WALIS

Operating Model and Terms of Reference

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1 Background

WALIS was originally Western Australian Land Information System (WALIS) formed in 1981 to help State Government departments share location information. It comprised three governance tiers, an Executive Policy Committee (EPC), a Strategic Management Group (SMG) and the operational WALIS Council. Council is the only tier remaining since the finalisation of Location Information Strategy projects in 2016.

WALIS have a proud history with a successful track record coordinating access to location information and facilitating cross-sectoral consultation and achieves its purpose by fostering collaboration among WALIS Members through committees, collaborative groups and delivery of location information projects.

In 2019, Council conducted an internal review to determine its continuing role and purpose in supporting government location information initiatives, particularly given there was no longer any higher authority directing the activities of Council. The recommendation was to:

- Reform Council to be a smaller more strategic group with Membership representing government across relevant sectors (specific to representative agency key role) rather than specific agencies (reducing from 30 Members to no more than 12).

- Strategically consider and explore opportunities to collaborate, capture and share location information and help solve governments' spatial challenges both across and specific to these sectors.

- Establish Working Groups as appropriate to support the progress of key government location information initiatives as identified

- Encourage greater engagement across the broader WALIS Community and associate Members where opportunities arise.

Under the new structure, Council Members are now required to consider broader issues and challenges and have greater engagement with key sector stakeholders they represent. This is significantly different to the previous WALIS model which Members were traditionally representing their own agency interests.

This new approach seeks to drive more collaboration within and across these sectors with WALIS community bringing the elements of People, Place and Purpose together through information and analytics.

- People – who are the subjects of our focus?

- Place – where and when do we want to focus (location and time)?

- Purpose –what data do we have/need and what can it tell us? How can we analyse/visualise/use it? Why it's important in helping make decisions?

The new structure came into effect in 2020 following endorsement by the remaining Council at the December 2019 Council meeting.

Further it was decided to adopt WALIS as a brand and drop the reference to Western Australia Location Information Systems.

This document has been developed as a result of this review. Although primarily to define the Term of Reference WALIS Council will operate under, they include a more holistic consideration of the various operating levels of WALIS including Council, Working Groups and Community and how they connect.
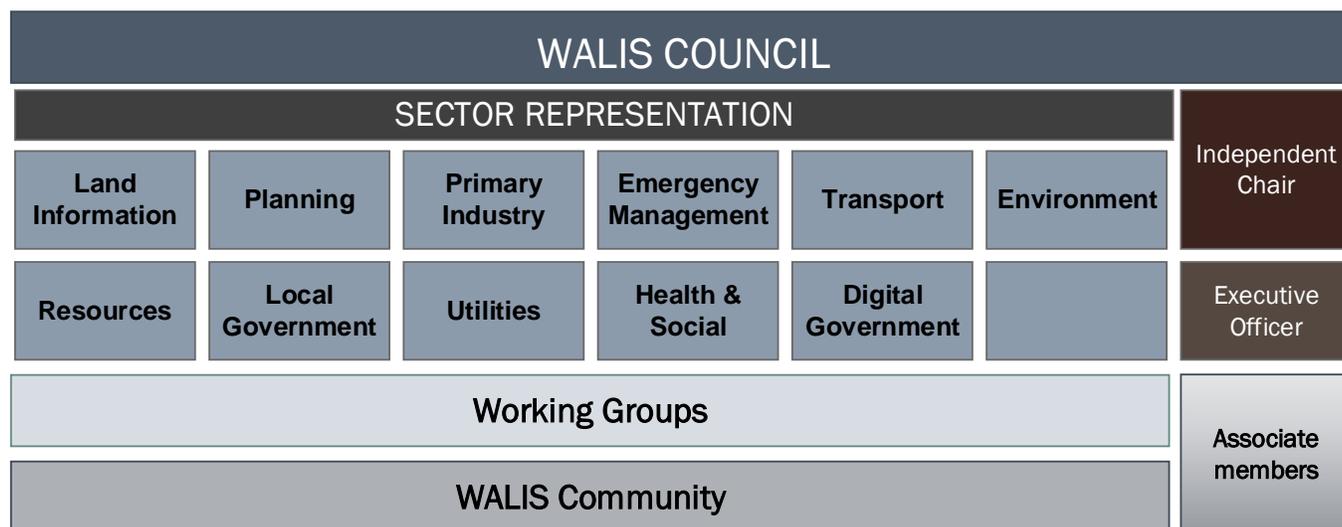
2   Operating Structure of WALIS

The WALIS partnership is extended to all government agencies (federal, state and local), associations, corporate entities, academic institutions, community groups or to any entity who share a common interest in using location-based information. Whilst only WA Government agencies and Departments, statutory authorities and Government Business Enterprises and some Federal Government agencies are eligible to be considered Council Members, other organisations across the research and private sectors can become Associate Members of WALIS.

The various groups considered as WALIS can be described as:

- WALIS Council - is a non-statutory, independent, skills-based committee that provides advice and strategies to promote accessibility and usability of location information. It is not a decision-making body and has no governing legislation. Through the collection of nominated individuals bringing unique knowledge and skills Council seeks to more effectively support and improve the State's location information capabilities and drive more collaboration within the defined sectors.

- WALIS Working Groups – may already exist or will be established to progress specific key priorities for government. Working Groups are collaborative in their nature. A list of current WALIS Working Groups can be found on the WALIS Collaboration Portal.

- WALIS Community – is a dynamic community of practice of government agencies, working in partnership to continually improve the capture, management and sharing of location information for the benefit of Western Australia.

- Associate Members – organisations that include research and private sector. Involvement of Associate Members need to consider potential or perceived conflicts of interest.

WALIS OPERATING STRUCTURE

WALIS COUNCIL							
SECTOR REPRESENTATION							Independent Chair
Land Information	Planning	Primary Industry	Emergency Management	Transport	Environment		
Resources	Local Government	Utilities	Health & Social	Digital Government			Executive Officer
Working Groups							Associate members
WALIS Community							

3 Vision and Mission

Vision: Harnessing the power of location information for Western Australians.

Mission: Promote collaboration and good practice to make location information accessible and useful to improve decisions and services for WA.

4 WALIS Council

WALIS Council (hereafter called Council) will operate as a coordination mechanism/advisory group for WALIS and the State and may include a range of Working Groups.

It will maintain a focus on location information and systems and influence decisions within the following areas of interest:

- Data capture and sharing
- Collaboration
- Location information systems, solutions, challenges
- Supporting State priorities
- Other

4.1 Role of Council

Council is responsible for:

- Promoting and advocating on the use of location information to foster sustainable development of Western Australia and to support strategic priorities.

- Providing leadership and direction to achieve a standardised approach for provision of location information products and services.

- Providing advice into the development of policies and strategies to improve to the use of location information throughout Western Australia.

- Leading and supporting a culture of collaboration and sharing solutions to common location information issues.

- Fostering relationships with key stakeholders and decision makers in government, WALIS Community, and Working Groups.

- Building spatial analytics capabilities within the WA public sector to underpin good policy development and more targeted service delivery.

- Developing a strategic plan and annual program of activities that support accessible, innovative and integrated location information data and services which deliver value to government.

- Establishing and leading Working Groups as required to achieve objectives.

4.2 Guiding Principles

Council's priority focus areas, decisions and actions are informed and guided by the following:
- Open Data Policy
- Privacy and Responsible Information Sharing
- Location Information Access Framework
- Alignment with national spatial initiatives lead by ANZLIC and delivered by ICSM
- State's strategic priorities/projects

The Council comprises:

- the Members, who are representatives of their sector,

- an independent Chair. The Chair will be independent to a sector representative and an additional resource from a member agency. The Chair will be nominated by Council Members.

- an Executive Officer is appointed and is responsible for administration matters as directed by the Chair and Members. (Landgate is currently providing this support to Council)

4.3 Council Membership

A list of current Council Members and sector representation can be found on the WALIS Community Portal.

It should be recognised representation on Council is voluntary and active participation is required. Therefore, support from agency executives to commit time and effort into Council activities should be acknowledged. Failure to contribute over a one (1) year period will allow the Chair to question that Council Member's willingness to continue representation on the Council.

Council Members:

a) will be representatives from public sector agencies and will not include Associate Members.

b) will represent interests across their nominated sector.

c) are selected or nominated by a suitable lead agency within the sector, or by agreement of relevant agencies within a sector.

d) unable to attend a Council meeting (or teleconference) may be represented by their Proxy.

e) will rotate regularly, in line with the max two (2) year Chair rotation, Members will be asked to review and confirm sector representation:

4.4 Member Proxy

To ensure each sector is always represented and involvement across sector agencies are engaged, a proxy must be nominated by the current sector Member. A list of current Proxy representatives are available on the WALIS Community Portal.

a) The Proxy's nomination must be supported by Council and the lead agency within the sector; or by agreement of relevant agencies within a sector to represent and influence decisions.

b) Where a member is unable to attend a meeting, they may be represented by their recognised Proxy.

c) Proxy's term will rotate according to other Membership rotation cycles.

4.5 Chair

a) The Chair shall be on a two-year (financial year) rotational basis. A chair may stand for a second term if re-elected by Council. An individual cannot hold the chair for longer than two terms.

b) At the end of each two-year term, the Chair is declared vacant and nominations are taken by Council for Chair.

c) The Chair may be elected from Council Members or from nominations received from member agencies. Council will vote to select the Chair. Council will appoint the Deputy Chair to officiate at meetings if the Chair is absent.

d) Council Chair should not be a sponsor of a Working Group, however if this is deemed appropriate, Council can endorse on a case by case basis.

e) The Chair will be independent with no voting rights.

f) If the Chair is unable to attend a Council meeting (or teleconference) the meeting is then run by the Deputy Chair.

4.6 Deputy Chair

a) A Deputy Chair can be a current sitting Council member.

b) The Deputy Chair shall be on a two-year (financial year) rotational basis. A Deputy Chair may stand for a second term if re-elected by Council. An individual cannot hold the Deputy Chair for longer than two terms.

c) At the end of each two-year term, the Deputy Chair is declared vacant and nominations are taken by Council for a new Deputy Chair.

d) The Deputy Chair may be elected from Council Members or from nominations received from member agencies. Council will vote to select the Deputy Chair. Council will appoint the Deputy Chair to officiate at meetings if the Chair is absent.

e) Deputy Chair can be a sponsor of a Working Group.

4.7 Working Group Sponsor

A Council member may from time to time become a sponsor of a Working Group.

a) A Council member Sponsor oversees the work of each Working Group.

b) A sponsor should not be chair of the same committee or group that they sponsor.

c) The Council Chair cannot undertake the role of a Sponsor.

d) A Council Deputy Chair can undertake the role of Sponsor.

5 Role and responsibilities

5.1 Role of Council Members

The individual Members of Council have the responsibility to:

a) Act as advocates for their sector and report sector interests and interests of their stakeholders with due care, honesty and diligence.

b) Think and act strategically and consider the impact of their decisions and where possible collaborate with other sectors to allow a broader impact on WALIS's areas of interest.

c) Seek and coordinate appropriate input from others (outside of own agency interests) and/or individuals about issues being considered within Council and Working Groups.

d) Lead collaboration and sharing solutions to common spatial issues between sectors/portfolios

e) Act with an appropriate level of care and honesty when representing Council in public forums.

f) Notify Council of any conflicts of interest that occur in conducting the day to day business of Council and where appropriate remove themselves from decision making processes in that area.

g) As appropriate, carry the added responsibility to act as sponsor for individual Working Groups.

5.2 Role of Chair

The Chair is responsible for:

a) The Chair makes recommendations to assist council in decisions which should focus on the State's interest and ensure Council takes a strategic perspective.

b) Ensuring Council provides leadership and is responsive to the requirements of stakeholders and WALIS Working Groups

c) Ensuring that Members participate in setting the aims, strategies and policies for Council and its Working Groups.

d) Ensuring there is adequate monitoring of Council pursuits and activities.

e) Ensuring that Council has adequate information, or can get adequate information, to make effective decisions and initiate actions.

f) Ensuring administrative tasks are undertaken, such as preparation and circulation of reports and Minutes of meetings.

g) Developing a healthy relationship between Members and external stakeholders.

h) Guiding the ongoing development of Council and its Working Groups.

i) Representing Council at public forums from time to time.

j) Chairing meetings

k) Driving interaction with other strategic stakeholders

5.3 Role of Deputy Chair

a) Chairing meetings when the Chair is unable to attend or where the chair wishes to take a more active role in discussing meeting topics.

b) Helping to drive Council leadership

c) Assisting the Chair to achieve objectives of their role.

5.4 Role of Executive Officer

The Executive Officer provides support to Council to:

a) Deliver secretariat support to Council, in preparing and compiling meeting agendas, agenda papers and Minutes.

b) Provide project support to the WALIS Working Groups.

c) Assist in the compilation and maintenance of periodical reports, publications and documents.

d) Coordinate communication between Working Groups on matters of shared activity.

e) Coordinate external communications and manage communication channels for Council, such as web sites, social media and publications.

f) Support Working Group Sponsors and Chairs of projects.

g) Provide the first point of contact for public queries about the activities of the Council and assist in promoting the activities of WALIS.

h) Monitor the activities of WALIS Working Groups and their use of the WALIS Collaboration Platform.

i) Aid and advise the Chair on ways to improve the operation of WALIS.

j) Represent WALIS at public forums if requested.

k) Maintain the WALIS Collaboration Platform with assistance from Council and Working Group Members.

l) Support the coordination and organising of WALIS Community meetup and other events.

5.5 Working Group Sponsor

The role and responsibilities of Working Group Sponsor includes the following:

e) Act as a conduit between Council and Working Groups.

f) Ensure that the Working Groups adopts an annual work plan by 30 June each year.

g) Providing strategic direction and alignment between the annual work plan of the Working Group and the vision, purpose and strategies of Council.

h) Champion and/or lead the discussion of matters relating to their Working Group at Council meetings (and other forums) and provide a timely debrief back to the Chair.

i) Ensure for timely and effective succession planning of the Chair and Deputy Chair.

j) Dedicate time to developing an effective relationship with the Chair, including acting as a mentor and sounding board.

k) Approve reports and other material provided by the Working Groups to be presented at Council meetings

l) Act as a spokesperson and champion the activities of the Working Groups at stakeholder and industry events; and

m) Ensure the frequency and format of meetings effectively facilitates participation and achievement of the work plan

6   WALIS Working Groups and Community

6.1 Working Groups of Council

Council may establish Working Groups from time to time to undertake its work. A list of current Working Groups is available on the WALIS Community Portal

a) A Working Group is formed to undertake time bound coordination, development, maintenance and communication of important spatially related issues.

b) Working Groups may be enduring or established for specific initiatives or projects with finite start and end dates.

c) Proposals for the establishment of Working Groups should be presented to Council for agreement.

d) Recommendations for terminations to be communicated through sponsor or Working Group chairs to Council committee to ratify.

e) Membership should comprise of Members from multiple agencies with consideration to representation by associate Members where interest and challenges are shared

f) Membership to a Working Group will be at Council or Working Group Chair's invitation to relevant agencies/associate Members.

g) Each Working Group requires a short and clear list of operating principles or objectives and Terms of Reference. These will be developed by the Working Group Members and submitted by the Sponsor/Chair for approval/endorsed by Council.

h) Working Groups approved under Council are accountable to Council and report progress against the objectives via the Working Group report.

i) Reports are to be made available (via portal) at least five (5) days before Council meetings so they can be reviewed before the meeting and discussed (if required).

j) Establishing and terminating Working Groups is by recommendation by Council or by the Chair of the Working Group.

6.1.1 Working Group Chair

a) Each Working Group shall have a Chair (and as required, a Deputy Chair).

b) The Chair may be invited to attend Council meetings and participate in discussion but cannot vote on issues before the meeting.

c) For all Working Groups the Sponsor and Chair may be rotated when appropriate.

6.2 Role of Community Members

a) Represent WALIS Community

b) Stay informed on WALIS activities

c) Know who their sector representative is to raise questions/issues for Council attention

d) Participate and contribute to WALIS Working Groups, and Community Events

7 Rules for the conduct of business

7.1 Meetings and Decision Making

7.1.1 Meeting Frequency

a) Council has six (6) meetings per year, run on a bi-monthly basis. At the discretion of the Chair, additional meetings may be called to address immediate issues of interagency significance.

b) Agendas will include standing items, special issues, periodic reports from Working Groups Notwithstanding, any member may raise an issue of concern for discussion at a Council meeting.

c) The Executive Officer, under guidance from the Chair, will be responsible for the meeting arrangements, compilation of agendas and meeting minute taking.

d) Agenda papers will be provided to all Members at least five (5) working days before the meeting; within five (5) working days of the meeting, minutes will be submitted to committee Members for ratification at the next Council meeting.

e) Meeting announcements and minutes will be posted on the WALIS Collaboration Portal (https://landgatewagovau.sharepoint.com/sites/WALIS).

f) Council will formally record resolutions, agreements and actions as follows:

> **RESOLUTIONS** - Formal decisions of Council, usually by consensus, to adopt positions or policies.

> **AGREEMENTS** - Common opinions reached by Council. Decisions to follow courses of action.

> **ACTIONS** - Things to be done resulting from decisions at a meeting.

7.1.2 Quorum

a) A quorum is required for meetings to take place.

b) A quorum is greater than 50% of Council Members in attendance.

7.1.3 Conduct of Behaviour

Council Members are required to:

a) avoid any improper use of information or Council position;

b) not to misuse information obtained in the course of Council duties either to:

    i) obtain a direct or indirect gain for themselves or others; or

    ii) do harm to other people or to WALIS.

c) maintain confidentiality;

d) not to divulge information which is confidential or sensitive;

e) declare actual and potential conflict of interests and disclose any personal interests where they would be greater than interests in common with their industry:

    i) in a written notice given to the Chair before the meeting; or

    ii) at the meeting immediately before the matter is discussed

f) If a member discloses an interest the Chair of the group may:

    i) allow the disclosing member to be present during any discussion or decision making procedure relating to the matter; or

    ii) request that the member refrain from discussion and/ or leave the meeting prior to the decision making procedure.

g) In the event of any member committing a breach of this conduct of behaviour, the Chair may report the details of such breach with the organisation the member represents.

7.2 Reporting Arrangements

a) Supported by the WALIS Executive Officer, Council will prepare an annual report to demonstrate achievements and progress towards implementing WALIS strategies.

b) All agenda papers, minutes and reports for Council meetings and Working Groups will be made available via WALIS Portal.

8 ADDITIONAL RESPONSIBILITIES

The Executive Officer, with the assistance of Council, will:

a) be responsible for developing and implementing appropriate promotional material which may include a Communication Plan;

b) coordinate the WALIS Community Meetup events.

9 Publication of documents

WALIS and its Working Groups will publish relevant/approved information on the WALIS Collaboration Portal/website. This information will include:

- Strategic Plan
- Reports
- Minutes of meetings
- Council Governance documentation
- Annual report/achievements against objectives
- Other relevant material
- Online publications as identified

10 Continuous improvement

Council will undertake a self-assessment to ensure it continues to deliver value to government and remain relevant at least every two (2) years.

Council will also conduct regular surveys from the WALIS Community to measure its performance and engagement.