

BUREAU OF METEOROLOGY CORPORATE STRATEGY 1998-2003

Corporate Vision

Skilled and motivated staff using modern science and technology, sound organisation and efficient work practices to provide high quality meteorological and related services that are widely available, wisely applied, and highly beneficial to, and greatly valued by, all Australians.

The achievement of this vision for the future of the Bureau will require both an assured ongoing level of government funding for the public interest functions of the Bureau and an integrated approach to consolidation and maintenance of its basic infrastructure and essential public services. It will be essential also that the Bureau capture new opportunities for the provision of cost-recoverable and commercial services and position itself to anticipate and respond effectively to new scientific and technological opportunities and to changing community needs and expectations into the early years of the twenty-first century.

The successful implementation of this strategy will depend on Bureau-wide commitment to the four corporate goals and twenty-four corporate strategic objectives set out below. These provide the overall policy framework for the identification of corporate priorities for the whole Bureau and for the formulation of specific five-year and annual objectives for its individual programs which will complement and reinforce the ongoing objectives of these programs and of each of the Bureau's Branches and Regions.

Corporate Goals

- **Consolidating basic operations.** To consolidate and maintain the integrity of

the Bureau's essential basic infrastructure and ensure the efficiency and effectiveness of its ongoing operations.

- **Upgrading essential services.** To upgrade and enhance the Bureau's essential services to the community at large and major statutorily-defined sectors of the user community.
- **Capturing new opportunities.** To promote and expand the range of cost recoverable and commercial services to specialised users and identifiable user groups.
- **Preparing for the future.** To anticipate and respond effectively to new needs, opportunities and trends in the application of meteorology, oceanography and hydrology to national environmental, economic, social and cultural goals.

Corporate Goal - Consolidating Basic Operations

The collection and custodianship of the national climate record, the achievement of a comprehensive understanding of the mechanisms of Australian weather and climate and the provision of effective national meteorological, oceanographic and hydrological services to the community at large represent the basic rationale for the existence of the Bureau as a public interest agency of government. The 1995-96 *Review of the Operation of the Bureau of Meteorology* reaffirmed the Bureau's operational model as an appropriate framework for Australia's meteorological operations and stressed the importance of restoring the Bureau's basic weather and climate networks to bench-

mark levels. In an environment which currently encourages contestability and devolution of many traditional functions of government, it will be essential to ensure that such competition and outsourcing as is practicable for Bureau functions does not impair the integrity or efficiency of the integrated operation of the Bureau or detract from the essential standards of integrated data collection and service provision which present and future generations are entitled to expect. The Bureau's strategy for restoration and consolidation of its essential ongoing operations is based on the following corporate strategic objectives for 1998-2003:

- *Long-term development strategy.* To promulgate and regularly review an integrated strategic plan for the future development of the Bureau;
- *Consolidation of basic infrastructure.* To progressively restore the integrity and reliability of the Bureau's basic observational networks and associated data processing and service systems;
- *Strengthening weather surveillance.* To strengthen the Bureau's ability, with the support of partners and the integration of appropriate technologies, to monitor the state of the atmosphere, weather and ocean conditions around the clock on the continent/oceanic, regional and local scales, in order to provide up to the minute data to meet the needs of a wide range of users, and to support the Bureau's vital very short to medium range forecasting and warning services;
- *Staff development and productivity.* To strengthen the skills, motivation and productivity of Bureau staff by providing a range of technical, professional and management development opportunities for all staff, especially those facing technological and organisational change;
- *Management systems and processes.* To give high priority to the further development and maintenance of a comprehensive Bureau-specific computer-based Management Information System and, as far as possible consistent with the

requirements of central agencies, to achieve more streamlined operation of the Bureau's internal management processes; and

- *Year 2000 compliance.* To encourage and assist all staff to recognise the scope of the "millennium bug" problem and its potential consequences and to achieve Year 2000 compliance for all essential Bureau systems.

Corporate Goal - Upgrading Essential Services

Following Government acceptance of the basic conclusions of the *Review of the Operation of the Bureau of Meteorology* as the policy foundation for the future development of the Bureau and the provision of additional funding for upgrading and enhancement of its operations and services, it is essential that the Bureau focus its efforts on achieving continuous improvement in the quality, reliability and user-orientation of its services. This must include, in particular, a stronger emphasis on the upgrading of services to major community sectors including marine and rural communities, enhanced public access to Bureau information and the most effective use of existing service delivery mechanisms through Regional and Field Offices. It must also involve a much stronger focus on climate monitoring and prediction including a range of upgraded climate services; and the introduction of improved internal management and information systems to support a more user-focussed approach to Bureau service provision. The five-year strategy for upgrading and enhancement of Bureau services is based on the following corporate strategic objectives for 1998-2003:

- *Continuous improvement.* To foster a culture of continuous improvement and commitment to excellence in all of the scientific, technical, administrative and service functions of the Bureau;

- *Stronger user focus.* To give higher priority to establishing and maintaining effective mechanisms for determining the requirements of users and for remaining attuned and responsive to changing user community needs and priorities;
- *Essential weather services.* To maintain and strengthen the Bureau's key weather information, forecasting and warning services in support of national safety, security and community well being, including improved national economic performance;
- *Enhanced community access.* To enhance and extend the scope and flexibility of information services accessible to the public through the Bureau, consistent with the demands of an information society, new operating policy regimes and the capabilities provided by new communications technologies;
- *Increased public benefit.* To give higher priority to informing the community of the nature and value of weather and climate information and on how to obtain maximum benefit from the public and specialised services provided by the Bureau; and
- *Upgraded climate and environmental services.* To implement a systematic program for the upgrading of all Bureau climate- and environment-related services with a particular focus on improved climate monitoring and prediction.

Corporate Goal - Capturing New Opportunities

Given Government commitment to continued public funding of the basic national meteorological infrastructure and the provision of the basic service, but recognising the need to ensure that services beyond the basic service are provided on a user pays basis, the Report on *Capturing Opportunities in the Provision of Meteorological Services* iden-

tified a number of mechanisms for expanding the range and volume of useful services provided by the Bureau on a self-funding basis. In order for the Bureau to capture these opportunities and enhance its revenue generation, it will be necessary, over the next five years, to focus a substantial effort on the policy mechanisms and technology for cost recovery for an expanded range of meteorological and related services directed to the needs of specialised users; and also to more aggressively promote the provision of specialised commercial services through the Bureau's Special Services Unit. The five-year strategy for capturing these additional opportunities for expanded service provision and enhanced revenue generation is based on the following corporate strategic objectives for 1998-2003:

- *Reformulation of charging policy.* To prepare and implement an integrated and simplified formulation of Bureau charging policy based on Government decisions on the findings of the Slatyer I and Slatyer II Reports;
- *Competitive neutrality.* To ensure that all of the Bureau's commercial and potentially competitive services conform to the requirements of competitive neutrality;
- *Expansion of cost-recoverable services.* To expand the range and volume of services, additional to the basic public service, provided on a user-pays cost-recoverable basis;
- *Expansion of commercial services.* To expand the range and volume of specialised services provided on a commercial basis by the Bureau's Special Services Unit to individual customers and customer groups;
- *Enhanced access for service users.* To develop and implement improved and expanded mechanisms for enabling users to access the Bureau's user-pays services; and
- *Increased revenue generation.* To progressively increase the revenue achieved from both cost recoverable and commercial services

Corporate Goal - Preparing for the Future

Effective response to the challenges facing Australia and the global community in the pursuit of the goals of sustainable development will depend significantly on effective integration of meteorological data and knowledge into decision making at all levels of government and of society at large. The science and technology associated with environmental monitoring and service provision are evolving rapidly and new national and international policies and structures are being put in place which will impact significantly on the future requirements for, and arrangements for provision of, Bureau services. Despite the continuing tightly constrained resource situation, it will be vitally important for the Bureau to anticipate and respond effectively to the information needs for sustainable development and to meet emerging national requirements for new activities and services that fall within its charter and competence. The corporate strategic objectives for 1998-2003 are:

- *Investment in research.* To maintain and strengthen the Bureau's commitment to long-term scientific progress and the scientific integrity of its products and services through investment in a strong in-house research effort, managed according to proven research leadership principles, along with effective collaboration with CSIRO and University research groups and active participation in the Cooperative Research Centres of which the Bureau is a member;
- *Integration of earth system science.* To establish more effective cooperation and integration of atmospheric, oceanographic and hydrological monitoring, research and service provision and stronger linkages between the physical and biological sciences involved in climate and global change, both nationally and within an increasingly coordinated international framework; and especially to strengthen the Bureau's scientific and operational commitment to oceanographic observation, research and service provision;
- *Input to environmental strategy.* To harness the scientific expertise and operational capabilities of the Bureau in support of effective meteorological, hydrological and oceanographic input to protection of the natural environment and to national and international environmental strategy development;
- *Commitment to education and training.* To contribute as effectively as possible to enhancing the quality of school and university education in meteorology and related fields;
- *Sustained international involvement.* To contribute to the long-term provision of national and international public benefits through continued effective investment in the international meteorological infrastructure coordinated by the World Meteorological Organization; and
- *Assistance to the South-West Pacific.* To collaborate with relevant national and international aid agencies and other appropriate organisations in assisting with the strengthening of meteorological networks and services in the developing countries of the South-West Pacific and South-East Asia.