

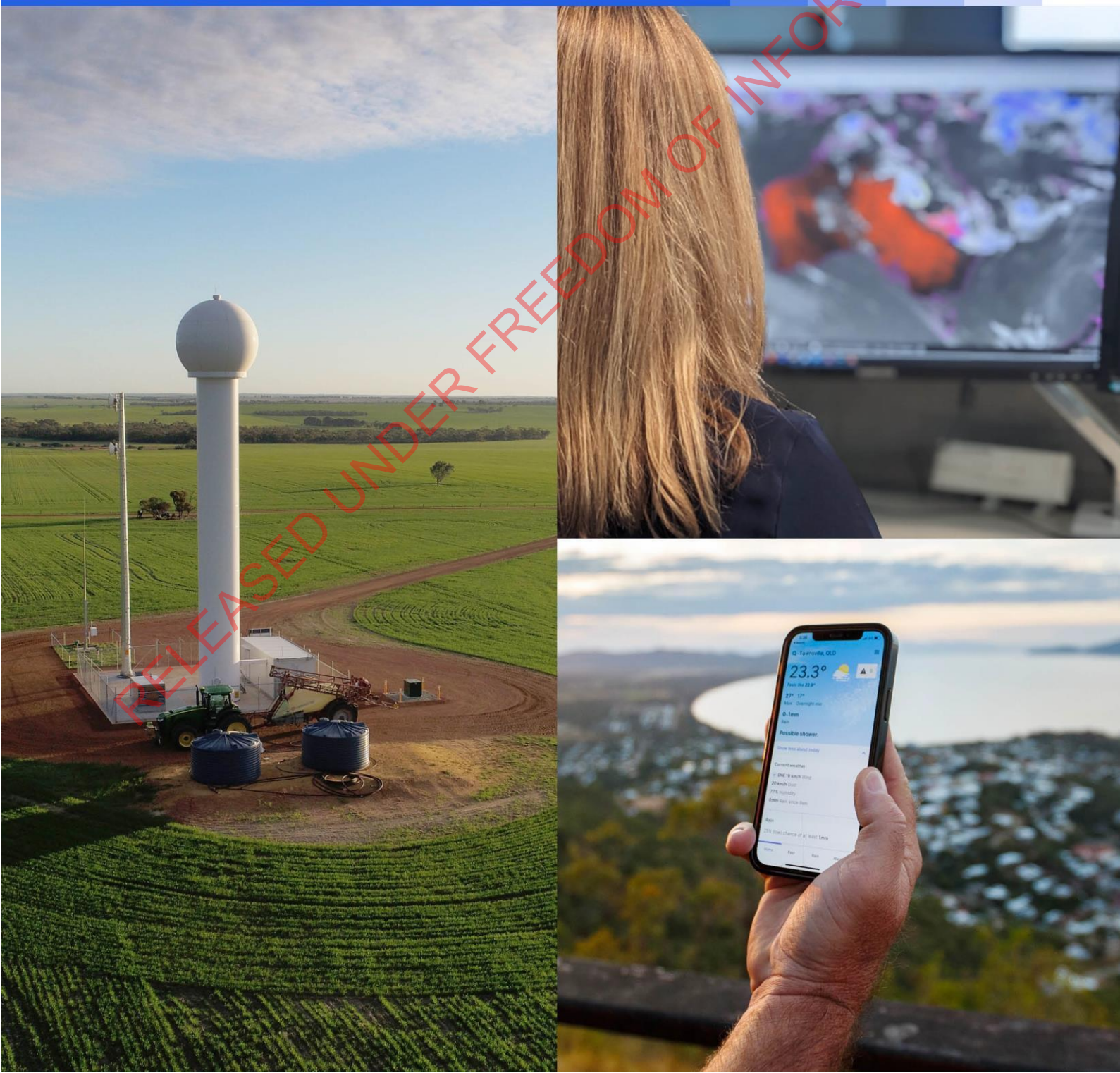


Australian Government
Bureau of Meteorology



Incoming Government Brief

May 2025





Index

Incoming Government Brief

Bureau of Meteorology – May 2025

1. Letter from the CEO

1.01 Letter from the CEO

2. Bureau function

2.01 Bureau overview

2.02 Organisation structure

2.03 Key corporate documents

2.04 Budget position and staffing

2.05 Budget measures

Section 47E(d)



Office of the CEO and Director of Meteorology
Bureau of Meteorology
GPO Box 413, Brisbane QLD 4001 Australia

Senator the Hon Murray Watt
Minister for the Environment and Water
Parliament House
CANBERRA ACT 2600

Dear Minister

On behalf of the Bureau of Meteorology (the Bureau), I extend my sincere congratulations on your appointment as Minister for the Environment and Water. I look forward to working with you and your office.

The Bureau enables a safe, prosperous, secure and healthy Australia through the provision of weather, water, climate, ocean and space weather services. Established in 1908, we have a rich history of providing trusted services to the Australian community and the Bureau is one of the few organisations that touches the lives of all Australians every day.

I am pleased to present the Bureau's incoming government briefing pack. It contains key information about the Bureau, including major deliverables, policy opportunities, principal areas of community and industry focus, and information about delivering your government's election commitments.

The Bureau is committed to meeting your needs and those of the Australian Government. I would appreciate the opportunity to meet and discuss how we can meet your priorities and answer any questions that you may have about the Bureau and its work.

Yours sincerely

Dr Andrew Johnson PSM FTSE FAICD
CEO and Director of Meteorology
15 May 2025

2.01 BUREAU OVERVIEW

KEY POINTS

The Bureau of Meteorology (the Bureau) is Australia's national weather, water, climate ocean and space weather information agency. The Bureau operates under the authority of the *Meteorology Act 1955 (Cth)* and the *Water Act 2007 (Cth)* and fulfils a number of international treaty obligations. The Bureau also hosts the Australian Climate Service (ACS).

BACKGROUND

1. 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.
2. The Bureau is an Executive Agency under the *Public Service Act 1999 (Cth)*, and a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013 (Cth)*.
3. The *Meteorology Act 1955 (Cth)* grants the Director of Meteorology general administration of the Act subject to the directions of a Minister as well as such powers as necessary to perform its functions under both the *Meteorology Act* and Part 7 of the *Water Act 2007 (Cth)*.
4. 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.
5. The *Meteorology Act* outlines the following functions:
 - a. meteorological observations, forecasting and warnings
 - b. supply, publication and promotion of meteorological information
 - c. advancement of meteorological science
 - d. provision of meteorological advice
 - e. cooperation with international meteorological agencies.
6. The Bureau is also responsible for Part 7 of the *Water Act*, which gives the Bureau responsibility for gathering and disseminating Australia's water information, giving regular assessments and forecasts of Australia's water resources, producing the National Water Account, issuing standards and giving advice on water matters.
7. The Bureau hosts the ACS, a partnership between the Bureau of Meteorology, Australian Bureau of Statistics, CSIRO and Geoscience Australia. The ACS is a Type G non-statutory function with separate branding. The Bureau's Chief Executive is the Senior Responsible Officer for the ACS.
8. Under the Portfolio Budget Statements, the Bureau is responsible for Program 1.1 – Bureau of Meteorology, and for delivering the outcome *Enabling a safe, prosperous, secure and healthy Australia through the provision of weather, water, climate, ocean and space weather services*.
9. The Bureau receives most of its funding from the Australian Government appropriations (\$359.4 million of operating, \$90.4 million of capital and \$30.8 million of equity injections in 2024–25). Additional revenue (\$124.3 million in 2024–25) is derived from other sources, including the sale of goods and services. The Bureau's average staffing level for 2024–25 is 1,824.

10. In accordance with the *Meteorology Act*, the Bureau delivers many services on a cost-recovery and commercial funding basis. Major sources of external revenue for 2024–25 (as at 31 December 2024) support observations, forecasting, warning and advisory services, research and development, and training in:
 - a. aviation services (\$48.2 million)
 - b. defence services (\$22.5 million)
 - c. energy and resource sector services (\$6.5 million)
 - d. agricultural services (\$1.3 million)
 - e. water services (\$0.2 million).
11. The Bureau must also fulfil Australia's international obligations under the Convention of the World Meteorological Organization and related international meteorological treaties and agreements.
12. The Bureau is the designated meteorological authority for Australia, a role required under the *Convention for International Civil Aviation 1947*. The Bureau performs this role and the role of meteorological service provider under the authority of the *Meteorology Act*.
13. The Bureau directly supports Australia's foreign policy objectives in the Indo-Pacific, especially via deep and long-standing relationships with the Department of Foreign Affairs and Trade and national meteorological agencies in Pacific Island countries and territories.
14. In 2019, the Bureau led the establishment of the MET5 to collaborate on national security-related meteorology, oceanographic and space weather issues with its Meteorological Five Eyes partners – Canada, New Zealand, the United Kingdom and the United States. MET5 representatives meet quarterly, with the Bureau also regularly engaging bilaterally with its MET5 partners.

SENSITIVITIES

15. The frequency and severity of extreme weather events is increasing and the locations where these severe weather events are occurring is also changing. This is increasing community expectations and placing higher operational demands on the Bureau.
16. Australia's investments in the computing, observations infrastructure and scientific research that support increased demands for forecasting and warning services are not keeping pace with investments being made by peer international meteorological agencies.

Section 33(a)

CEO and Director of Meteorology Meteorology	Andrew Johnson	Ph: section 22: excluded by 4 Mob: section 22: excluded by 4
--	----------------	---

2.02 ORGANISATION STRUCTURE

KEY POINTS

The Bureau is structured into 6 groups and is the accountable authority for the Australian Climate Service.

BACKGROUND

1. The Bureau is structured into 6 groups aligning organisational capabilities with the objectives of the Bureau's *Strategy 2022–2027*.
 - a. The **Community Services Group** provides high-quality weather, water, climate and ocean services to the Australian community and emergency management sector, contributing to the financial and social value the Bureau delivers to Government, industry and the Australian community. These services are also aimed at preventing loss of life and reducing the social and economic impacts of natural hazards. The group's focus is to do this in a resilient, efficient and sustainable way that enables the Bureau to deploy its capabilities when and where they are needed most.
 - b. The **Business Solutions Group** builds deeper, more focused, and systematic engagement with the Bureau's customers and partners. Its goal is to deliver greater impact, innovation, quality and value in critical sectors including agriculture, aviation, land and maritime transport, energy, resources, national security, water and international development. The group also delivers on the Bureau's function as a regulator under the *Water Act 2007* (Cth), to bring together Australia's water information.
 - c. The **Data and Digital Group** is responsible for the Bureau's data, observation and information technology that underpins the Bureau's core operations through to production and dissemination to customers. The group's focus is to efficiently manage service-focused, secure, resilient and adaptive information and observations technology portfolios that leverage emerging technologies and data, enabling the Bureau to deliver its services and products.
 - d. The **Science and Innovation Group** is responsible for research and innovation supporting and developing Bureau services and delivering shared value for our partners and customers. 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, and stewardship of the Bureau's Innovation Framework.
 - e. 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. The group develops the Bureau's strategic, people, change, governance, product management, customer engagement, communications, project management, financial, and risk management capabilities including workforce planning and development.
 - f. The Bureau is the accountable authority and one of the partners of the **Australian Climate Service** with CSIRO, the Australian Bureau of Statistics and Geoscience Australia. The Australian Climate Service is responsible for providing data, intelligence and expert advice on climate and natural hazard risks and their impacts to inform decision making.

Group Executive and Chief Operating Officer	Section 22: excluded by ap Enterprise Services Group	Ph: Section 22: excluded by ap Mob: Section 22: excluded by ap
--	---	---

2.03 KEY CORPORATE DOCUMENTS

KEY POINTS

The Bureau prepares and publishes its corporate planning and reporting documents in line with the Commonwealth resource management framework and *Public Governance, Performance and Accountability Act 2013 (Cth)* (PGPA Act).

BACKGROUND

1. The Bureau's Strategy 2022–2027 is the blueprint for the Bureau's future direction and outlines our intent, expectations and ambitions.
 - a. The Strategy guides the delivery of the Bureau's mission and purpose to provide trusted, reliable and responsive weather, water, climate, ocean and space weather services for Australia – all day, every day
 - b. It gives effect to the Bureau's operations under the *Meteorology Act 1955* (Cth) and the *Water Act 2007* (Cth)
 - c. The Strategy sets the structure against which the Bureau's corporate planning and reporting activities are undertaken.
2. The Bureau prepares an annual Corporate Plan that outlines its purposes and activities, the environment and context in which it operates, its risk profile and capabilities, and its performance measures. The Corporate Plan covers a 4-year time horizon and is prepared in accordance with the PGPA Act.
3. The Annual Report is the Bureau's primary reporting document and outlines its achievements and financial and non-financial performance each year. The Annual Report is prepared in accordance with the PGPA Act and it is presented to Parliament by the Bureau's responsible Minister.
4. These 3 documents are publicly available and published on the [Bureau's website](#).
5. The Corporate Plan and Annual Report are both provided to the Minister responsible for the Bureau for noting ahead of public release.

Group Executive and Chief Operating Officer	Enterprise Services Group	Ph: Mob:
--	---------------------------	-------------

2.04 BUDGET POSITION AND STAFFING

KEY POINTS

The Bureau's total budget for 2024–25 is \$604.9 million and includes appropriation and own-source revenue. The Bureau's average staffing level (ASL) for 2024–25 is 1,824.

After 7 successive surpluses the Bureau reported a net cash operating loss of \$41.5 million for 2023–24. As of 30 June 2024, the Bureau's total cash reserves balance was \$128.1 million (\$95 million operating, \$30 million equity and \$3.1 million departmental capital).

Section 47E(d)

Section 47E(d)

BACKGROUND

- The below table shows the Bureau's appropriation, own-source revenue and average staffing level for 2025–26 and across the forward estimates as per the Portfolio Budget Statements (PBS) 2025–26:

	2024–25	2025–26	2026–27	2027–28	2028–29
Operating Appropriation (\$m)	359.4	298.3	305.5	308.3	313.0
Own Source Revenue (\$m)	124.3	124.3	124.3	124.3	124.3
Departmental Capital Budget (\$m)	90.4	130.3	132.5	133.9	135.6
Equity Appropriation (\$m)	30.8	28.2	29.5	43.1	45.4
Average Staffing Level	1,824	1,802	1,802	1,800	1,795

2. The 2025–26 PBS details the 2025–26 Budget estimates as of March 2025.

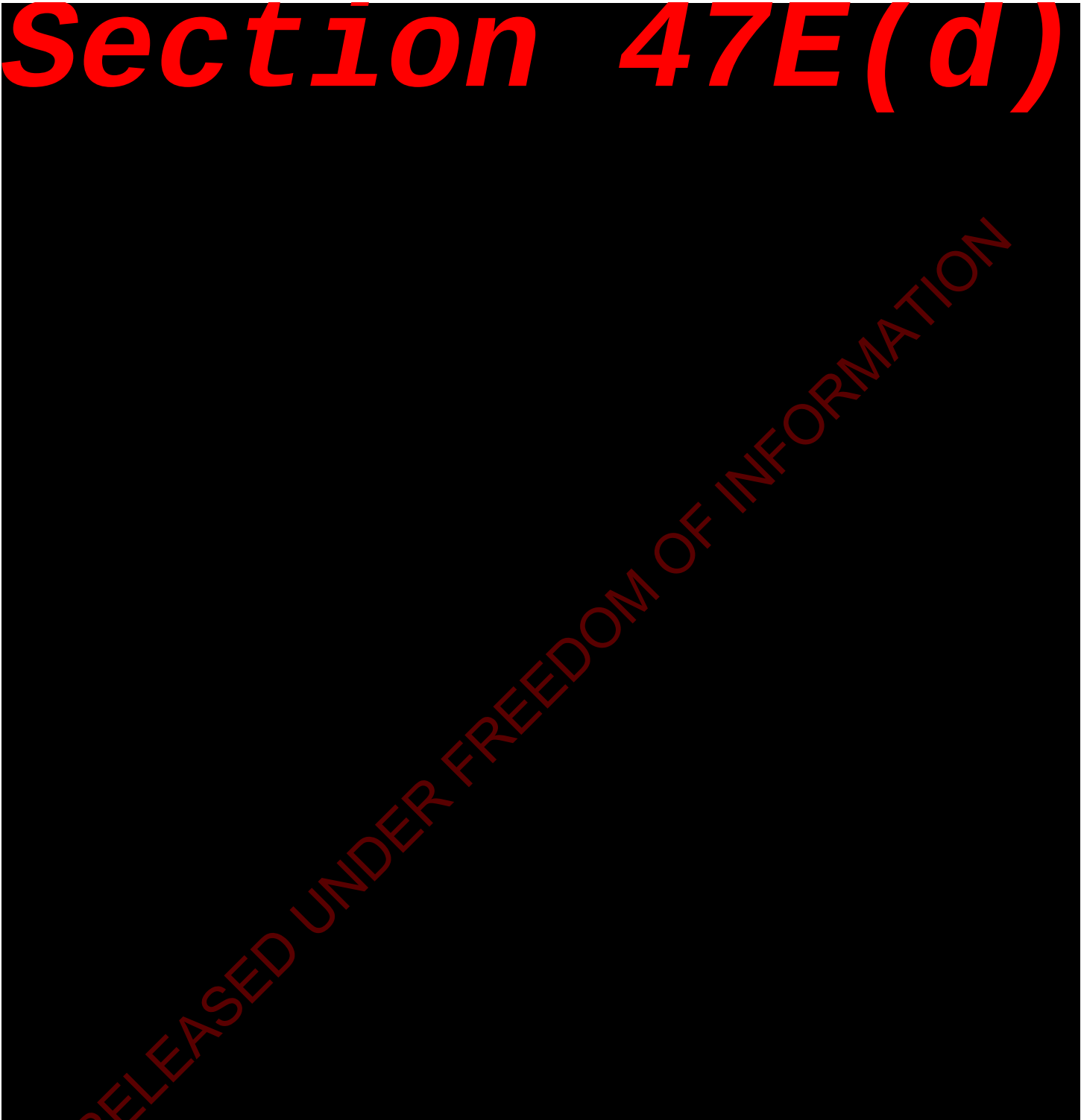
Table 1.1: Bureau of Meteorology resource statement – Budget estimates for 2025-26 as at Budget March 2025

	2024-25 Estimated actual \$'000	2025-26 Estimate \$'000
Departmental		
Annual appropriations – ordinary annual services (a)		
Prior year appropriations available	96,164	63,444
Departmental appropriation (b)(e)	359,381	308,877
Section 74 external revenue (c)	124,300	124,300
Departmental capital budget (d)(e)	90,372	130,279
Annual appropriations – other services – non-operating (f)		
Prior year appropriations available	9,971	3,994
Equity Injection	30,794	28,199
Total departmental appropriations	710,982	659,093
Total resourcing for Bureau of Meteorology	710,982	659,093
	2024-25	2025-26
Average staffing level (number)	1,824	1,802

3. When compared to 2024-25, the 2025-26 departmental capital budget is higher and conversely the departmental operating appropriation lower due to reclassifications from departmental capital to departmental operating appropriation being processed for 2024–25 year but not for 2025–26.
4. The Bureau is currently assessing and determining any ongoing amount to be reclassified from departmental capital to departmental operating appropriation for future Budget years.
5. The 2025–26 equity is \$28.2 million, a decrease of \$2.6 million from 2024–25. The 2025–26 decrease in total resourcing is primarily due to:
- a decrease in prior year appropriations receivables due to the approved 2024–25 budgeted operating loss of \$15.9 million funded out of prior year appropriations (ordinary annual services) and drawing down to meet liabilities
 - a decrease of \$7.8 million in departmental operating appropriation due to two measures expected to terminate in June 2025 (2024–25) (2023–24 Budget measure National Climate Adaptation and Risk Program and 2024–25 MYEFO measure Rewiring the Nation – recapitalisation).
6. It is expected that any additional movement of funds and reclassification requests for 2025–26 will be assessed in future Budget rounds.
7. The 2025–26 estimated ASL is 1,802 per the PBS and is a decrease of 22.0 ASL from the 2024–25 ASL estimate of 1,824. The decrease relates to measures that will terminate in June 2025 (2024–25).



Section 47E(d)



Group Executive and Chief Operating Officer	section 22: excluded by ap Enterprise Services	Ph: section 22: excluded by ap Mob: section 22: excluded by ap
--	---	---

2.05 BUDGET MEASURES

OVERVIEW

1. The Bureau of Meteorology (the Bureau) is delivering against 4 key Budget measures:
 - a. Flood Warning Infrastructure Network (FWIN) Remediation (2023–24 Budget).
 - b. Water Market Reform – strengthening integrity and transparency (2023–24 Budget).
 - c. Himawari-10 – Extreme Weather and Bushfire Monitoring Capability, National Space Mission for Earth Observation (NSMEO) (2022–23 Budget).
 - d. Dynamic Line Rating Blueprint – Rewiring the Nation – recapitalisation (2022–23 Budget).
2. The Australian Climate Service, hosted by the Bureau, is delivering against one key Budget measure:
 - a. National Climate Adaptation and Risk Program (2023–24 Budget).

RELEASED UNDER FREEDOM OF INFORMATION

2.05a FLOOD WARNING INFRASTRUCTURE REMEDIATION

KEY POINTS

The 2023–24 Flood Warning Infrastructure Network (FWIN) Remediation Budget measure provides up to \$236 million over 10 years for the Bureau to acquire, upgrade, and integrate into the Bureau's existing flood warning network high-priority rain and river gauges and associated communication equipment in high-risk catchments. FWIN is on schedule and on budget.

BACKGROUND

1. More than 100 organisations are involved in managing Australia's flood warning infrastructure, with over 60 in Queensland alone. This includes state and territory governments, local councils, water companies and others.
2. The 2023-24 FWIN measure provides up to \$236 million over 10 years for the Bureau to acquire, upgrade and remediate high priority flood warning infrastructure into its existing flood warning network to address critical reliability risks.
3. The national FWIN program is on schedule and on budget.
 - a. Detailed planning for Queensland was completed in the 2023–24 financial year. Remediation began in July 2024 at Kamerunga Bridge in Cairns.
 - b. Detailed planning is underway in New South Wales, with capital works scheduled to commence in 2025–26.
 - c. Detailed planning will begin in Victoria in 2025–26.
 - d. Detailed planning will begin in South Australia, Tasmania, the Northern Territory and Western Australia in 2026–27.

Section 47E(d)

MEDIA AND COMMUNICATIONS OPPORTUNITIES

6. FWIN is a national 10-year program. Potential media opportunities correspond with the announcement of the initial program of works in each state and territory during the relevant detailed planning phase and with the remediation of particular local assets.
 - a. The Bureau's initial program of works for Queensland was announced on 24 September 2024.
 - b. The initial program of works for New South Wales will likely be announced in June-July 2025.

Group Executive and Chief Customer Officer	section 22, excluded by Business Solutions Group	Mob: section 22, excluded by
---	---	------------------------------

2.05b WATER MARKETS

KEY POINTS

The Bureau forms part of an inter-agency program, led by the Department of Climate Change, Energy, the Environment and Water (DCCEEW), to implement reforms to support strong, efficient and transparent water markets within the Murray–Darling Basin.

The 2023–24 Budget provides \$32.7 million over 4 years and an ongoing \$3.4 million per year for the Bureau to develop the Water Market Data Standards and implement the necessary data and systems reforms. This builds upon an initial investment of \$1 million for the Bureau to scope the development of the Water Data Hub.

These reforms leverage the Bureau's expertise as the Australian Government's lead agency for water information and will, for the first time, centralise water (including markets) data, making it readily accessible to all relevant parties.

BACKGROUND

1. Following an Australian Competition and Consumer Commission inquiry in 2021 and the Australian Government's 2022 Water market reform: final roadmap report, Parliament amended the *Water Act 2007* (Cth). The amendments name the Bureau as data custodian for water market data and responsible for delivery of the Water Market Data Standards, the Water Data Hub and the Water Market website.
2. The legislation expands the Bureau's water information role to include water markets information in the Murray–Darling Basin and aims to deliver conduct, integrity and transparency improvements.
3. In conjunction with DCCEEW, the Bureau has undertaken extensive stakeholder consultation, which aims to understand and minimise the transition impost for data providers.
4. The Bureau is on track and within budget to develop the Water Market Data Standards and digital platforms by the 1 July 2026 legislated start date.

Section 47E(d)

Group Executive and
Chief Customer Officer

section 22: excluded by 47E(d)
Business Solutions Group

Mob: section 22: excluded by 47E(d)

2.05c HIMAWARI-10 SATELLITE ACCESS

KEY POINTS

The Bureau is partnering with the Japan Meteorological Agency (JMA) to enhance Australian forecasts for bushfires, tropical cyclones, severe storms and volcanic eruptions through a round-the-clock, dedicated, real-time, rapid-scan service provided by the Himawari-10 satellite.

BACKGROUND

1. Himawari-10 is a new Japanese satellite program expected to launch in 2028 and become operational in June 2029.
2. Under the partnership, Australia will receive a 24/7 dedicated rapid-scan service, providing real-time observation, every 2.5 minutes, with the ability to position the rapid scan location on request. This will enhance forecasts for bushfires, tropical cyclones, severe storms and volcanic eruptions, enabling faster response by emergency management agencies.

Section 33(a)

4. In November 2024, the Bureau entered a non-binding Strategic Relationship Arrangement (SRA) with JMA. An implementing arrangement under the SRA is expected to be signed in the second half of 2025. This arrangement will detail the technical, operational and financial provisions for Australia's dedicated access to the Himawari-10 rapid-scan service.

Section 33(a)

MEDIA AND COMMUNICATIONS OPPORTUNITIES

8. An announcement on the bilateral collaboration occurred at the October 2022 Annual Leaders' meeting between the Australian and Japanese Prime Ministers as part of the joint Leaders' Statement.

Section 33(a)

Group Executive and
Chief Information Officer

section 22: excluded by applicant
Data and Digital Group

Ph: section 22: excluded by applicant
Mob: section 22: excluded by applicant

2.05d DYNAMIC LINE RATING

KEY POINTS

As part of the MYEFO 2024–25 Rewiring the Nation – recapitalisation Budget measure, the Bureau will deliver a blueprint identifying the real-time weather information required for optimal operation of Australia's electricity transmission networks.

Real-time weather information will enable transmission network service providers to increase network capacity and deliver more affordable, reliable and secure supply of electricity to consumers. The Bureau will deliver the blueprint in June 2025.

BACKGROUND

1. Dynamic Line Rating is a power transmission operation method that maximises the load capacity of electricity transmission lines without compromising operational safety or system security.
2. Dynamic Line Rating presents an opportunity to optimise Australia's transmission network, increasing capacity and minimising the need for new transmission infrastructure. This will enable:
 - a. increased integration of renewable energy sources, contributing to reducing greenhouse gases, and Australia's net zero targets
 - b. deferred or avoided costly transmission upgrades
 - c. operator and consumer economic and security benefits with increased network optimisation and resilience.
3. Significant advances in weather monitoring and forecasting, at very local scales, enables the transmission system to be optimally configured to the real-time weather.
4. The blueprint will outline how the Bureau can provide valuable, near real-time weather information to transmission network service providers to dynamically adjust line capacity.
5. The Bureau's proposal for systematic deployment of Dynamic Line Rating is world leading. If the proof of concept proves successful (of which there is a high degree of confidence), the capability is exportable to Australia's South East Asian and Pacific partners.

Section 47E(d)

MEDIA AND COMMUNICATIONS OPPORTUNITIES

7. Subject to completion and acceptance of the blueprint, there may be opportunity for the Minister to announce its completion and potential benefits.

Group Executive and Chief Customer Officer	section 22: excluded by Business Solutions Group	Mob: section 22: excluded by
---	---	------------------------------

2.05e NATIONAL CLIMATE RISK ASSESSMENT

KEY POINTS

The Australian Climate Service (ACS) was commissioned in 2023, in partnership with the Department of Climate Change, Energy and the Environment and Water (DCCEEW), to deliver Australia's first National Climate Risk Assessment (Risk Assessment). This was a 2-year project with a total investment of \$22.9 million.

The National Climate Risk Assessment outlines key climate risks at a national scale. It draws out climate risks across 8 functional systems of Australia, for 10 priority climate-related hazards, across 3 time periods and 3 global warming levels.

BACKGROUND

1. The Risk Assessment evaluates climate risks across our society and environment, including our economy, regional and remote communities, agriculture, health, defence, infrastructure and ecosystems.
2. The assessment provides an understanding of who or what might be at risk from climate change, now and into the future, across different areas of the country and provides a consistent national picture to support decision makers, to help them prioritise adaptation actions.
3. The assessment process has created new data, insights and decision support resources on climate hazards and climate risks. It is based on technical analyses by the Bureau of Meteorology (Bureau), the Australian Bureau of Statistics, CSIRO and Geoscience Australia, and other strategic partners.
4. The first pass assessment was released in March 2024 and identified 56 nationally significant risks for Australia. A nationally significant risk is one considered to have significant national and cross-jurisdictional effect, impact and influence.
5. The second pass of the Risk Assessment analysed 11 priority risks identified from the first pass. It also identified 7 new nationally significant risks identified with Aboriginal and Torres Strait Island people, making 63 nationally significant risks.

Section 47E(d)

Group Executive	section 22: excluded by appli Australian Climate Service	Mob: section 22: excluded by ap
-----------------	---	---------------------------------

3.01 MINISTER RESPONSIBILITIES AND RELATIONSHIP WITH YOUR OFFICE

KEY POINTS

Ministerial responsibilities for the Bureau of Meteorology are in accordance with the *Meteorology Act 1955* (Cth) and the Bureau's functions as a regulator under the *Water Act 2007* (Cth). The Bureau has several mechanisms to support the Minister and their office to carry out these functions.

BACKGROUND

1. The *Meteorology Act* grants the Director of Meteorology general administration of the Act subject to the directions of a Minister.
2. The Minister responsible for the Bureau issues a Statement of Expectations in accordance with the Bureau's functions as a regulator under the Water Act. In line with these functions, the Bureau administers Part 7 of the Water Regulations 2008, which sets out who must provide water information to the Bureau, and the form, timeline and nature of the information to be provided.
3. The Bureau's engagement with the Minister's office is via the following mechanisms:
 - a. regular informal meetings providing information about risks and sensitivities related to Bureau matters, such as public/media commentary
 - b. ministerial submissions and written ministerial briefs
 - c. email notification of emerging issues, including prior to and during severe weather events.
4. Regular ministerial and agency correspondence is usually received in the form of incoming letters to the government from Members of Parliament making representations. Common subject matters include:
 - a. community requests for observing infrastructure, for example, radars and automatic weather stations
 - b. website issues
 - c. unplanned outages for infrastructure such as radar or weather stations
 - d. forecasting provided for severe weather events.
5. During severe weather events, the Emergency Management Minister's role involves coordinating the relevant states' response and recovery efforts, ensuring the community is supported through all phases of emergency. The Bureau supports this by providing information to the National Emergency Management Agency (NEMA) and to the Minister responsible for the Bureau and their advisers.

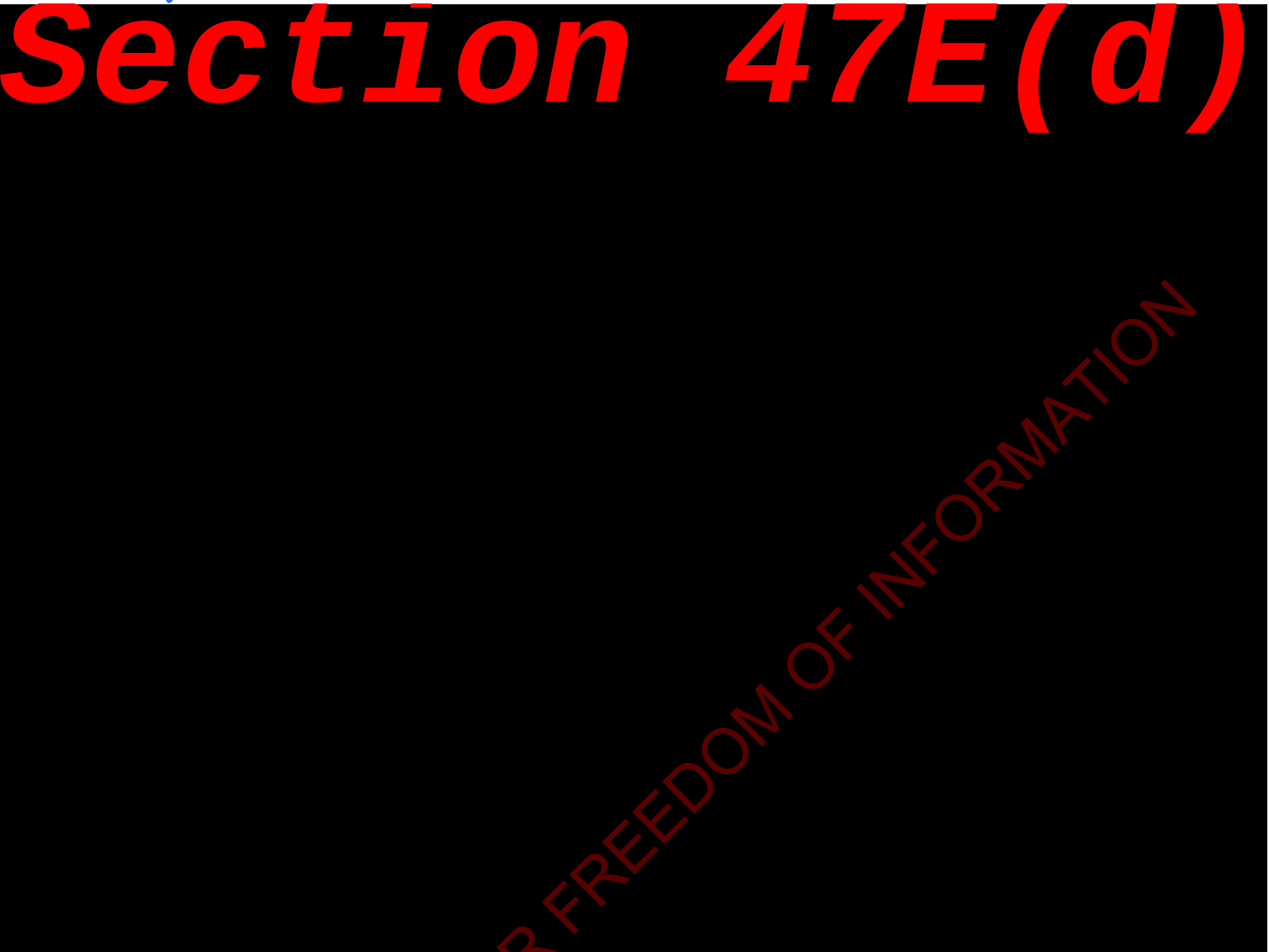
Section 47E(d)

Group Executive and
Chief Operating Officer

Enterprise Services

Ph:
Mob:

Section 47E(d)



Group Executive and Chief Operating Officer	[redacted] Enterprise Services Group	Ph: [redacted] Mob: [redacted]
--	---	-----------------------------------

RELEASED UNDER FREEDOM OF INFORMATION



Section 47E(d)

RELEASED UNDER FREEDOM OF INFORMATION

Group Executive and Chief Information and Technology Officer	section 22: excluded by application Data and Digital Group	Ph: section 22: excluded by application Mob: section 22: excluded by application
--	---	---

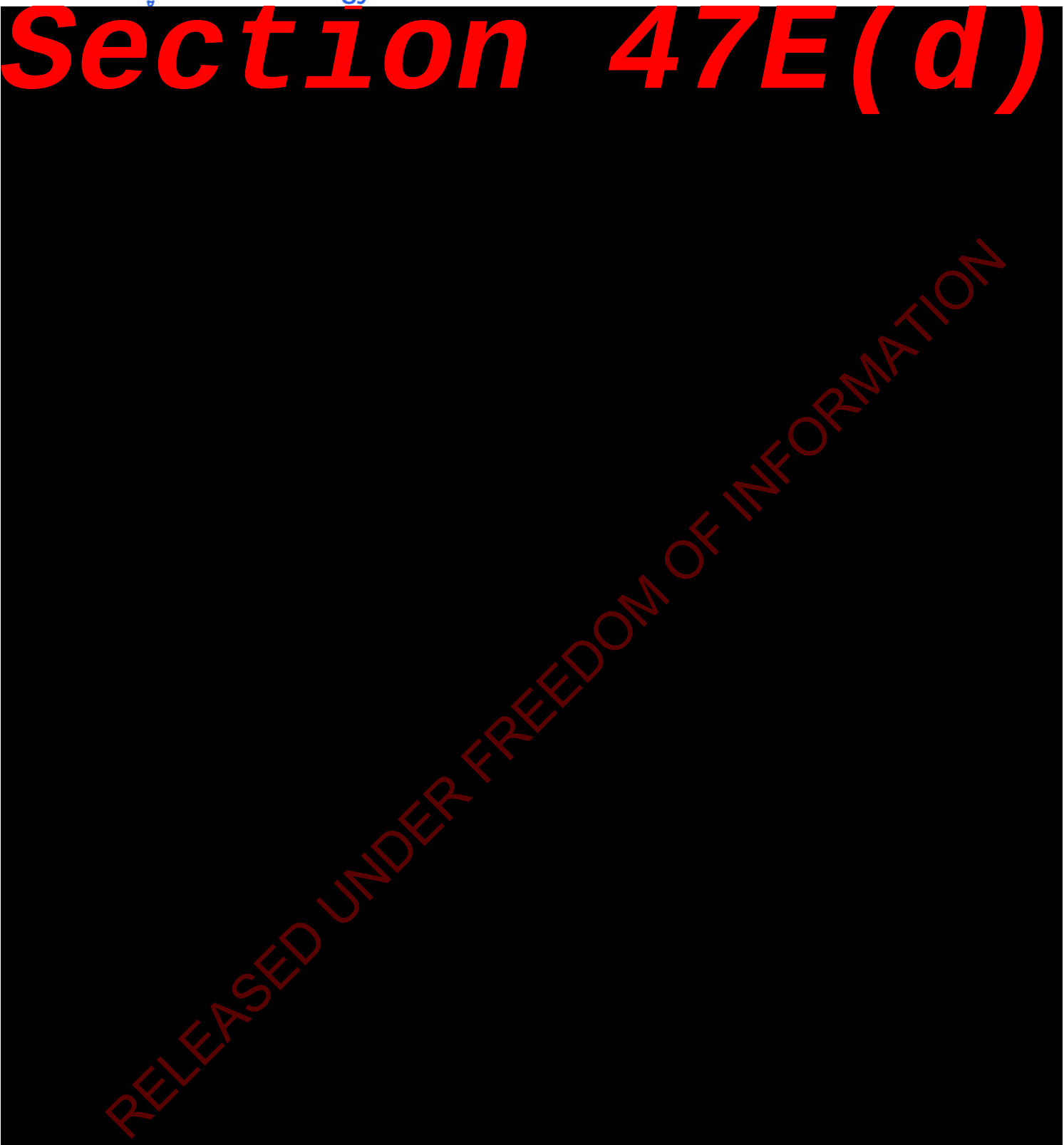


Section 47E(d)



Group Executive and Chief Information and Technology Officer	section 22: excluded by applicants Data and Digital Group	Ph: section 22: excluded by applicants Mob: section 22: excluded by applicants
--	---	---

Section 47E(d)



RELEASED UNDER FREEDOM OF INFORMATION

Group Executive and Chief Operating Office	section 22: excluded by ap Enterprise Services Group	Ph: section 22: excluded by ap Mob: section 22: excluded by ap
---	---	--

Section 47E(d)

RELEASED UNDER FREEDOM OF INFORMATION

Group Executive and Chief Information Officer	Section 22: excluded by applicant Data and Digital Group	Ph: Section 22: excluded by applicant Mob: Section 22: excluded by applicant
--	---	---

Section 47E(d)

RELEASED UNDER FREEDOM OF INFORMATION

Group Executive and Chief Information Technology Officer	section 22: excluded by applicants Data and Digital	Ph: section 22: excluded by applicants Mob: section 22: excluded by applicants
--	---	---



Section 47E(d)

Group Executive and
Chief Operating Officer

Section 22: excluded by ap

Enterprise Services Group

Ph:

Section 22: excluded by ap

Mob:

Section 22: excluded by ap



Section 47E(d)

RELEASED UNDER FREEDOM OF INFORMATION

Section 47E(d)

[Redacted content]

Group Executive and Chief Customer Officer	section 22: excluded by s Business Solutions Group	Mob: section 22: excluded by s
Group Executive	section 22: excluded by s Community Services Group	Mob: section 22: excluded by s



Section 47E(d)



Group Executive	section 22: excluded by s Community Services Group	Mob: section 22: excluded by s
-----------------	---	---

Section 47E(d)



RELEASED UNDER FREEDOM OF INFORMATION

Group Executive and Chief Customer Officer	section 22, excluded by Business Solutions Group	Mob: section 22, excluded by
---	---	---

Section 47E(d)

RELEASED UNDER FREEDOM OF INFORMATION

Group Executive and Chief Information Technology Officer	section 22: excluded by applicant Data and Digital	Ph: section 22: excluded by applicant Mob: section 22: excluded by applicant
--	---	---