



Australian Government
Bureau of Meteorology



Bureau of Meteorology

Corporate Plan 2026–27





Acknowledgement of Country

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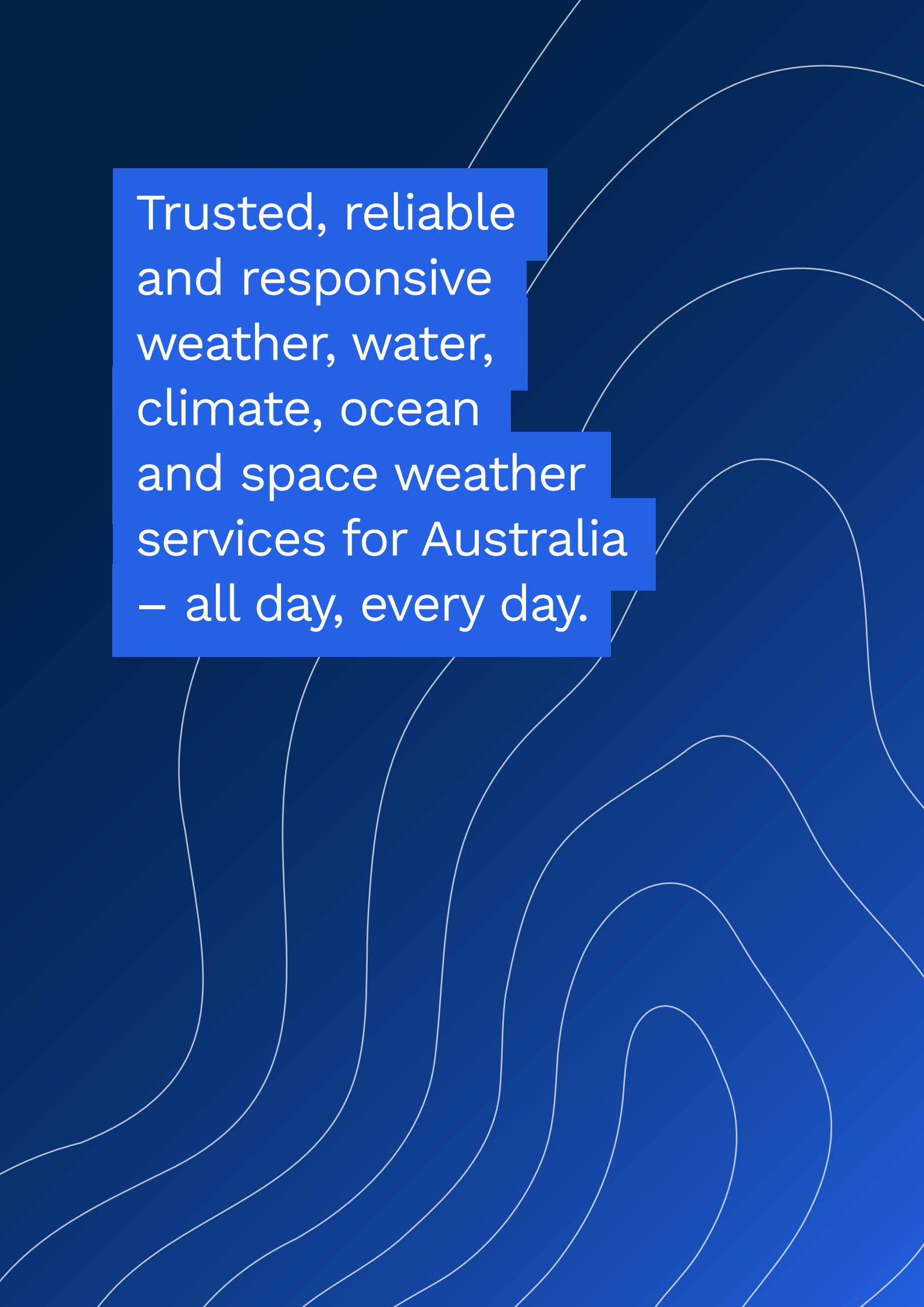
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Trusted, reliable
and responsive
weather, water,
climate, ocean
and space weather
services for Australia
– all day, every day.

Bureau of Meteorology Corporate Plan summary

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
- 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



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 2026–27. This plan covers the reporting periods from 2026–27 to 2029–30, 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 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.

The bureau also hosts the Australian Climate Service (ACS), a national partnership between the bureau, CSIRO, the Australian Bureau of Statistics and Geoscience Australia, that brings together expertise, data and capability to develop and support the use of climate risk information across Australia.

During 2026–27, 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 Act 1955* and the *Water Act 2007*, as well as obligations associated with Ministerial Statements of Expectations and Australia’s international treaties and agreements.

Dr Stuart Minchin

CEO and Director of Meteorology

5 August 2026

About the bureau

Our 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 1955* and the *Water Act 2007*. 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. To serve the public interest, the bureau works closely with emergency management authorities to support community safety. 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.

The Water Act requires 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. The bureau is also a regulator of water information under Part 7 of the Water Regulations 2008.

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.

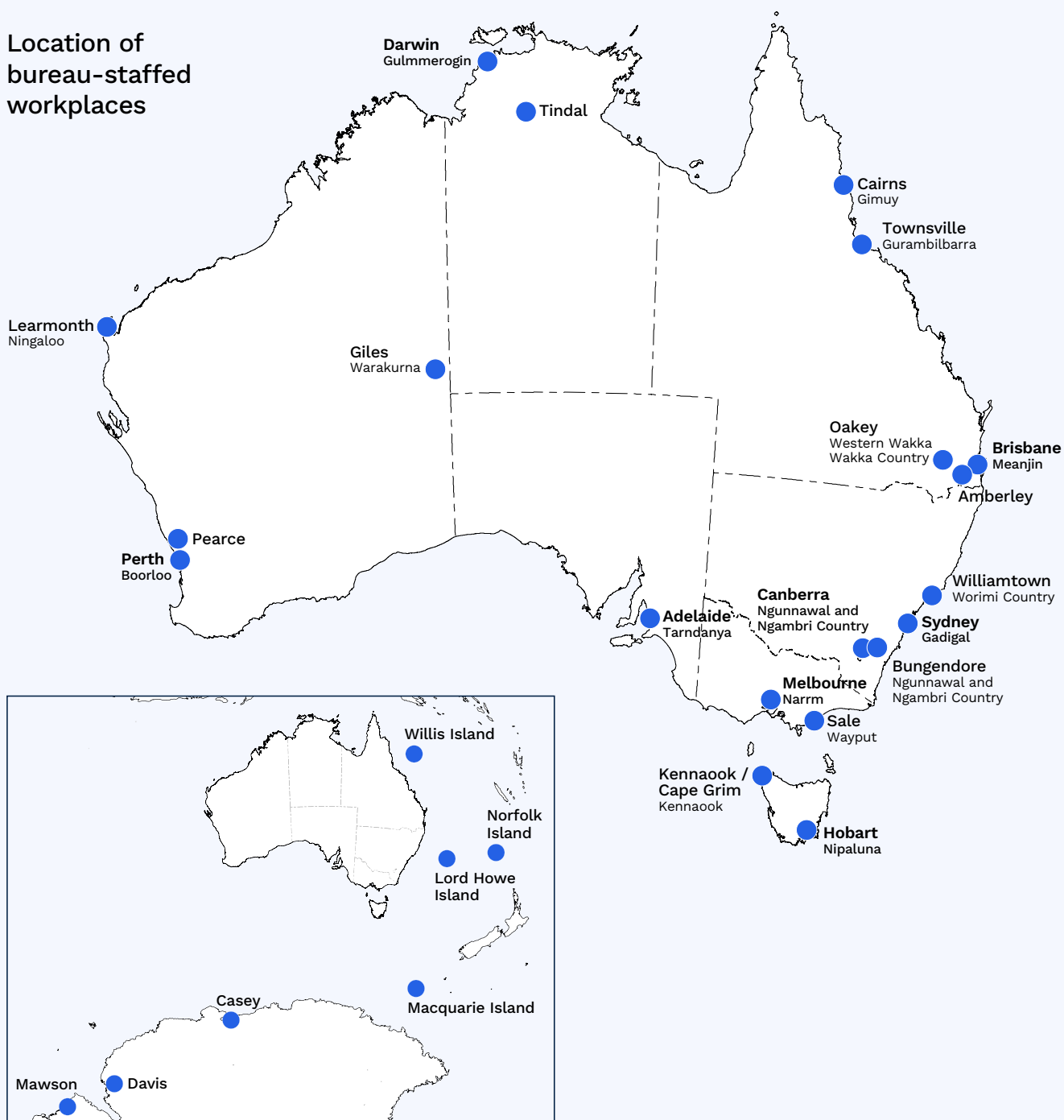
During 2026–27 the bureau will develop its next strategy for commencement in 2027.

Our operations

The bureau operates within the Climate Change, Energy, the Environment and Water Portfolio reporting to the Minister for the Environment and Water. The bureau is an Executive Agency under the *Public Service Act 1999* and a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

The bureau's weather, water, climate, ocean and space weather services span the Australian region encompassing the mainland, Tasmania, Australia's offshore islands and territories (including the Australian Antarctic Territory), and the surrounding oceans and seas. The bureau's Volcanic Ash Advisory Centre covers volcanically active regions of Indonesia, Papua New Guinea and the southern Philippines. As a partner in the Joint Australian Tsunami Warning Centre, the bureau also provides threat information to National Tsunami Warning Centres in Indian Ocean countries.

Location of bureau-staffed workplaces



More than 1,900 ongoing and non-ongoing staff contribute to delivering the bureau's critical services, as well as over 3,000 volunteer observers who help capture observations and help maintain Australia's climate record.

Bureau staff are located across Australia, on remote islands and in Antarctica. Many staff work around the clock to provide monitoring, forecast and warning services 24 hours a day, every day of the year.

The Australian Climate Service (ACS) reports to the Assistant Minister for Climate Change and Energy and operates as a distinct, branded, non-statutory function (type G) across multiple Commonwealth entities in accordance with its Ministerial Statement of Expectations. The ACS works with its partners to deliver a trusted national climate risk capability that supports confident, consistent decision-making.

Our values and behaviours

The Australian Public Service values of impartiality, commitment to service, accountability, respectfulness, ethical conduct, and stewardship underpin all bureau actions and behaviours. These values guide how bureau staff treat customers, partners and each other. Our strategy builds on these and describes the following bureau-specific values and behaviours.

Safety

We are committed to actively improving the health and safety of our people and strive for zero harm.

Integrity

Our integrity is founded on trust, honesty and reliability.

Customer focus

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

Passion and tenacity

We are proud of our heritage, who we are, what we do and where we are headed. We deliver in times of crisis. Our deep commitment to our nation's wellbeing drives our success.

Responsibility

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

Humility

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

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 to identify opportunities, risks and drivers that may shift and influence community, partner and stakeholder expectations, and the bureau's delivery capability and technological development.

For 2026–27 and the outlook period (2027–28 to 2029–30), the bureau expects its external strategic operating environment to remain dynamic and complex, and it will respond to the following challenges and opportunities.

More frequent, intense and concurrent severe weather events

Climate change is altering Australia's rainfall distribution, hazard seasonality and compounding disasters. Australia is experiencing increasing frequency and intensity of severe weather, including heavy rainfall and fire weather. Challenges for the bureau include:

- increasing the production and supply of its services including forecasts, warnings, briefings, and advice
- heightened expectations from the community, partners and stakeholders on accuracy and lead times, combined with high public visibility during severe weather events
- managing the increasing demands on its operations, including workforce fatigue, constrained resources and reduced windows for equipment maintenance and upgrades
- protecting its own infrastructure from the impacts of severe weather to ensure service continuity, especially during critical events.

There is an opportunity for the bureau to step-up engagement with the Australian community to support understanding of the observed changes in Australia's climate and prepare for the implications of future projected climate change.

Rising demand and expectations from customers and stakeholders

Community, partner and stakeholder demands and expectations for the bureau to provide information and advice to help prepare for increasingly frequent and intense natural hazards are evolving in line with technology transformation and lifestyle shifts. These include growing demand for:

- real-time data and information through modern channels
- location-specific, personalised and actionable products and services
- data and information provided in standard, easily accessible, and customisable formats that are compatible with customer systems.

The challenge for the bureau is to balance customer needs and expectations with rising costs and organisational and budget constraints, but this also creates an opportunity for it to deliver better products and service while becoming a more effective, efficient and resilient organisation.

Advancing science and technology

Advancements in science and technology continue to play a significant role in transforming weather forecasting, enhancing service delivery, customer engagement and increasing organisational productivity. The rapid acceleration of advancements in machine learning and artificial intelligence (AI) are serving as key drivers of this progress.

The bureau expects these advances to continue to provide opportunities to deliver more effective, accurate, detailed, timely and localised products and services. The bureau's challenge is to balance the potential benefits of emerging capabilities with risks associated with technology upgrades and the transition of research to operational deployment.

Maintaining fiscal sustainability

The Australian Government is prioritising fiscal sustainability and each agency is expected to balance its budget in delivering its services to the public.

The bureau is operating in a constrained fiscal environment, carefully balancing growing demand and expectations with rising costs and competing priorities. These interconnected challenges include:

- balancing service expectations with available funding, resource capacity and capability
- managing the sustained rise in operating, infrastructure and workforce costs
- assessing trade-offs across competing strategic and operational priorities.

While these challenges are not unique to the bureau, they present an opportunity for it to improve efficiency and productivity, prioritising investment and resource allocation, and strengthening long-term stewardship.

More complicated geopolitical environment

The global geopolitical landscape continues to be dynamic, including ongoing regional conflicts and cyber security challenges.

These shifts may have the following implications for the bureau through:

- disruptions to global data sharing (including real-time exchange of observational data) that meteorological agencies rely on
- risks to global supply chains and commodities markets which can lead to increased cost of goods and services
- the deployment of cyberattacks to compromise agency networks or disinformation campaigns that can undermine public trust.

These shifts also provide an opportunity to identify new pathways and initiatives for collaborations and partnerships.

The bureau will continue to monitor these opportunities and challenges. It is well placed to manage external risks and disruptions by 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.

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 2026–27 and the outlook period (2027–28 to 2029–30), 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 pages 32–42).

Undertaking these key activities ensures the bureau meets its obligations under the Meteorology Act and the Water Act.

Key activities	Primary functions of the bureau under the <i>Meteorology Act 1955</i> and the <i>Water Act 2007</i>
Community Services	• Monitor and report on current conditions • Provide forecasts and long-term outlooks • Issue warnings for conditions likely to endanger life or property • Provide ready access to data and information • Provide meaningful insights, analysis and advice • Undertake meteorological and other relevant research and investigations • Foster greater public understanding and use of information provided • Extend understanding of, and ability to forecast, Australian conditions • Work globally to advance Australia's interests and capability in the region.
Business Solutions	
Data and Digital	
Science and Innovation	
Enterprise Services	
Australian Climate Service	

Community Services

Intended result

The Community Services Group provides high-quality weather, water, climate and ocean services to the Australian community, emergency management and other sectors. These services support the everyday weather decisions of the community, prevent injury and loss of life, and reduce the negative economic and social impacts of natural hazards. The group's focus is to do this through provision of high-quality services, delivered 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:

Decision Support Services

Environmental Prediction Services

National Production Services

For 2026–27 and the outlook period (2027–28 to 2029–30), these programs will:

- provide high-quality weather, water, climate and ocean analyses, forecasts, warnings 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.

Business Solutions

Intended result

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 and value in critical sectors including agriculture, aviation, land and maritime transport, energy, resources, telecommunications, defence and national security, space flight, 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 under the *Water Act 2007* and as a regulator for Part 7 of the *Water Regulations 2008*.

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 2026–27 and the outlook period (2027–28 to 2029–30), these programs will:

- continue to acquire and remediate flood warning infrastructure in Queensland, New South Wales and Victoria, and in parallel, commence detailed planning for remediation works in the Northern Territory, South Australia, Western Australia and Tasmania
- 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
- continue to deliver water market data and systems reforms for the Murray–Darling Basin outlined in the *Water Market Reform: Final Roadmap*
- fulfil the bureau's role as Australia's national agency for water data and information under the *Water Act*, and administer 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, while meeting the bureau's obligations for the provision of essential aviation meteorological services
- 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, safety 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, observation 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 observation 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 7 programs:



For 2026–27 and the outlook period (2027–28 to 2029–30), 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 capabilities 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's products and services
- further build and embed capabilities to leverage technology to increase value for the bureau
- deliver oversight and assurance through a central technology delivery program
- support effective implementation of the group's operating model.

Science and Innovation

Intended result

The Science and Innovation Group delivers research and innovation that enhances bureau services and delivers shared value for its 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.

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

Delivery strategy

The work of the group is delivered through 2 programs:

Research

Research to Operations

For 2026–27 and the outlook period (2027–28 to 2029–30), 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
- enhance probabilistic forecasting methods across the product suite and provide greater insight into forecast uncertainty for improved decision-making

- provide and support 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 delivers core 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 core enterprise functions needed to meet legislation and government policy. The group ensures effective controls are in place and that enterprise 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:

Business Management

Communications

Organisational Development

Organisational Resilience

Strategy

For 2026–27 and the outlook period (2027–28 to 2029–30), these programs will:

- foster a workplace built on respect, transparency, and stewardship to support a safe, resilient and thriving workforce
 - implement the Reconciliation Action Plan 2025–2027, the Aboriginal and Torres Strait Islander Employment Plan 2026–2028, and the Diversity and Inclusion Plan 2024–2027
 - continue to refine the bureau's communications approach and messaging to enhance public safety, promote understanding of the bureau's role and services, and ensure the bureau remains the trusted source of weather and climate information
 - strengthen relationships with the bureau's partners and stakeholders
 - contribute to a productive and sustainable environment through the planned integration and continued implementation of the bureau's Environmental Sustainability Principles.
- develop and implement the bureau's new strategy, to take effect in 2027
 - align workforce capability, planning, investment, and projects to deliver the bureau's strategy and outcomes based on priorities
 - support effective decision-making and governance of the bureau through the uplift of enterprise processes and systems
 - empower managers to be effective people leaders and meet their delegated accountabilities

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 helps Australia use climate risk information where it matters most by:

- translating climate risk analysis into decision-ready information that can be confidently used in policy, planning, investment and operations
- analysing and monitoring climate risk to understand impacts and change over time, developing insights into impacts, consequences and future trajectories across communities, infrastructure, services and systems – this goes beyond understanding hazards to understanding what climate change means in practice
- stewarding the national capability required to understand and act on climate risk.

- steward climate risk information capability by:
 - developing and applying common data standards for accessibility, quality, and trust
 - developing and maintaining a data ecosystem to support risk integration and analysis
 - establishing and maintaining capabilities to deliver a consistent, national view of how Australia will change under a changing climate.

A Ministerial Statement of Expectations and a Statement of Intent are published on the ACS website and outline the Australian Government's expectations on ACS outcomes and priorities and the intended ACS actions in response.

See: www.acs.gov.au/pages/about-us

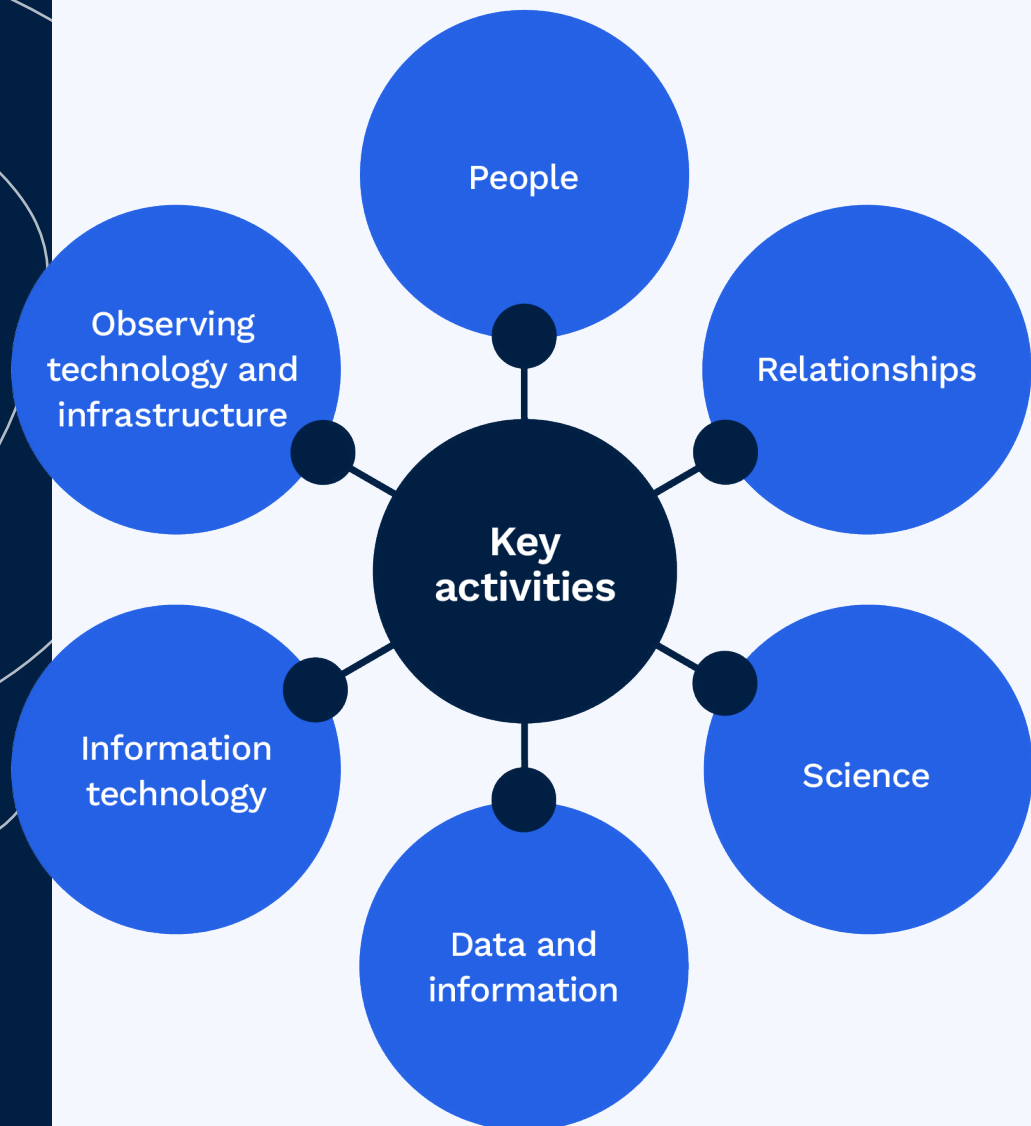
Delivery strategy

For 2026–27 and the outlook period (2027–28 to 2029–30), the ACS will:

- inform decisions by:
 - shaping and delivering climate risk intelligence with decision makers
 - transforming climate risk information into consistent, decision-ready insights that support effective action
 - building capability and confidence in the use of climate risk information, tools and guidance.
- build useable climate risk information by:
 - delivering accessible and trusted climate risk information
 - providing guidance and indicators for national consistency
 - analysing emerging and future risks and opportunities.

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 2026–27 and the outlook period (2027–28 to 2029–30), 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 14 Australian Public Service (APS) 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 purpose.

Capability development pathway (2026–27 to 2029–30)

The bureau will:

- mobilise and sustain a workforce with the required skills, knowledge and capabilities to deliver the bureau's outcomes
- mature its people capability to respond to 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 2026–27 and the outlook period (2027–28 to 2029–30), 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.

As required by the Strategic Commissioning Framework, the bureau has identified core work across all 14 APS job families in use for 2026–27, with more than 80% of roles classified as performing core work. While all job families include core roles, not every role within each family is core, reflecting a targeted approach to maintaining critical in house capability.

In 2026–27, the bureau will continue to embed the framework and strengthen capability across the organisation. All contractor requests are assessed against the framework, with core work tested against the limited circumstances set out in Principle 4, and contracts including knowledge transfer requirements in-line with Principle 5 to support capability development. While no further conversions are planned for 2026–27, the bureau will continue applying the framework to optimise workforce delivery, focusing on embedding capability, sustaining workforce stability, and ensuring the operating model remains efficient, responsive and aligned to organisational priorities.

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 (2026–27 to 2029–30)

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
- work with partners to 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 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 transparency and integrity in Murray–Darling Basin water markets
- 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 across government, ensuring that key partners and stakeholders understand the bureau's role and shared outcomes, and 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 to achieve national goals in Antarctica and the Southern Ocean.

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 (2026–27 to 2029–30)

The bureau will:

- continue to develop its global and regional 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 scientific artificial intelligence and machine learning capabilities, 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 aims to enable all Australians to easily access and utilise bureau data and information services through multiple channels, including websites, mobile applications and emerging digital interfaces including Application Programming Interfaces (APIs), data services and partner platforms.

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 (2026–27 to 2029–30)

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, meet obligations to exchange data internationally and contribute to the World Meteorological Organization (WMO) and other international activities
- enable greater connectivity between its datasets stored on different platforms
- monitor and maintain all critical information assets and uplift processes to effectively identify and rapidly respond to risks and 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 national 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 (2026–27 to 2029–30)

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 and uplift technologies, processes and capabilities to respond to future cyber threats under a comprehensive and enterprise-wide approach
- uplift and maintain 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 to effectively disseminate valuable data and information across multiple channels
- ensure that technology, applications and capability are aligned to enterprise architecture roadmaps
- rationalise and decommission legacy networks and platforms.

Observations technology and infrastructure

Current capability

The bureau relies upon a large and geographically dispersed network of assets, including complex observing technology and infrastructure, as well as maintaining 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.

Approximately 12,000 observing assets contribute to the bureau's services. Drawing on a mix of bureau-owned infrastructure, partner operated systems, and shared data sources, this integrated network forms one of the most diverse environmental monitoring systems in the world. Together, these assets span land, ocean, atmosphere, and space weather domains to support forecasting, warnings, climate monitoring and research.

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 the 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 continue to mature its asset management capabilities by better integrating its asset lifecycle planning, costing, procurement, contract management and strategic vendor management expertise.

Capability development pathway (2026–27 to 2029–30)

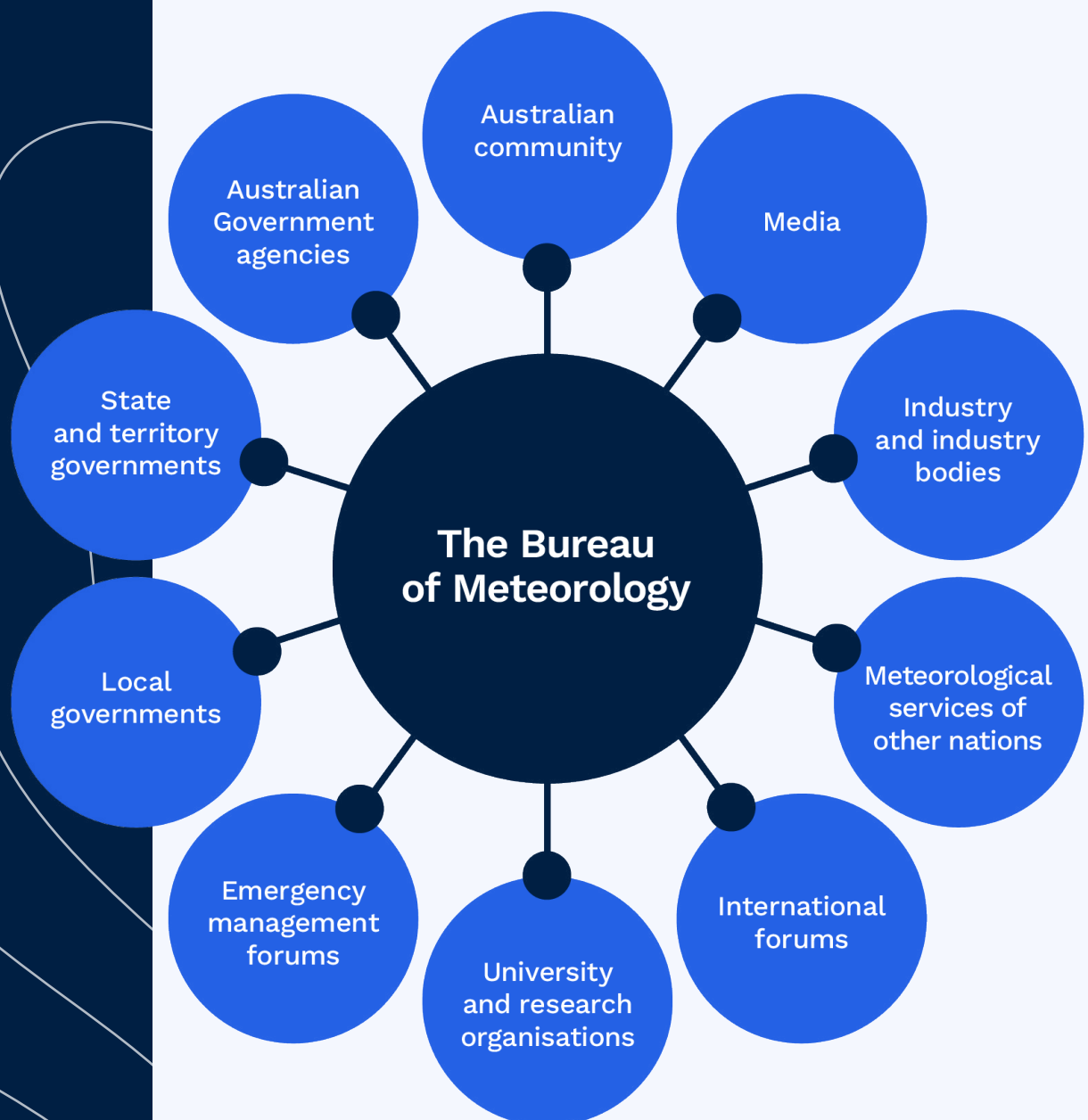
The bureau will:

- mature its asset management lifecycle approach, underpinned by a strategic asset management plan aligned to the strategy and supported by an asset management system
- 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 and hydrological 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.

The bureau's Decision Support Services Program partners with emergency services to support the Australian community as well as directly delivering decision support for emergency management customers and other government stakeholders.

Bureau staff are deployed across Australia to work alongside federal, 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.

Community and media

The bureau works closely with the media, partner organisations and through its own extensive channels to ensure that communication with the Australian community is effective, and that forecasts and warnings are broadcast widely.

The bureau's specialist experts support the decisions of the Australian community by communicating timely weather, water, marine and climate information through the radio, television and social media.

The bureau also partners with community organisations to engage with the community to build knowledge and resilience.

Research

Cooperation with universities is an important avenue for accessing and 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 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 2026–27 and the outlook period (2027–28 to 2029–30) against the success measures outlined in the bureau's strategy 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 its Annual Performance Statement 2026–27. Performance against both SSMs and supporting contributing measures will be assessed using the 4-tier rating criteria outlined below.

Rating	Criteria
Performance met expectations	100% of target achieved or delivery at or above the expected level of performance
Performance substantially met expectations	75% – 99% 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 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

Each SSM will be assessed on the number and overall balance of ratings for each of its contributing measures. Where a contributing measure comprises multiple metrics, performance will be assessed on the number and overall balance of ratings for each of its supporting metrics. Contributing measures and supporting metrics will have an equal weighting unless specified otherwise.

Where a measure is assessed with a mix of ratings, the overall rating will provide a representative view of performance and give effect to the criteria above. For example, a measure with mostly 'Met expectations' ratings and some 'Partially met expectations' ratings would be rated overall as 'Substantially met expectations' to account for some performance shortfalls.

A measure with mostly 'Substantially met expectations' ratings and some 'Did not meet expectations' ratings would be rated overall as 'Partially met expectations' to account for the notable performance shortfalls.

The detailed application of performance ratings and criteria for each measure will be documented in the Annual Performance Statement.

Targets are the same for 2026–27 and the outlook period (2027–28 to 2029–30) unless specified otherwise.

Following a review of its performance reporting and better practice across the APS, the bureau has streamlined its contributing measures for 2026–27. Changes to the bureau's contributing measures for 2026–27 compared to 2025–26 are in the Appendix (pages 45–49).

Regulator performance

In carrying out its regulatory functions, the bureau administers Part 7 of the Water Regulations 2008, which require 241 organisations to provide collected water data to the bureau. This data provides insight into the past, present, and future conditions of Australia's water resources.

As an independent, authoritative source of information, the bureau uses the water data it collects to enhance the understanding of the impacts on water resource management, support water reform, and increase the transparency of water information. The bureau's national water datasets, analyses and forecasts inform policy, investment, and operational decisions at all levels of government and water operations.

The bureau maintains an open and transparent approach to administration of Part 7 of the regulations. The bureau provides clear regulatory requirements and streamlines data provision, emphasising the importance, use, and value generated from collected data.

The bureau also closely collaborates with partners and other regulators within a dynamic regulatory environment.

A Ministerial Statement of Expectations and a Regulator Statement of Intent are published on the bureau's website and outline the Australian Government's expectations of the bureau's organisational performance as Australia's regulator for water data and information and the bureau's intended actions in response.

See: www.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 functions are incorporated into contributing measure 7.2 (see page 39) and will be reported on in the bureau's Annual Report 2026–27.

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 2026–27 to 2029–30	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 key Australian industry sectors	>\$400m	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 is included as a 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 2026–27 to 2029–30	Key activity
CM2.1: Proportion of customers that report they are satisfied with bureau services	80%	Community Services, Business Solutions, Australian Climate Service
CM2.2: Trust score for bureau services	80%	Community Services, Business Solutions,
CM2.3: 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: CM2.1 is included as 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 2026–27 to 2029–30	Key activity
CM3.1: 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 internal and external 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 2026–27 to 2029–30	Key activity
CM4.1: Delivery of services meets government, emergency management, Defence and aviation industry services levels and standards	Requirements met	Community Services, Business Solutions, Australian Climate Service

Methodology and data sources: Results on service delivery are drawn from internal analysis, audit reports and stakeholder feedback.



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 2026–27 to 2029–30	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: Protective security maturity score	Year-on-year improvement in Protective Security Policy Framework maturity	Data and Digital
CM5.4: Risk and business continuity maturity scores	Improvement in risk maturity 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 and risk and business continuity are drawn from regular external surveys and assessments.



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 recognised verification techniques. This measure presents 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 2026–27 to 2029–30	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	• Moisture accuracy (within 2°C): 75% • Timeliness of fire danger ratings:: 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: 95% • Regional severe thunderstorm warnings: 95% • Detailed severe thunderstorm warnings: 95%	Community Services
CM6.5: Timeliness of tsunami bulletins	• Response time for 'No Threat' and 'Watch' bulletins: 30 mins	Community Services
CM6.6: Accuracy of wind and temperature forecasts	• Hourly wind speed accuracy (within 5 knots): 85% • Max temperature (within 2°C): 90% • Min temperature (within 2°C): 80%	Community Services
CM6.7: Accuracy of rainfall forecasts	• 50% chance of exceedance: reliability between 45% and 55%	Community Services
CM6.8: Accuracy of wave height predictions	• 3-hourly significant wave height accuracy (within 0.5m): 85%	Community Services
CM6.9: Timeliness of routine forecast product issues	• Timeliness: 95%	Community Services

Methodology and data sources: Results are drawn from forecast and warning verification systems compared with observed conditions, including through quarterly executive reporting.



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 2026–27 to 2029–30	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: Meet regulatory best practice and Ministerial expectations as a regulator for water data 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 2026–27 to 2029–30	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

Methodology and data sources: Results are drawn from documented project benefits and outcomes for customer-facing projects managed under the bureau's Delivery Framework and Benefits Management Framework.



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 2026–27 to 2029–30	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 2026–27 to 2029–30	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, workers' compensation data and the bureau's annual APS Employee Census.



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 2026–27 to 2029–30	Key activity
CM11.1: Positive perception of leadership effectiveness as measured by the APS Employee Census	≥65%	Enterprise Services
CM11.2: 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 2026–27 to 2029–30	Key activity
CM12.1: Proportion of employees that identify as a woman or female	42.6% by 30 June 2027, 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	4.3% by 30 June 2027, 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	2.5% by 30 June 2027, 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 2027.

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 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	• Protective Security Policy Framework and Information Security Manual • Security policy and governance • Security risk assessments and planning • Security education and training • Incident management processes • Security monitoring, testing and assurance

Key risks	Significant mitigation strategies and controls
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 • Program and project due diligence 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 Commonwealth Climate Disclosure obligations.

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 2026–27, and the outlook period, the bureau will work to maintain its resilience and business continuity capability. The bureau's business continuity and incident management practices are regularly tested and refined to support its response to any disruptive event and ensure continuous improvement.

Appendix

Changes to performance measures for 2026–27

Changes to the bureau's contributing measures and targets for 2026–27 compared to those published in its Corporate Plan 2025–26 are outlined below. Unchanged measures and targets are not listed.

2025–26 contributing measure and target	2026–27 contributing measure and target	Reason for change
• CM1.2: Economic value added to Australia's water sector. Target: >\$100m • CM1.3: Economic value added to Australia's aviation sector. Target: >\$80m • CM1.4: Economic value added to Australia's energy and resources sectors: Target: >\$80m • CM1.5: Economic value added to Australia's agriculture sector. Target: >\$50m	• CM1.2: Economic value added to key Australian industry sectors. Target: >\$400m	Measures consolidated as a composite measure for simplicity.
• CM2.1: Proportion of community, partner and emergency services customers that report an overall positive experience with bureau services. Target: 80% • CM2.3: Proportion of industry and government customers that report they are satisfied or very satisfied with bureau services. Target: Year-on-year maintenance or increase	• CM2.1: Proportion of customers that report they are satisfied with bureau services. Target: 80%	Measures consolidated as a composite measure for simplicity.
• CM2.2: Net promoter score for bureau forecast and warning services. Target: +55 for community customers	• CM2.2: Trust score for bureau services. Target: 80%	Measure updated to reflect a new customer experience measurement approach.

2025–26 contributing measure and target	2026–27 contributing measure and target	Reason for change
• CM3.1: Proportion of community customers that nominate bureau services as a primary source to enable decision-making. Target: 35% • 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. Target: 75%	Nil	Measures removed as usage is adequately measured through the existing digital channel measure.
• 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. Target: Requirements met • CM4.4: Delivery of Defence meteorological services meet agreed service levels in support of tactical, planning and strategic activities. Target: Requirements met • 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. Target: Requirements met	• CM4.1: Delivery of services meets government, emergency management, Defence and aviation industry services levels and standards. Target: Requirements met	Measures consolidated as a composite measure for simplicity.
• CM4.2: Proportion of community customers report that the bureau's information enables their decision-making. Target: 60% • CM4.3: Proportion of emergency services, industry and government customers and partners that report the bureau's information enables their decision-making. Target: 80%	Nil	Measures removed as enabling decision-making is adequately measured through the existing customer satisfaction and trust measures.

2025–26 contributing measure and target	2026–27 contributing measure and target	Reason for change
• CM5.3: Compliance of identified quality management systems with ISO 9001. Target: Certification achieved or maintained • CM5.4: Data information management maturity score. Target: Maintenance or improvement in data maturity score from National Archives Australia Check-up PLUS questionnaire	Nil	Measures removed to simplify reporting measures. Activities to be captured elsewhere in the Annual Report.
• CM6.2: Accuracy and timeliness of fire weather inputs. Target: - Wind accuracy (within 5 knots): 75% - Moisture accuracy (within 2°C): 85% - Timeliness: 95%	• CM6.2: Accuracy and timeliness of fire weather inputs. Target: - Moisture accuracy (within 2°C): 75% - Timeliness of fire danger ratings: 95%	Wind accuracy component of the measure removed for simplicity of reporting. Moisture accuracy target revised to 75% to align with historical performance. Timeliness component revised for clarity.
• CM6.4: Timeliness of severe weather warnings. Target: - Severe weather warnings: 87% - Regional severe thunderstorm warnings: 96% - Detailed severe thunderstorm warnings: 93%	• CM6.4: Timeliness of severe weather warnings. Target: - Severe weather warnings: 95% - Regional severe thunderstorm warnings: 95% - Detailed severe thunderstorm warnings: 95%	Targets revised to 95% applied for consistency.
• CM6.5: Timeliness of tsunami warnings. Target: Response time for 'No Threat' and 'Watch' bulletins: 30 mins	• CM6.5: Timeliness of tsunami bulletins. Target: Response time for 'No Threat' and 'Watch' bulletins: 30 mins	Measure adjusted to reference 'tsunami bulletins' for consistency.

2025–26 contributing measure and target	2026–27 contributing measure and target	Reason for change
• CM6.6: Accuracy of wind and temperature forecasts. Target: - Wind accuracy (within 5 knots): 85% - Max temperature (within 2°C): 90% - Min temperature (within 2°C): 85%	• CM6.6: Accuracy of wind and temperature forecasts. Target: - Wind accuracy (within 5 knots): 85% - Max temperature (within 2°C): 90% - Min temperature (within 2°C): 80%	Minimum temperature target revised to 80% to align with historical performance.
Nil	• CM6.7: Accuracy of rainfall forecasts. Target: 50% chance of exceedance: reliability between 45% and 55% • CM6.8.: Accuracy of wave height predictions Target: 3-hourly significant wave height accuracy (within 0.5m): 85%. • CM6.9: Timeliness of routine forecast product issues. Target: Timeliness: 95%	New measures for 2026–27 to assess performance of these services.
• 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. Target: Agreed regulatory performance measures met	• CM7.2: Meet regulatory best practice and Ministerial expectations as a regulator for water data through a strong peer network and transparent, responsive engagement with regulated entities. Target: Agreed regulatory performance measures met	Minor text revisions for clarity.
• CM8.2: Proportion of major and moderate initiatives that successfully pass through the Research to Operations gateway as planned. Target: 90%	Nil.	Removed to simplify reporting measures. Activities to be captured elsewhere in the Annual Report.

2025–26 contributing measure and target	2026–27 contributing measure and target	Reason for change
• CM11.2: Positive perception of employee connection to the bureau's strategy 2022–2027 as measured by the APS Employee Census. Target: ≥60%	Nil.	Measure is no longer relevant for 2026–27 as a new strategy is in development.
• CM12.1: Proportion of employees that identify as a woman or female. Target: 40.4% by 30 June 2026, with consistent incremental improvement to reach 45% by 30 June 2028 • CM12.2: Proportion of employees that identify as a person with disability. Target: 3.6% by 30 June 2026, with consistent incremental improvement to reach 5.0% by 30 June 2028 • CM12.3: Proportion of employees that identify as an Aboriginal and/or Torres Strait Islander person. Target: 2.0% by 30 June 2026, with consistent incremental improvement to reach 3.0% by 30 June 2028	• CM12.1: Proportion of employees that identify as a woman or female. Target: 42.6% by 30 June 2027, with consistent incremental improvement to reach 45% by 30 June 2028 • CM12.2: Proportion of employees that identify as a person with disability. Target: 4.3% by 30 June 2027, with consistent incremental improvement to reach 5.0% by 30 June 2028 • CM12.3: Proportion of employees that identify as an Aboriginal and/or Torres Strait Islander person. Target: 2.5% by 30 June 2027, with consistent incremental improvement to reach 3.0% by 30 June 2028	Annual targets updated for 2026–27 in line with longer term targets.

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