



Government of **Western Australia**
Department of **Health**

WA Health and Medical Research Strategy

Governance

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Introduction

The [WA Health and Medical Research Strategy 2023–2033](#) (the Strategy) outlines the priorities and direction of health and medical research for the state. The Strategy leverages the distinct advantages and opportunities of Western Australia's (WA) unique geography and population to strengthen research capability across the sector.

The vision for the Strategy is:

A collaborative consumer-driven ecosystem conducting world-leading impactful research that is translated into practice for healthier communities.

The Strategy has 5 Strategic Goals:

- Build and empower workforce
- Grow partnerships
- Leverage the ecosystem
- Promote research
- Sustainable and diversified funding.

The Strategy was developed through extensive stakeholder consultation, has been designed to be owned, aligned to and driven by WA health and medical research stakeholders and the larger research ecosystem.

Governance

The governance structure outlines the decision-making framework for the implementation of the Strategy. It clarifies the roles, responsibilities and accountability of all parties involved in the implementation of the Strategy and its objectives, as shown in Figure 1.

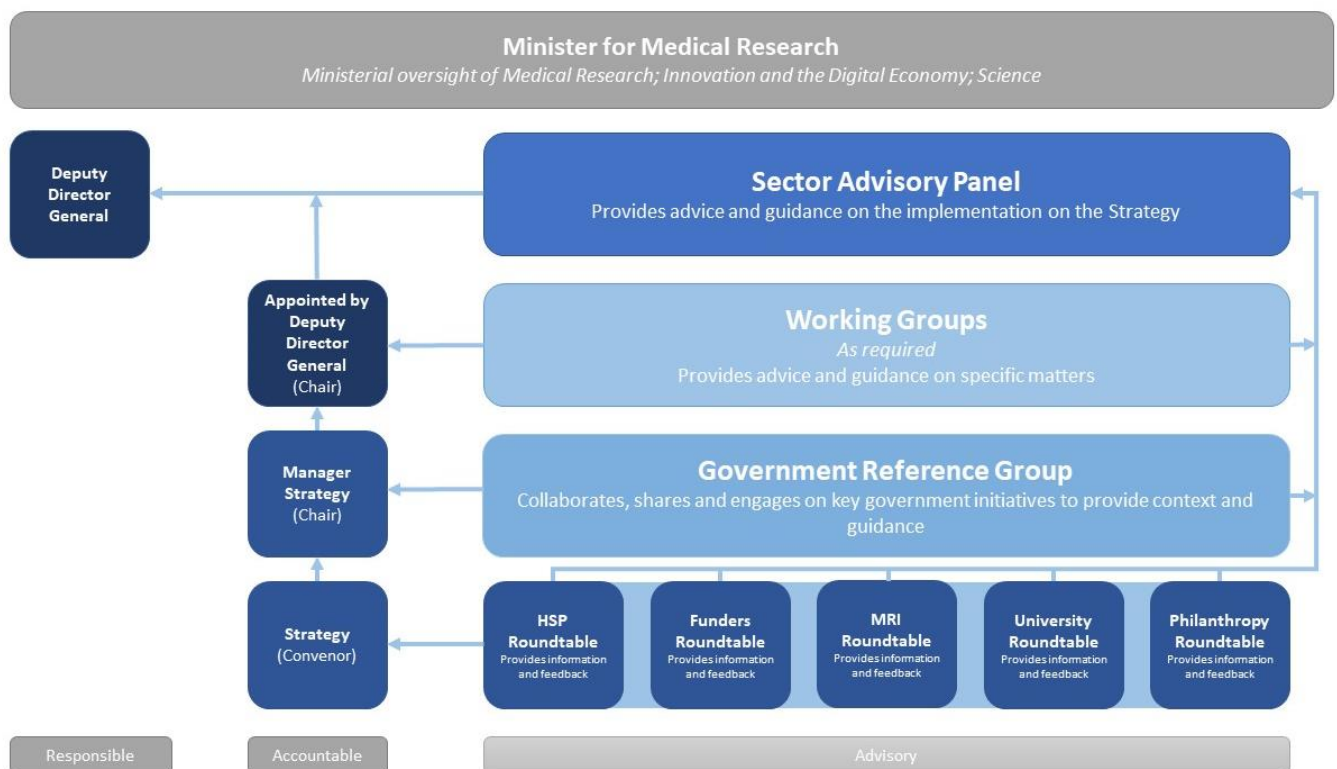


Figure 1: Strategy governance structure

The establishment of the working groups within a strong and practical governance structure will ensure the sector is empowered to collaborate, engage with and guide the implementation of the Strategy.

Role and responsibilities

1. Minister for Medical Research

The Minister for Medical Research (Minister) is responsible for the Medical Research, Innovation and the Digital Economy and Science portfolios and launched the Strategy on 9 February 2023. The Minister is supported by the WA Department of Health (the Department) with regard to health and medical research matters.

2. The Department of Health

The Strategy will be governed and supported by the Department, which will be responsible for reporting to the Minister with regard to the implementation of the Strategy.

The WA Health and Medical Research Strategy (Strategy) team in the Office of Medical Research and Innovation, at the Department is responsible for facilitating the implementation of the Strategy which will require extensive consultation with the health and medical research sector. Effective consultation is pivotal to the success of the Strategy; therefore, a formal structure has been developed, as shown in Figure 1, involving a Sector Advisory Panel, Government Reference Group, Working Groups and Roundtables to ensure appropriate engagement with the health and medical research sector to support the facilitation of the Strategy.

The Strategy team will also engage with the health and medical research sector directly through consultation with key stakeholders/representatives and through roundtable discussions with groups of stakeholders as appropriate.

3. Sector Advisory Panel

The Sector Advisory Panel was formed in August 2023 and provides advice and guidance to the Department on matters related to the implementation of the Strategy.

The collective responsibilities of the Sector Advisory Panel are to:

- Provide an avenue for the WA research sector to engage in direct communication and provide feedback, suggestions and advice to the Department.
- Provide direction, guidance and recommendations as required regarding any feedback received from the sector and activities to facilitate the implementation of the Strategy across the sector.
- Contribute to the development of, reports and other documentation for the sector by reviewing, applying expertise and providing direct feedback.
- Champion the Strategy and Strategy objectives where appropriate.

The Deputy Director General, as Chair of the Panel, is responsible for decision-making on recommendations made by the Sector Advisory Panel related to the implementation of the Strategy, such as timing or approaches to address the Strategic Goals of the Strategy.

Membership

The Sector Advisory Panel will have representation from key stakeholder groups. The Panel will consist of:

- The Deputy Director General at the Department who will Chair the Panel
- Senior representative from the Department of Jobs, Tourism, Science and Innovation (JTSI) with expertise in innovation and commercialisation, nominated by the Director General of JTSI.
- Senior representative from the WA Health Translation Network (WAHTN) with expertise in research translation, partnership engagement and research training, nominated by the Executive Director, WAHTN.
- A member of the Future Health Research and Innovation Fund (FHRI Fund) Advisory Council who will represent the research funding sector nominated by the Chair of the FHRI Fund Advisory Council.

And at least one:

- WA consumer representative
- Senior representative from the WA university sector with expertise in research, research career pathways, research funding and other matters related to academia and research.
- Senior representative from the WA medical research institute sector with expertise in research, research career pathways, research funding and other matters related to research.
- Senior representative from one of the WA health service providers with expertise in research, research translation and research in the clinical workforce
- Senior representative from the innovation and/or Med Tech sector with expertise in entrepreneurship, investment and commercialisation.
- Senior representative from the WA philanthropy sector with expertise in investment in research
- Senior representative with Aboriginal health and research expertise.

The Sector Advisory Panel will meet as appropriate and is anticipated to meet at least twice a year.

Reporting and communications

The Deputy Director General will be responsible for reporting to the Minister on the implementation of the Strategy.

The Sector Advisory Panel will be supported by other governance groups including the Government Reference Group, Working Groups and Roundtables established as needed.

The Panel will issue a communique after each meeting to outline the key outcomes, which will be communicated across the sector.

Communications between the Panel and Working Groups will be through formal written communication and exchange of papers and documents via the Strategy team.

More detail on the function of the Sector Advisory Panel and governance arrangements is provided in the Terms of Reference in Attachment 1.

4. Government Reference Group

To support the Panel in its governance of the Strategy, a Government Reference Group was established in September 2023 as an important source of information on Government priorities.

The Group will ensure collaboration, alignment, sharing and engagement on key government initiatives and will provide context and guidance for the implementation of the Strategy.

The JTSI has an increasing collaborative relationship for the purpose of supporting the research and innovation sector in WA. Within both Departments (JTSI and the Department) there are a number of initiatives, strategies and plans which may directly align with the Strategic objectives of the Strategy. For example, the *FHRI Fund Strategy and Priority Goals*, the *Health and Medical Life Sciences Industry Strategy 2021*, the *Sustainable Health Review*, the *WA Health Data Linkage Strategy 2022-2024*, and the *State Public Health Plan 2019-2024*.

Members of this reference group may include representatives from:

- JTSI
 - Industry, Science and Innovation
 - Strategy and International Engagement
- The Office of Digital Government at the Department of the Premier and Cabinet
- The Department
 - Office of Medical Research and Innovation
 - Office of the Executive Director Digital Health
 - Office of Population Health Genomics
 - Data and Information Systems
 - Patient Safety and Clinical Quality Directorate
 - System Improvement Unit
 - Strategy and Governance Division.

The Government Reference Group will meet as appropriate and will be chaired by the Manager of the Strategy team.

Reporting and communications

Communications between the Panel and the Government Reference Group will be through formal written communication and exchange of papers and documents.

The Governance Reference Group may formulate recommendations for the consideration of the Sector Advisory Panel.

More detail on the function of the Government Reference Group and governance arrangements is provided in the Terms of Reference in Attachment 2.

5. Working Groups

Working Groups of key stakeholder representatives will be formed as required to provide advice to the Sector Advisory Panel, the Government Reference Group and to the Department on specific matters related to the implementation of the Strategy and achieving the Strategic objectives, for example, alignment with State initiatives, Aboriginal¹ health and other Strategic Focus Areas, research translation, and workforce training and capacity.

¹ Within Western Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. No disrespect is intended to our Torres Strait Islander colleagues and community.

Reporting and communications

Communications between the Sector Advisory Panel, Government Reference Group and Working Groups will be through formal written communication and exchange of papers and documents.

The Working Groups may formulate recommendations for the consideration of the Sector Advisory Panel and/or the Department. More detail on the function of Working Groups and governance arrangements is provided in the Terms of Reference in Attachment 3.

6. Roundtable groups

Roundtable discussions of key stakeholder representatives will be formed for sector representatives to collaborate, participate and engage in the implementation of the Strategy. The purpose of the key sector-based roundtables is for attendees to provide input and feedback relating to the implementation of the Strategy. Roundtable discussions will be led by a chair or moderator appointed by the Deputy Director General. Roundtable discussions will provide opportunities for participants join discussions, contribute to outcomes, network with others in the sector and inform the implementation of the Strategy.

To enable broad representation from various stakeholder groups, the Department may adapt the style and format of a roundtable discussion to accommodate the range and size of stakeholder groups.

It is anticipated that each roundtable will meet as appropriate.

For any existing groups, the Department will liaise with convenors to ensure that appropriate sector-based groups are engaged and their input and feedback is received.

Membership

The roundtable discussions are structured but less formal than the Sector Advisory Panel, Government Reference Group or Working Groups. Participants will be sought from key stakeholder groups such as medical research institutes, universities, health service providers and philanthropy organisations. The Department may invite individuals directly or through targeted open invitations seeking suitable representatives.

Member participation may be through in-person or virtually or a combination of both.

Reporting and communications

Communications between the roundtable groups and the Sector Advisory Panel, Government Reference Group and Working Groups will be via the Strategy team.

Key outcomes of the roundtable sessions will be prepared by the Strategy team and shared with attendees and the wider sector.

More detail on the function of Roundtable groups and governance arrangements is provided in the information paper in Attachment 4.

Attachment 1 - Sector Advisory Panel Terms of Reference

1. Introduction

The [WA Health and Medical Research Strategy 2023–2033](#) (the Strategy) outlines the priorities and direction of health and medical research for the state. The Strategy leverages the distinct advantages and opportunities of WA's unique geography and population to strengthen research capability across the sector.

The vision for the Strategy is:

A collaborative consumer-driven ecosystem conducting world-leading impactful research that is translated into practice for healthier communities.

The Strategy has 5 Strategic Goals:

- Build and empower workforce
- Grow partnerships
- Leverage the ecosystem
- Promote research
- Sustainable and diversified funding.

The Strategy was developed through extensive stakeholder consultation, has been designed to be owned, aligned to and driven by WA health and medical research stakeholders and the larger research ecosystem, and will be governed and supported by the WA Department of Health (the Department).

2. Goal

The Sector Advisory Panel (the Panel) supports the successful implementation of the Strategy.

3. Purpose

The Panel provides strategic advice and guidance to the WA Health and Medical Research Strategy (Strategy) team in the Office of Medical Research and Innovation at the Department, who is responsible for facilitating the implementation of the Strategy.

4. Scope and responsibilities

- To provide an avenue for the WA research sector to engage in direct communication and provide feedback, suggestions and advice to the Department.
- To provide direction, guidance and recommendations as required regarding any feedback received from the sector and activities to facilitate the implementation of the Strategy across the sector.
- To contribute to the development of reports and other documentation for the sector by reviewing, applying expertise and providing direct feedback.
- To champion the Strategy and Strategy objectives where appropriate.

5. Delegated authorities and reporting

The Panel has no delegated authorities or independent decision-making powers. The Department Deputy Director General retains the responsibility for decision making on matters related to the implementation of the Strategy, such as timing or approaches to address the Strategic Goals of the Strategy.

6. Accountability

The Panel is appointed by the Department and is accountable to the Deputy Director General in the performance of its functions.

7. Membership

The Panel will have representation from key stakeholder sector groups. The panel will consist of:

- The Deputy Director General at the Department who will Chair the Panel.
- Senior representative from the Department of Jobs, Tourism, Science and Innovation (JTSI) with expertise in innovation and commercialisation, nominated by the Director General of JTSI.
- Senior representative from the WA Health Translation Network (WAHTN) with expertise in research translation, partnership engagement and research training, nominated by the Executive Director, WAHTN.
- A member of the Future Health Research and Innovation Fund (FHRI Fund) Advisory Council who will represent the research funding sector appointed by the Chair of the FHRI Fund Advisory Council.

And at least one:

- WA consumer representative
- Senior representative from the WA university sector with expertise in research, research career pathways, research funding and other matters related to academia and research
- Senior representative from the WA medical research institute sector with expertise in research, research career pathways, research funding and other matters related to research
- Senior representative from one of the WA health service providers, with expertise in research, research translation and research in the clinical workforce
- Senior representative from the innovation and/or Med Tech sector with expertise in entrepreneurship, investment and commercialisation
- Senior representative from the WA philanthropy sector with expertise in investment in research
- Senior representative with Aboriginal health and research expertise.

Appointment

Appointment to the Panel will be made through:

- a competitive EOI process for the positions representing the university, medical research institute, health service provider, consumer, philanthropy, innovation and Med Tech sectors. Multiple EOI processes may be instigated to appoint members as required or as vacancies arise.
- The Department, JTSI, WAHTN and FHRI Fund Advisory Council will be invited to nominate a suitable individual for membership.

Term

The period of appointment for members will be 2 to 3 years and the appointment process will ensure there is no more than one vacancy on the Panel at any one time.

Remuneration and expenses

Membership to the Panel is on a voluntary basis, except for the Consumer representative who will be remunerated as outlined in the Department *Consumer, carer and community paid participation in engagement activities* policy.

Panel members will be reimbursed for any travel expenses related to the meetings of the Panel or other related activities.

8. Operating procedures

Meetings

The Sector Advisory Panel is expected to meet at least twice a year and additional meetings may be scheduled in any given year if necessary.

Out-of-session matters

Matters for consideration may also be provided for the Panel's consideration out-of-session, at the discretion of the Chair. Out-of-session items will be formally noted at the next scheduled meeting.

Secretariat support

Secretariat support will be provided by the Strategy team at the Department of Health.

The Secretariat will issue agendas and supporting material at least one week in advance of meetings and prepare minutes from each meeting.

The Secretariat will keep records of the following:

- agendas, minutes and papers tabled at meetings
- correspondence and papers circulated other than with agendas
- conflict of interest register.

The files are the property of the Department of Health and must be preserved in accordance with the *State Records Act 2000* and the *Freedom of Information Act 1992*.

Quorum

A quorum for meetings shall be at least half of the Panel members. If a quorum is not achieved, a decision to continue with the meeting will be made by those present. If the meeting continues, all decisions must be ratified at the next meeting or out-of-session.

Attendance and proxies

Meetings will be face-to-face, held at the Department of Health, where possible. Teleconference will be available for members who cannot attend in-person.

Members are expected to attend all meetings of the Panel. Nominations of proxies are not permitted.

If members are unable to attend, the Chair, in consultation with the Secretariat, may invite additional individuals with the appropriate expertise to attend specific meetings as co-opted members. However, members not attending a meeting are expected to review the papers for that meeting and send feedback and comments to the Secretariat prior to the meeting date.

Reporting and communications

Communications between the Panel and Working Groups will be through formal written communication and exchange of papers and documents via the Strategy team.

The Strategy team will be responsible for:

- collating relevant information from Working Groups, the Government Reference Group and Roundtable groups for provision to the Panel via agenda papers
- providing feedback of relevant outcomes from Panel meetings to Working Groups, the Government Reference Group and Roundtable groups as required.
- developing a Panel communique to share outcomes and information with the broader sector and the community.
- referring, as directed by the Panel, any matter for advice and/or recommendations to be developed by the Working Groups or the Government Reference Group.

The Working Groups, Government Reference Group and Roundtable groups will formally provide feedback and information through written documentation via the Strategy team. Templates and other documents, such as working papers, will be prepared by the Strategy team (or other party) to capture required information and to document stakeholder input.

9. Integrity governance

Acceptance of Terms of Reference provisions

Before performing any role of the Panel, members (and co-opted members) are to read, understand and agree to the provisions in these Terms of Reference by signing the *Sector Advisory Panel Declaration Form*.

Conflicts of interest

Each Panel member is responsible for identifying and disclosing conflicts of interest. An interest is a personal connection or involvement with something or someone that might be thought to compromise that person's impartiality in carrying out their professional duties. An interest is anything that can have an impact on an individual or group.

Interests may be personal, or related to family members or close associates, and may be financial, commercial, employment-related or political in nature. Interests may be direct or indirect, pecuniary or non-pecuniary.

A conflict of interest is a conflict between professional responsibilities (e.g. as a Panel member) to act in the public interest and personal interests.

There are 3 main types of conflicts:

- Actual conflicts of interest: These involve a direct conflict between professional duties and other private interests.
- Perceived conflicts of interest: These can exist where it appears that other interests could improperly influence a professional duty, whether or not this is the case.
- Potential conflicts of interest: These arise when private interest could conflict with professional duties in the future.

Where it is determined that a conflict of interest exists, the Chair will make a determination on how this conflict is managed in accordance with the Department *Managing Conflicts of Interest Policy* (MP 0138/20).

The Secretariat will record disclosures in the conflicts of interest register.

Code of ethics

The *Commissioner's Instruction No 40 – Ethical Foundations* sets out the minimum standards of conduct and integrity to be complied with by all public sector employees. It is the expectation

that individuals who are Panel members and who are not public sector employees, also adhere to the minimum standards set out below.

Standard 1: Integrity – to:

- act honestly and uphold the trust placed in us by the community
- use our position and authority for the purpose intended
- provide objective and timely advice to the government of the day
- ensure our behaviour upholds the good reputation of our public sector body and the public sector.

Standard 2: Impartiality – to:

- make considered and unbiased decisions based on merit
- place the public interest over our personal interest
- declare and manage conflicts of interest
- implement government priorities, policies and decisions impartially.

Standard 3: Respect for others – to:

- communicate with and treat people with respect
- treat people fairly, having regard for their diverse backgrounds
- work together constructively, inclusively and professionally.

Standard 4: Trust and accountability – to:

- take responsibility for our time, decisions, actions and behaviours
- be responsive and provide considered advice and information to others
- make decisions that ensure the best use of resources for now and the future
- access, use and disclose information only where we are authorised to do so
- record our decisions for transparency allowing for review and scrutiny.

Code of conduct

The Panel will adhere to the following:

- Panel members must disclose conflicts of interest.
- Unless expressly indicated, discussion and issues remain confidential to the Panel.
- Confidentiality is to be managed in accordance with the Department *Code of Conduct Policy* (MP 0124/19).
- Panel members must not permit personal prejudice to influence their role on the panel. Panel members should be aware of how their own biases (conscious or unconscious) could affect their role on Panel.
- Panel members must not take advantage of knowledge or information obtained during their role on the Panel process for personal and professional gain.
- Feedback is to be provided within requested timeframes.
- Resolution of dissenting issues shall be achieved by a vote of members present and the Chair shall have the casting vote.
- The Panel, through or at the direction of the Chair, is able to co-opt/seek expert advice on an as-needed basis.

10. Revision of Terms of Reference

The Terms of Reference will be reviewed every 2 years. The Secretariat shall be responsible for initiating and managing this process.

11. Document history

Version	Date Approved	Description (include details of any revisions)
V1.0	May 2023	Document developed
V2.0	August 2023	Minor edits and grammatical fixes; update to Clause 8, 'Attendance and Proxies' to include "However, members not attending a meeting are expected to review the papers for that meeting and send feedback and comments to the Secretariate prior to the meeting date. Removed reference to meeting dates in July and December. Expanded Panel scope and responsibilities to include provision of recommendations as required, regarding any feedback from the sector. Inserted out of session provisions and a new section on reporting and communications. Inserted footnote to explain why references are made to Aboriginal people and not Torres Strait Islanders. Revised maximum number of Panel members from 12 to 13.
V2.1	October 2023	Updated the code of ethics section with the new Public Sector Commissioner's Instruction 40: Ethical Foundations that took effect on 2 October 2023.
V2.2	November 2023	Deleted reference to minimum and maximum number of Panel members to allow for flexibility of required expertise.
V3.0	March 2024	Minor edits including corrected typographical errors. Added the requirement for Panel membership to include a senior representative with Aboriginal health and research expertise. Deleted references to 'Special Projects – Major Projects' team and 'SPMR' team and replaced them with references to 'WA Health and Medical Research Strategy' team and 'Strategy' team. Removed the specific number of times the governance groups meet and replaced it with 'as appropriate' and number of anticipated meetings of the Panel per year.

Attachment 2 – Government Reference Group – Terms of Reference

1. Introduction

The [WA Health and Medical Research Strategy 2023–2033](#) (the Strategy) outlines the priorities and direction of health and medical research for the state. The strategy leverages the distinct advantages and opportunities of Western Australia's (WA) unique geography and population to strengthen research capability across the sector.

The vision for the Strategy is:

A collaborative consumer-driven ecosystem conducting world-leading impactful research that is translated into practice for healthier communities.

The Strategy was developed through extensive stakeholder consultation, has been designed to be owned, aligned to and driven by WA health and medical research stakeholders and the larger research ecosystem, and will be governed and supported by the WA Department of Health (the Department).

The WA Health and Medical Research Strategy (Strategy) team in the Office of Medical Research and Innovation at the Department is responsible for facilitating the implementation of the Strategy.

A Sector Advisory Panel (the Panel) supports the successful implementation of the Strategy by providing strategic advice and guidance to the Department.

Working Groups will be established to support the function of the Panel and the Department as required.

2. Purpose

The purpose of the Government Reference Group is to ensure collaboration, alignment, sharing and engagement on key government initiatives and to provide context and guidance for the implementation of the Strategy.

3. Accountability

The Government Reference Group is appointed by the Manager of the Strategy team and is accountable to the Deputy Director General of the Department, or their delegated representative.

4. Delegated authorities and reporting

The Government Reference Group has no delegated authorities or independent decision-making powers. The Department Deputy Director General retains the responsibility for decision making on matters related to the implementation of the Strategy.

5. Term of group

The term of membership to a Government Reference Group is expected to be for the duration of the implementation of the Strategy and is at the discretion of the Department.

6. Functions and responsibilities

Role of the Chair

The Chair of the Government Reference Group is the Manager of the Strategy team. In the Chair's absence, the Chair will nominate another person to Chair the Group.

The role of the Chair is to:

- Nominate (and invite) members of the Group, and to determine the scope and duration of their activities.
- Add to, and/or change, members of the Group.
- Ensure members are aware of their roles through the provision of these Terms of Reference, as well as the management of conflicts of interest and other relevant policies and procedures.
- Facilitate the functions and actions of the Group, in the context of the requirements, roles and responsibilities of the Strategy and the Department.
- Ensure the effective conduct of Group procedures and activities.
- Convene and conduct meetings, as required.
- Brief members on issues arising during the term of the Group's functions.
- Ensure that the Group's decisions and recommended actions are documented.

7. Remuneration and expenses

Membership to the Government Reference Group is invited based on members' professional capacity and is non-remunerated, except for any consumer representative who will be remunerated as outlined in the Department Consumer, carer and community paid participation in engagement activities policy.

8. Operating procedures

Meetings

There are no fixed times or frequency of meetings, which will be at the discretion of the Chair. Government Reference Group members may participate in meetings remotely or in person.

A quorum for meetings will comprise at least 50 per cent of the members.

Secretariat support

Secretariat support will be provided by the Strategy team.

The Secretariat will issue agendas and supporting material at least one week in advance of meetings and prepare minutes from each meeting. These will be presented to the members via email for endorsement, with any amendments noted.

The Secretariat will keep records of the following:

- agendas, minutes and papers tabled at meetings
- correspondence and papers circulated other than with agendas
- conflict of interest register.

The files are the property of the Department of Health and must be preserved in accordance with the *State Records Act 2000* and the *Freedom of Information Act 1992*.

Reporting and communications

The Strategy team will be responsible for:

- collating relevant information from the Panel, Working Groups and Roundtable groups for provision to the Government Reference Group as required via agenda papers
- providing feedback of relevant outcomes from Government Reference Group meetings to the Panel, Working Groups and Roundtable groups as required.
- referring, any matter for advice and/or recommendations to be developed by the Government Reference Group.

The Government Reference Group will formally provide feedback and information through written documentation via the Strategy team. Templates and other documents, such as working papers, will be prepared by Strategy team to capture required information and to document stakeholder input.

9. Integrity governance

Acceptance of Terms of Reference provisions

Before performing any role of the Government Reference Group, members are to read, understand and agree to the provisions in these Terms of Reference by signing a declaration form.

Conflicts of interest

Each member is responsible for identifying and disclosing conflicts of interest. An interest is a personal connection or involvement with something or someone that might be thought to compromise that person's impartiality in carrying out their professional duties. An interest is anything that can have an impact on an individual or group.

Interests may be personal, or related to family members or close associates, and may be financial, commercial, employment-related or political in nature. Interests may be direct or indirect, pecuniary or non-pecuniary.

A conflict of interest is a conflict between professional responsibilities (e.g. as a Panel member) to act in the public interest and personal interests.

There are 3 main types of conflicts:

- Actual conflicts of interest: These involve a direct conflict between professional duties and other private interests.
- Perceived conflicts of interest: These can exist where it appears that other interests could improperly influence a professional duty, whether or not this is the case.
- Potential conflicts of interest: These arise when private interest could conflict with professional duties in the future.

Where it is determined that a conflict of interest exists, the Chair will make a determination on how this conflict is managed in accordance with the Department Managing Conflicts of Interest Policy (MP 0138/20).

The Secretariat will record disclosures in the conflicts of interest register.

Code of ethics

The *Commissioner's Instruction No 40 – Ethical Foundations* sets out the minimum standards of conduct and integrity to be complied with by all public sector employees. It is the expectation

that individuals who are Government Reference Group members and who are not public sector employees, also adhere to the minimum standards set out below.

Standard 1: Integrity – to:

- act honestly and uphold the trust placed in us by the community
- use our position and authority for the purpose intended
- provide objective and timely advice to the government of the day
- ensure our behaviour upholds the good reputation of our public sector body and the public sector.

Standard 2: Impartiality – to:

- make considered and unbiased decisions based on merit
- place the public interest over our personal interest
- declare and manage conflicts of interest
- implement government priorities, policies and decisions impartially.

Standard 3: Respect for others – to:

- communicate with and treat people with respect
- treat people fairly, having regard for their diverse backgrounds
- work together constructively, inclusively and professionally.

Standard 4: Trust and accountability – to:

- take responsibility for our time, decisions, actions and behaviours
- be responsive and provide considered advice and information to others
- make decisions that ensure the best use of resources for now and the future
- access, use and disclose information only where we are authorised to do so
- record our decisions for transparency allowing for review and scrutiny.

Code of conduct

The Governance Reference Group members will adhere to the following:

- members must disclose conflicts of interest.
- members must attend a minimum of 80 per cent of meetings and when unable to attend meetings must review any documents and/or meeting papers and provide their feedback and comments to the Secretariat prior to the meeting date.
- unless expressly indicated, discussion and issues remain confidential to the Working Groups.
- confidentiality is to be managed in accordance with the Department Code of Conduct Policy (MP 0124/19).
- members must not take advantage of knowledge or information obtained during their role on working groups for personal and professional gain.
- feedback is to be provided within requested timeframes.
- resolution of dissenting issues shall be achieved by a vote of members present and the Chair shall have the casting vote.

10. Revision of Terms of Reference

The Terms of Reference will be reviewed every 2 years. The Secretariat shall be responsible for initiating and managing this process.

11. Document History

Version	Date Approved	Description (include details of any revisions)
V1.0	August 2023	Document developed.
V1.1	October 2023	Updated the code of ethics section with the new Public Sector Commissioner's Instruction 40: Ethical Foundations that took effect on 2 October 2023. Clarified the basis of members' appointment to the Group. Corrected typographical error.
V2.0	March 2024	Deleted references to 'Special Projects – Major Projects' team and 'SPMR' team and replaced them with references to 'WA Health and Medical Research Strategy' team and 'Strategy' team.

Attachment 3 – Working Groups – Terms of Reference

1. Introduction

The [WA Health and Medical Research Strategy 2023–2033](#) (the Strategy) outlines the priorities and direction of health and medical research for the state. The strategy leverages the distinct advantages and opportunities of Western Australia's (WA) unique geography and population to strengthen research capability across the sector.

The vision for the Strategy is:

A collaborative consumer-driven ecosystem conducting world-leading impactful research that is translated into practice for healthier communities.

The Strategy was developed through extensive stakeholder consultation, has been designed to be owned, aligned to and driven by WA health and medical research stakeholders and the larger research ecosystem, and will be governed and supported by the WA Department of Health (the Department).

The WA Health and Medical Research Strategy team in the Office of Medical Research and Innovation at the Department is responsible for facilitating the implementation of the Strategy.

Working Groups will be established to support the function of the Panel and the Strategy team as required.

2. Purpose

Working Groups provide advice and guidance to the Panel and the Department, via the Strategy team, on specific matters related to the Strategy. There may be more than one Working Group established to fulfil this purpose.

3. Accountability

Working Groups are appointed by the Department and are accountable to the Deputy Director General of the Department, or their delegated representative.

4. Delegated authorities and reporting

Working Groups have no delegated authorities or independent decision-making powers. The Department Deputy Director General retains the responsibility for decision making on matters related to the implementation of the Strategy.

5. Term of group

The term of membership to a Working Group will vary depending on the function of each Working Group and is at the discretion of the Department.

6. Functions and responsibilities

Role of the Chair

The Chair of a Working Group is appointed by the Deputy Director General. The role of the Chair is to:

- Nominate (and invite) members of the Group, and to determine the scope and duration of their activities.
- Add to, and/or change, members of the Group.

- Ensure members are aware of their roles through the provision of these Terms of Reference, as well as the management of conflicts of interest and other relevant policies and procedures.
- Facilitate the functions and actions of the Group, in the context of the requirements, roles and responsibilities of the Strategy and the Department.
- Ensure the effective conduct of Group procedures and activities.
- Convene and conduct meetings, as required.
- Brief members on issues arising during the term of the Group's functions.
- Ensure that the Group's decisions and recommended actions are documented.

7. Remuneration and expenses

Membership to the Working Group is on a voluntary basis, except for any consumer representative who will be remunerated as outlined in the Department Consumer, carer and community paid participation in engagement activities policy.

8. Operating procedures

Meetings

There are no fixed times or frequency of meetings, which will be at the discretion of the Chair. Working Group members may participate in meetings remotely or in person.

A quorum for meetings will comprise at least 50 per cent of the members.

Secretariat support

Secretariat support will be provided by the Strategy team.

The Secretariat will issue agendas and supporting material at least one week in advance of meetings and prepare minutes from each meeting. These will be presented to the members via email for endorsement, with any amendments noted.

The Secretariat will keep records of the following:

- agendas, minutes and papers tabled at meetings
- correspondence and papers circulated other than with agendas
- conflict of interest register.

The files are the property of the Department of Health and must be preserved in accordance with the *State Records Act 2000* and the *Freedom of Information Act 1992*.

Reporting and communications

The Strategy team will be responsible for:

- collating relevant information from the Panel, Government Reference Group and Roundtable groups for provision to the Working Group via agenda papers as required
- providing feedback of relevant outcomes from the Working Group meetings to the Panel, Government Reference Group and Roundtable groups as required.
- referring any matter for advice and/or recommendations to be developed by the Working Group.

The Working Group will formally provide feedback and information through written documentation via the Strategy team. Templates and other documents, such as working papers, will be prepared by the Strategy team to capture required information and to document stakeholder input.

9. Integrity governance

Acceptance of Terms of Reference provisions

Before performing any role of the Working Group, members are to read, understand and agree to the provisions in these Terms of Reference by signing a declaration form.

Conflicts of interest

Each member is responsible for identifying and disclosing conflicts of interest. An interest is a personal connection or involvement with something or someone that might be thought to compromise that person's impartiality in carrying out their professional duties. An interest is anything that can have an impact on an individual or group.

Interests may be personal, or related to family members or close associates, and may be financial, commercial, employment-related or political in nature. Interests may be direct or indirect, pecuniary or non-pecuniary.

A conflict of interest is a conflict between professional responsibilities (e.g., as a Panel member) to act in the public interest and personal interests.

There are 3 main types of conflicts:

- Actual conflicts of interest: These involve a direct conflict between professional duties and other private interests.
- Perceived conflicts of interest: These can exist where it appears that other interests could improperly influence a professional duty, whether or not this is the case.
- Potential conflicts of interest: These arise when private interest could conflict with professional duties in the future.

Where it is determined that a conflict of interest exists, the Chair will make a determination on how this conflict is managed in accordance with the Department Managing Conflicts of Interest Policy (MP 0138/20).

The Secretariat will record disclosures in the conflicts of interest register.

Code of ethics

The *Commissioner's Instruction No 40 – Ethical Foundations* sets out the minimum standards of conduct and integrity to be complied with by all public sector employees. It is the expectation that individuals who are Working Group members and who are not public sector employees, also adhere to the minimum standards set out below.

Standard 1: Integrity – to:

- act honestly and uphold the trust placed in us by the community
- use our position and authority for the purpose intended
- provide objective and timely advice to the government of the day
- ensure our behaviour upholds the good reputation of our public sector body and the public sector.

Standard 2: Impartiality – to:

- make considered and unbiased decisions based on merit
- place the public interest over our personal interest
- declare and manage conflicts of interest
- implement government priorities, policies and decisions impartially.

Standard 3: Respect for others – to:

- communicate with and treat people with respect
- treat people fairly, having regard for their diverse backgrounds
- work together constructively, inclusively and professionally.

Standard 4: Trust and accountability – to:

- take responsibility for our time, decisions, actions and behaviours
- be responsive and provide considered advice and information to others
- make decisions that ensure the best use of resources for now and the future
- access, use and disclose information only where we are authorised to do so
- record our decisions for transparency allowing for review and scrutiny.

Code of conduct

The Working Group members will adhere to the following:

- members must disclose conflicts of interest.
- members must attend a minimum of 80 per cent of meetings and when unable to attend meetings must review any documents and/or meeting papers and provide their feedback and comments to the secretariat prior to the meeting date.
- unless expressly indicated, discussion and issues remain confidential to the Working Groups.
- confidentiality is to be managed in accordance with the Department *Code of Conduct Policy* (MP 0124/19).
- members must not take advantage of knowledge or information obtained during their role on working groups for personal and professional gain.
- feedback is to be provided within requested timeframes.
- resolution of dissenting issues shall be achieved by a vote of members present and the Chair shall have the casting vote.

10. Revision of Terms of Reference

The Terms of Reference will be reviewed every 2 years. The secretariat shall be responsible for initiating and managing this process.

11. Document History

Version	Date Approved	Description (include details of any revisions)
V1.0	August 2023	Document developed.
V1.1	October 2023	Corrected typographical error.
V2.0	March 2024	Added the requirement for Panel membership to include a senior representative with Aboriginal health and research expertise. Deleted references to 'Special Projects – Major Projects' team and 'SPMR' team and replaced them with references to 'WA Health and Medical Research Strategy' team and 'Strategy' team.

Attachment 4 – Roundtable groups information paper

1. Introduction

The [WA Health and Medical Research Strategy 2023–2033](#) (the Strategy) outlines the priorities and direction of health and medical research for the state. The Strategy leverages the distinct advantages and opportunities of Western Australia's (WA) unique geography and population to strengthen research capability across the sector.

The vision for the Strategy is:

A collaborative consumer-driven ecosystem conducting world-leading impactful research that is translated into practice for healthier communities.

The Strategy was developed through extensive stakeholder consultation, has been designed to be owned, aligned to and driven by WA health and medical research stakeholders and the larger research ecosystem, and will be governed and supported by the WA Department of Health (the Department).

The Sector Advisory Panel (the Panel) will be formed in August 2023 to provide advice and guidance to the Department on matters related to the implementation of the Strategy.

The Deputy Director General, as Chair of the Panel, is responsible for decision-making on recommendations made by the Panel related to the implementation of the Strategy, such as timing or approaches to address the Strategic Goals of the Strategy.

The Panel will be supported by various working groups and roundtable groups in its function.

Roundtable discussions of key stakeholder representatives will be formed for representatives to collaborate, participate and engage in the implementation of the Strategy. These Roundtable groups will support the function of the Panel and the Department.

Roundtable discussions will be led by a chair or moderator appointed by the Deputy Director General. Roundtable discussions will provide opportunities for participants join discussions, contribute to outcomes, network with others in the sector and inform the implementation of the Strategy.

The WA Health and Medical Research Strategy (Strategy) team in the Office of Medical Research and Innovation at the Department is responsible for facilitating the implementation of the Strategy.

2. Purpose

The purpose of the key sector-based roundtable groups is for attendees to provide advice, input and feedback to the Panel relating to the implementation of the Strategy.

Key sector-based roundtable groups will be arranged with representatives from the following: health service providers, industry, funders, medical research institutes, universities and philanthropy sector.

3. Accountability

Roundtable groups are formed as a mechanism for the sector to engage in direct communication and provide feedback, suggestions and advice to the Department. Roundtable group members are accountable to the Deputy Director General of the Department, or their delegated representative.

4. Membership

The roundtable discussions are structured meeting but less formal than the Sector Advisory Panel, Government Reference Group or Working Groups. Participants will be sought from key stakeholder groups such as medical research institutes, universities, health service providers and philanthropy organisations. The Department may invite individuals directly or through targeted open invitations seeking suitable representatives.

Member participation may be through in-person or virtually or a combination of both.

5. Delegated authorities and reporting

Roundtable groups have no delegated authorities or independent decision-making powers. The Strategy team will be responsible for collating information from the roundtable group discussions and sharing the information with the Panel, Working Groups and Government Reference Group and broader sector.

The Department Deputy Director General retains the responsibility for decision making on matters related to the implementation of the Strategy.

6. Term of group

The term of the Roundtable group is the duration of the implementation of the Strategy. It is anticipated that some sector-based representatives will be able to attend and participate at consecutive Roundtable discussion groups for the sector group. However, representatives and the group size may vary depending on the topic of each roundtable group and is at the discretion of the Department.

7. Functions and responsibilities

Role of the Chair or

The role of the Chair is to:

- welcome the attendees
- outline the discussion group expectations of the roundtable and its agenda
- moderate the discussion to ensure participants meet the objectives of the agenda items
- conclude the roundtable discussions.

Role of attendees

The role of attendees is to:

- contribute to the roundtable discussion agenda
- engage with other participants in constructive roundtable discussions.

Role of the Strategy team

The role of the Strategy is to:

- schedule roundtable discussions and invite sector-based representatives
- prepare agenda and background information for each roundtable discussion
- arrange for a moderator to Chair the roundtable discussion
- prepare briefings for the Chair and other facilitators
- collate information from the roundtable discussion and provide to the Panel, Working Groups and Government Reference Group, as appropriate
- prepare a summary of outcomes to share with the attendees and broader sector
- provide feedback to the sector-based representatives, as required.

8. Remuneration and expenses

Attending a roundtable group is on a voluntary basis, except for any consumer representative members who will be remunerated as outlined in the Department Consumer, carer and community paid participation in engagement activities policy.

9. Operating procedures

Roundtable discussions

There are no fixed times or frequency of the discussion meetings, which will be at the discretion of the SPMR. Roundtable group discussion members may participate in meetings remotely or in person.

Secretariat support

Secretariat support will be provided by the Strategy team.

The Secretariat will issue agendas and supporting material at least one week in advance of meetings and prepare outcomes from each meeting.

The Secretariat will keep records of the following:

- agendas and papers provided at roundtable discussions
- outcomes of the roundtable discussions
- correspondence and papers circulated other than with agendas

The files are the property of the Department of Health and must be preserved in accordance with the *State Records Act 2000* and the *Freedom of Information Act 1992*.

Reporting and communications

The Strategy team will be responsible for:

- collating relevant information from the Panel, Government Reference Group and Working Groups for provision to the Roundtable group via agenda papers
- providing feedback of relevant outcomes from the Roundtable Group discussions to the Panel, Government Reference Group and Working Groups as required
- referring, as directed by the Panel, any matter for advice or information to be developed by the Roundtable group.

The Roundtable group will formally provide feedback and information through written documentation via the Strategy team. Templates and other documents, such as agenda and background papers, will be prepared by the Strategy team to capture required information and to document stakeholder input.

10. Integrity governance

Acceptance of integrity governance provisions

Accepting an invitation to, and attending, a Roundtable group requires an attendee to have read, understood and agreed to the provisions in this information paper.

Code of ethics

The *Commissioner's Instruction No 40 – Ethical Foundations* sets out the minimum standards of conduct and integrity to be complied with by all public sector employees. It is the expectation that individuals who are Roundtable members and who are not public sector employees, also adhere to the minimum standards set out below.

Standard 1: Integrity – to:

- act honestly and uphold the trust placed in us by the community
- use our position and authority for the purpose intended
- provide objective and timely advice to the government of the day
- ensure our behaviour upholds the good reputation of our public sector body and the public sector.

Standard 2: Impartiality – to:

- make considered and unbiased decisions based on merit
- place the public interest over our personal interest
- declare and manage conflicts of interest
- implement government priorities, policies and decisions impartially.

Standard 3: Respect for others – to:

- communicate with and treat people with respect
- treat people fairly, having regard for their diverse backgrounds
- work together constructively, inclusively and professionally.

Standard 4: Trust and accountability – to:

- take responsibility for our time, decisions, actions and behaviours
- be responsive and provide considered advice and information to others
- make decisions that ensure the best use of resources for now and the future
- access, use and disclose information only where we are authorised to do so
- record our decisions for transparency allowing for review and scrutiny.

Code of conduct

The Roundtable group attendees are expected to adhere to the following:

- to participate in a respectful and polite manner
- be considerate of other's viewpoints
- to contribute to the discussion
- to allow others to contribute to the discussion.

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