood forecasting and warning services that the Bureau provides for each Australian state and territory.

Insight and innovation

SSM07: The depth, breadth and resilience of our external partnerships and collaborations.

Rationale: Working with other organisations – both nationally and internationally – is an integral part of the Bureau's operations. Whether it's in science, technology, data sharing or delivering services, strong collaboration is essential for achieving the Bureau's purpose. This measure seeks to ensure the Bureau is effectively building and maintaining these critical relationships.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM7.1: Value and effectiveness of partnerships and collaborations, assessed by the Bureau and its partners	Year-on-year maintenance or increase	All
CM7.2: Meeting regulatory best practice and Ministerial expectations in the Bureau's role as Australia's water data regulator through a strong peer network and transparent, responsive engagement with regulated entities.	Agreed regulatory performance measures met	Business Solutions

Methodology and data sources: Results on partnerships and collaboration are drawn from internal assessments, stakeholder feedback and formal agreements. Results on regulator performance are drawn from stakeholder feedback, internal records of stakeholder and regulatory peer interactions, and delivery against agreed actions from regulatory directives.

Insight and innovation

SSM08: The conversion of ideas to opportunities to customer outcomes.

Rationale: Meeting increasing customer expectations and demands of the Bureau's products and services requires innovation and new solutions. This measure seeks to demonstrate that ideas, innovations and enhancements provide tangible improvements for customers.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM8.1: Customer outcomes delivered from ideas and opportunities	Outcomes demonstrate impact and value for customers	Business Solutions, Community Services, Australian Climate Service, Science and Innovation
CM8.2: Proportion of major and moderate initiatives that successfully pass through the Research to Operations gateway as planned	90%	Science and Innovation

Methodology and data sources: Results are drawn from case studies and internal records on opportunity management, project and benefits delivery governance mechanisms.

Insight and innovation

SSM09: The quality and application of our research and development, benchmarked internationally.

Rationale: The Bureau undertakes and applies world-class scientific research and development to ensure it can provide the best products and services for its customers. This measure aims to demonstrate the quality of the Bureau's scientific research activities, and the flow-on effect to customers.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM9.1: Performance of the Bureau's global Numerical Weather Prediction model in comparison to other meteorological agencies	In the top 5 globally	Science and Innovation
CM9.2: Forecast models demonstrate improvements in prediction skill, accuracy and lead time	Improvement against agreed baselines	Science and Innovation
CM9.3: Proportion of Bureau scientific publications in peer-reviewed journals that have an Impact Factor of 3.0 or above	≥70%	Science and Innovation

Methodology and data sources: Results are drawn from World Meteorological Organization (WMO) comparisons with peer meteorological agencies and internal analyses of Bureau model performance. Impact Factor results are an objective measure of the number of citations of scientific publications published by the Bureau annually.

The Bureau way

SSM10: Our performance benchmarked against work health, safety, wellbeing, security and environment best practice.

Rationale: The Bureau's critical, complex and highly distributed operations expose staff to a range of work health, safety and wellbeing risks and can impact the environment of the thousands of sites where Bureau equipment and facilities are located. This measure seeks to demonstrate that the Bureau is effectively managing these risks to ensure positive safety, security and environmental outcomes.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM10.1: Compliance with legislation, government policy and mandatory governance requirements	Requirements met	Enterprise Services
CM10.2: Workers' compensation injury frequency rate	At or better than industry benchmark	Enterprise Services
CM10.3: Staff wellbeing index as measured by the APS Employee Census	≥70%	Enterprise Services

Methodology and data sources: Results are drawn from internal and external audits and assessments of enterprise services, internal records and the Bureau's annual APS Employee Census.

Note: CM10.2 has been updated for 2025–26 to report on the Bureau's annual workers' compensation injury frequency rate (WCIFR) as the industry benchmark for the lost time injury frequency rate (LTIFR) previously used is no longer available for comparison.

The Bureau way

SSM11: Individual and team actions demonstrate commitment to enterprise values and behaviours.

Rationale: Strong values and behaviours drive the way the Bureau operates, connect staff, and most importantly, underpin public trust and confidence in the Bureau's products and services. This measure seeks to ensure the Bureau's workforce is engaged and its leadership is effectively demonstrating these values.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM11.1: Positive perception of leadership effectiveness as measured by the APS Employee Census	≥65%	Enterprise Services
CM11.2: Positive perception of employee connection to the Bureau's Strategy 2022–2027 as measured by the APS Employee Census	≥60%	Enterprise Services
CM11.3: Positive employee engagement as measured by the APS Employee Census	≥75%	Enterprise Services

Methodology and data sources: Results are drawn directly from the Bureau's annual APS Employee Census.

The Bureau way

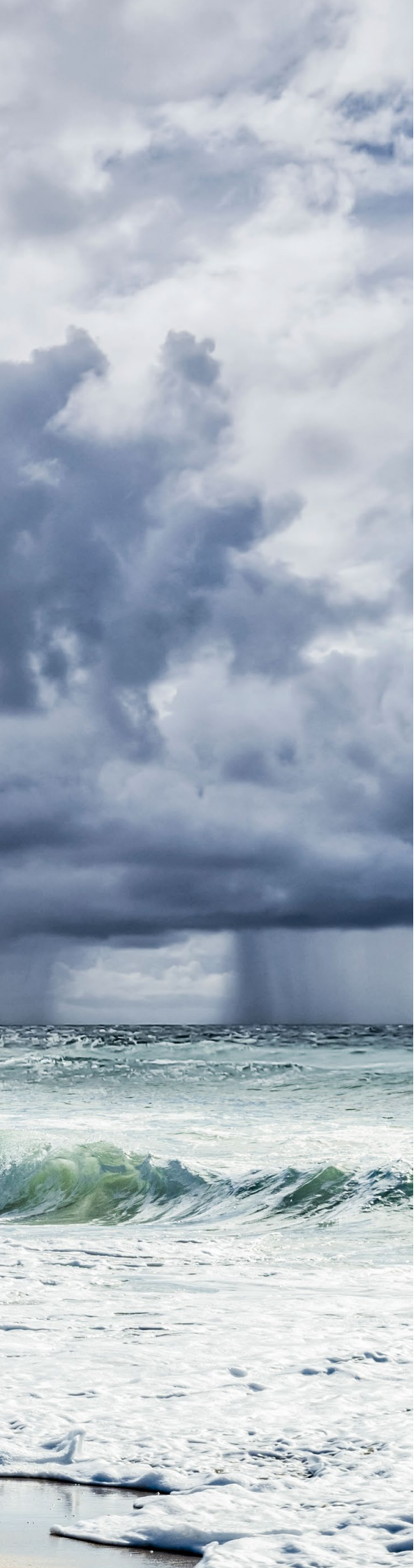
SSM12: A diverse and inclusive workforce, that reflects the communities we serve.

Rationale: Diverse backgrounds, experiences, talents, and perspectives enhance both the development of services and their delivery to all Australians. This measure seeks to demonstrate that the Bureau is building and maintaining a workforce that reflects the Australian community it serves.

Contributing measure (CM)	Target 2025–26 to 2028–29	Key activity
CM12.1: Proportion of employees that identify as a woman or female	40.4% by 30 June 2026, with consistent incremental improvement to reach 45% by 30 June 2028	Enterprise Services
CM12.2: Proportion of employees that identify as a person with disability	3.6% by 30 June 2026, with consistent incremental improvement to reach 5.0% by 30 June 2028	Enterprise Services
CM12.3: Proportion of employees that identify as an Aboriginal and/or Torres Strait Islander person	2.0% by 30 June 2026, with consistent incremental improvement to reach 3.0% by 30 June 2028	Enterprise Services

Methodology and data sources: Results will be calculated using Bureau employee data at 30 June 2026.

Note: Disclosure of personal aspects of identity or background is voluntary and therefore not reflected in the Bureau's HR system. This can result in discrepancies between the HR system and APS Employee Census data.



Risk oversight and management

Managing risk effectively, consistently and visibly is a key element of successful and risk-informed planning and decision-making. Effectively engaging with risk enables the Bureau to manage its challenges, embrace the right opportunities and successfully deliver its purpose.

The Bureau's Risk Management Framework sets out the organisation's approach to managing risk, supported by policies, procedures and tools. Risks are identified, assessed, treated, monitored and reported in accordance with the Framework, which includes a consistent and standardised approach to the assessment of specific controls and the development of treatment strategies for the Bureau’s risks.

Oversight of the Bureau’s risks, controls and treatment strategies is managed via regular reporting to the Executive Team and the Security, Risk and Business Continuity Committee. The Bureau of Meteorology Audit Committee provides independent advice to the Director of Meteorology on the appropriateness of the Bureau’s system of risk oversight and management, and system of internal control. The Bureau's Risk Appetite and Tolerance Statement, endorsed by the Executive Team, defines the Bureau's overall attitude to risk-taking and acceptance, and provides guidance to business areas on how to engage with risks according to the risk categories.

Key business risks

Under its Risk Management Framework, the Bureau manages enterprise risks across 9 risk categories. Enterprise risks are owned and managed by the Executive Team and are defined as those risks with the greatest potential to affect the Bureau's ability to achieve its mission and strategic objectives.

Key risks	Significant mitigation strategies and controls
Customer impact and value • Quality and reliability of products and services risk • Product and service innovation risk	• Quality Management Systems • Continuous improvement programs • Customer, partner and stakeholder engagement • Product Management Strategy
Health and safety • Staff safety risk	• Health and safety governance, systems, processes and support • Health and safety communications, education and training
Security • Cyber security risk • Physical security risk • Personnel security risk	• Security risk assessments and planning • Security education and training • Incident management processes • Security testing and assurance
Legal and regulatory • Legal and regulatory non-compliance risk	• Legal governance and services • Compliance management and training
Financial • Fraud and Corruption risk • External budget allocation risk • Internal budget management risk	• APS Values and Code of Conduct • Fraud and Corruption Control Framework • Strategic policy development and engagement • Finance governance and financial performance reporting
Reputation • Reputational damage risk	• Communications governance and planning • Reputational risk assessment • External stakeholder engagement
Systems and assets • Systems and asset disruption risk • Technological innovation risk	• Secure and resilient systems and controls • Systems, assets and data governance • IT Strategic planning
Workforce • Workforce availability risk • Workforce attraction and retention risk	• APS Employment Framework and Workplace Relations • Workforce planning and reporting • People and culture strategies • Leadership development • Diversity and inclusion strategies • Talent attraction and retention strategies
Environmental sustainability • Environmental sustainability risk	• Environmental incident management, investigation and reporting systems • Bureau environmental governance processes

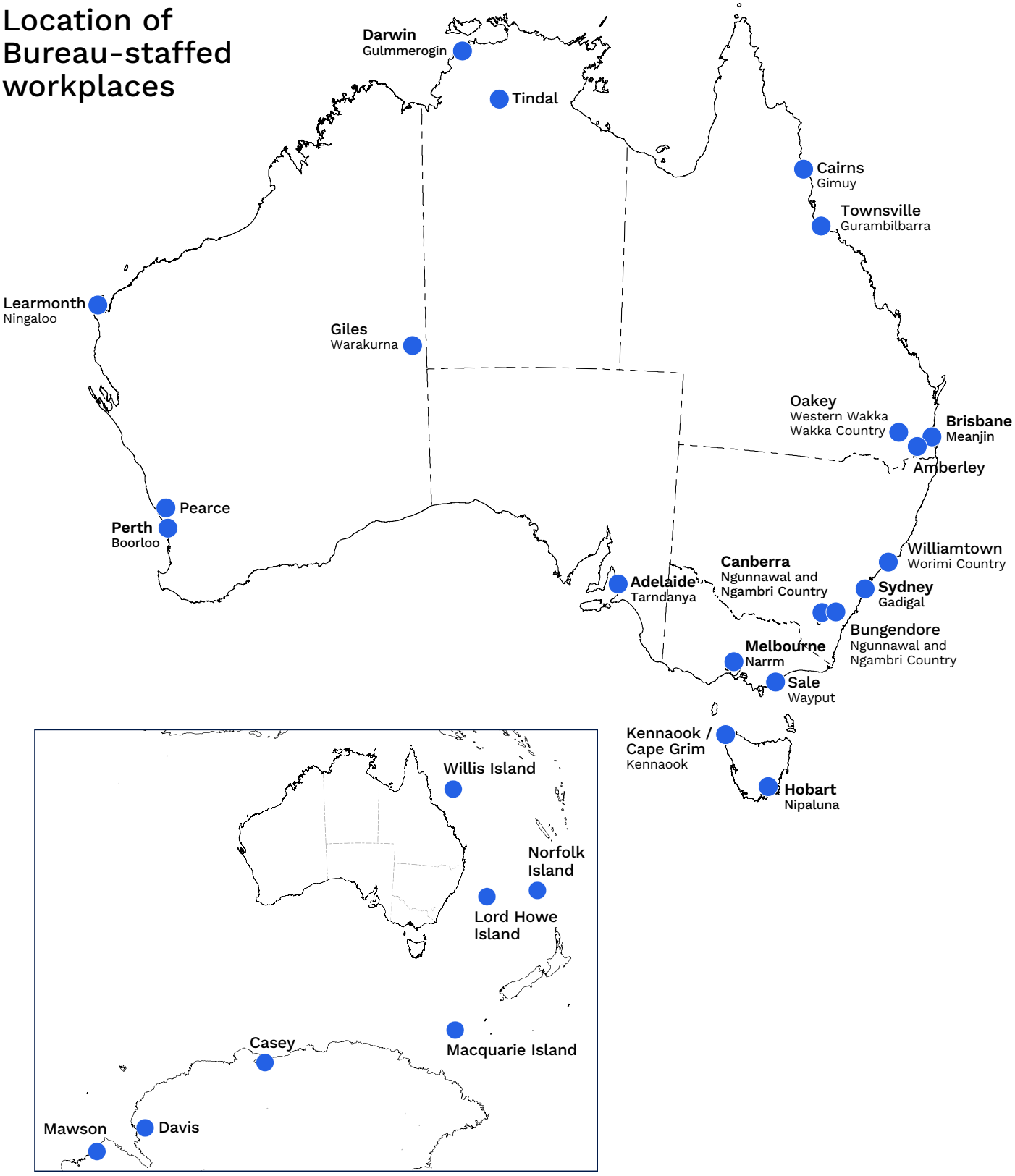
The Bureau is responsive to the threat of climate change and is engaged with organisational and whole-of-government initiatives to manage climate risks and opportunities. The Bureau has undertaken a climate risk assessment to inform its climate risk disclosure obligations as part of the implementation of the Australian Government's Climate Risk and Opportunity Management Program.

Resilience

The Bureau continues to build organisational capabilities to anticipate, respond to, and recover from disruptive events. The Bureau understands the importance of ensuring it can continuously provide critical products and services, especially during natural disasters and other severe events that threaten lives and property.

During 2025–26, the Bureau will continue to mature its resilience and business continuity capability. The Bureau's business continuity and incident management practices are regularly tested and refined to support the Bureau’s response to any disruptive event and ensure continuous improvement.

Location of Bureau-staffed workplaces



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