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WESTERN DOWNS FUTURES

GOVERNANCE DESIGN WORKING GROUP MEETING

18 JULY 2023

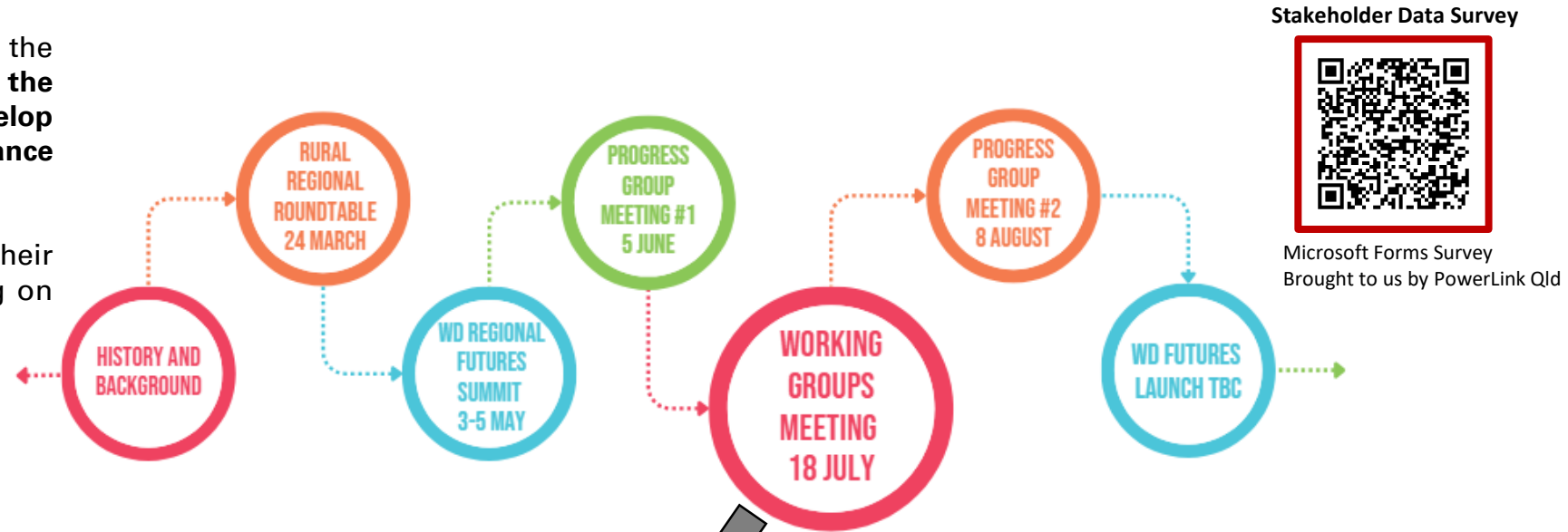
SUMMARY OF MEETING – KEY INSIGHTS



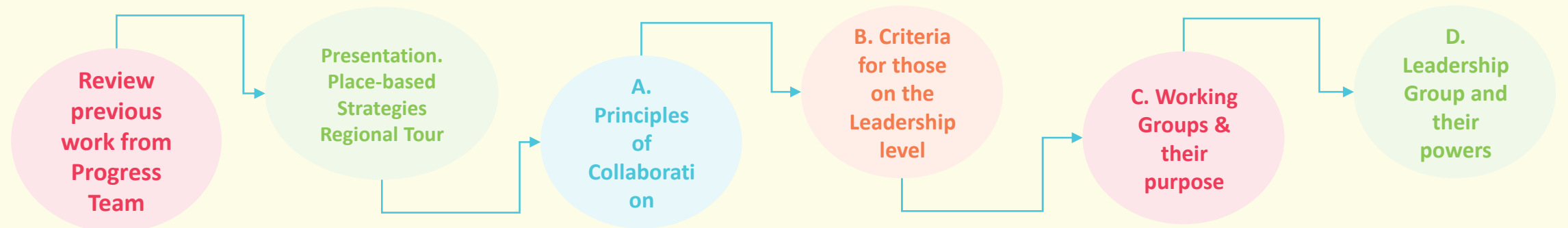
At the first Progress Team meeting on 5 June, two working groups were convened to develop the Vision Statement and the Governance Design for Western Downs Futures. The Governance Design Working Group was attended by 8 Progress Team members, who pilot tested meeting online via Zoom and using an online collaboration tool called Mural Board. Despite some initial challenges with the online format, the group were successfully able to collaboratively prepare a Governance Design which we will test with the broader community to gain further input. Collaboration for Impact consultant, Eula Rohan, facilitated the meeting.

The meeting objective was to use the output from the 5 June Progress Team meeting to **review the Principles of how we will work together and develop a prototype of the collaborative governance structure.**

The working group are tasked with taking their recommendations to the Progress Team meeting on 8 August.

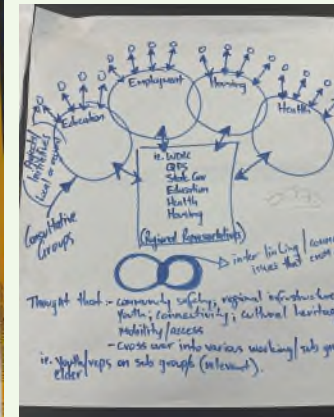
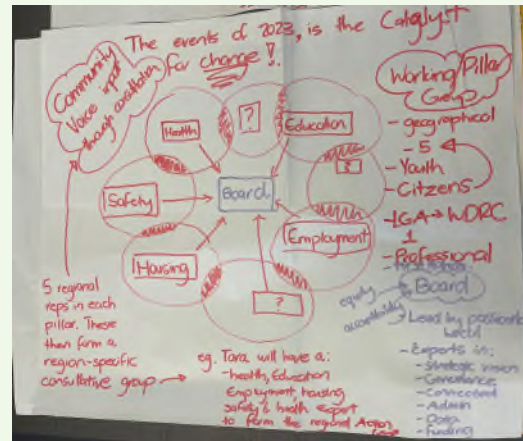
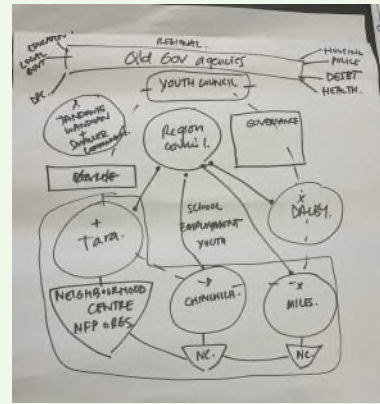
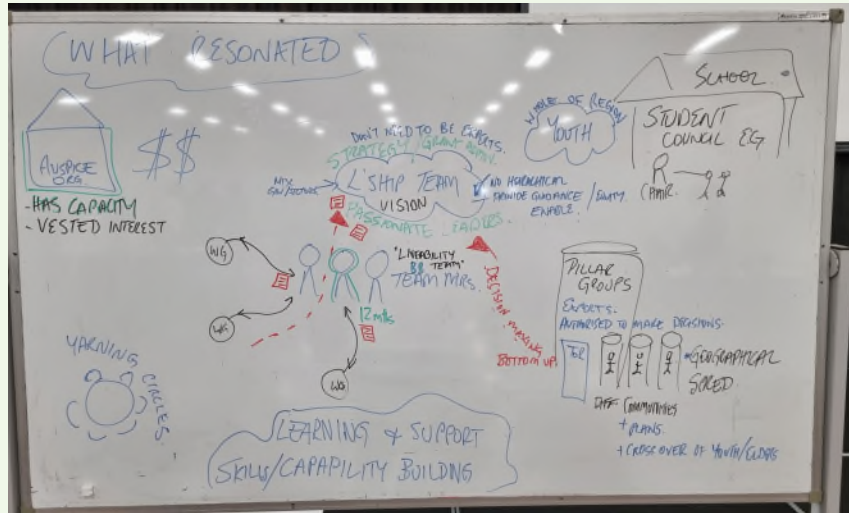


The Governance Design Working Group covered this process:



**Review
previous work
from Progress
Team**

These are some of the early stage designs and what resonated (which can also be found in detail the Progress Team 5 June meeting summary):



**Place-based
Strategies
Regional
Tour**



PROGRESS TEAM REPORT: #1

PLACE-BASED STRATEGIES TOUR

Cairns | Townsville | Logan

JUNE 2023

Authors:
Daniel Fletcher, Western Downs Regional Council
Chris Mitchell, Queensland Police Service

On Day 2 of the Western Downs Regional Futures Summit in May, participants learned about some key concepts of collective impact and the key structures and processes that are needed to enable systems change.

At the Progress Team meeting in June, participants heard about examples of constellation models, cross sector leadership groups, working groups and alternative ways to structure a backbone teams, participants were asked to consider what key elements of the structures resonated and could be practical in the local context. Using the Mural Board tool, working group members were reminded about the summary of "What resonated?" activity and the early-stage designs their table groups produced, to capture them in the working group discussion.

Sgt Chris Mitchell (Queensland Police Service) and Daniel Fletcher (Western Downs Regional Council) travelled to see other place-based strategies in Queensland. They wanted to capture lessons learned from others to share back with the Progress Team. They captured their recommendations in a report, linked above. The working group had access to the full report on the Mural Board, and Chris and Daniel spoke about their experiences and learnings after meeting with the three place-based strategies in late June: Cairns Safer Streets, Townsville Stronger Communities, and Logan Together.

A. Principles of Collaboration

The working group meeting compiled of 4 separate group activities broken up into 2 sessions. Session 1, Part A. focused on **refining the Principles of Collaboration and what each principle would look like when members are living it out.** One group worked on this activity by populating their ideas into tables of information collaboratively on the Mural Board.

The group was challenged to unpack these Principles, and to determine which Values will be most important to carry forward in the Western Downs Futures journey... In the table below, is some of the work completed by this group.

These were the Principles/Values about working together that were developed at the Summit:

Our shared Values about how we will work together.

(EXTRA) PRINCIPLES/VALUES ABOUT WORKING TOGETHER

- BE BRAVE + VULNERABLE
- THINK OF FUTURE GENERATIONS
- MEASURING + REPORTING
- NEEDS MOMENTUM
- UNCONSCIOUS BIAS: BE AWARE
- WALKING IN OTHER'S SHOES
- BE KIND - BE CURIOUS
- USE A COMMON LANGUAGE
- RESPECT • INTEGRITY • DIVERSITY
- PUT PEOPLE'S WELLBEING AT THE CENTRE. SET OUR OWN NEEDS ASIDE



Two working group members agreed to complete this work before the 8 August Progress Team meeting: Sophie & Bec

Overarching Principle	Operation of the Principle
Be Brave + Vulnerable	<ul style="list-style-type: none"> • Being brave enough to not hold back your ideas/concerns/issues • Providing a comfortable space where all members feel that their opinions will be respected and not judged • Remain committed to the purpose of the group even when faced with ideas/solutions that you are oppose to. • doing good over being right
Think of future generations	<ul style="list-style-type: none"> • Include Youth voices - we can't assume that we know what they want. • Share our experiences and teach them how this works over multiple generations (wisdom and vision of learnings of generations) • Be willing and open to investigate new innovative ideas / industries / and open to future opportunities and implementation in the region. • Being open to investigate the possibilities of changes. • Be open to take risks and be prepared to be wrong / make mistakes.
Momentum	<ul style="list-style-type: none"> • Have clear short and medium term objectives as well as long term objectives • Build on the short and medium term objectives that are achieved • Will help keep people engaged.

B. Criteria for those on the Leadership level

Session 1, Part B. group worked on refining the Criteria for those on the Leadership level and had to flesh out **what the core competencies are for those that will represent on the leadership group?** They captured their ideas into tables on the Mural Board.

The group had to name what those core criteria should be and what it will look like when the competencies are demonstrated. Being clear about our expectations for the Leadership members will be crucial for them to carry forward the Western Downs Futures strategy... In the table below, is some of the work completed by this group.

Example of Core Competencies - Leadership Group (from Opportunities Waterloo Region Canada)

Collaborative Leader
 - Has demonstrated personal and/or professional leadership in multi-stakeholder efforts by building consensus and drawing people into a process of change.

Communicator
 - Able to share ideas, and describe what you know and what you are learning to diverse audiences.

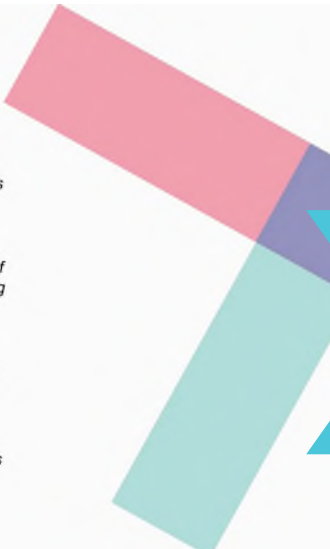
Community Translator
 - Understands the different language used by stakeholders and serves as a bridge between the various communities and groups with an interest in the initiative.

Lifelong Learner
 - Desire to deepen understanding of complex social and economic issues that take complex solutions.

Politically Astute
 - Broad non-partisan understanding of political and social issues influencing the public policy environment.

Strategic
 - Understands the lay of the land and can work within it.

Practical
 - Has the ability to manage the details and get things done on time.



Collaboration for Impact EYC DT Mg 1 180323_E Rahar

Three working group members agreed to complete this work before the 8 August Progress Team meeting: Allan, David and Lidewij

Leadership Group / RMCN		Community Operational Group	
What is the core criteria for the steering committee members?	What does it look like when demonstrated	What is the core criteria for the leadership group members?	What does it look like when demonstrated
Communicator	Able to share ideas, and describe what you know and what you are learning to diverse audiences.	Communicator	Able to share ideas, motivate and mobilise members the operational group
Strategic	DYJ! Understands the lay of the land and can work within it Sets good direction and alignment of priorities	Practicable	GSD! On time, on budget, safely, stay within scope
Political Astute	Broad non-partisan understanding of political and social issues influencing the public policy environment.	Political Aware	Understanding and appreciation of the political sphere to make suggestions
Collaborative Leader	Has demonstrated personal and/ or professional influential leadership in multi-stakeholder efforts by building consensus and drawing people into a process of change	Passionate about our purpose	give a sense of belonging, gathers support
Community Translator	Understands the different language used by stakeholders and serves as a bridge between the various communities and groups with an interest in the initiative	SME	
		Community Translator	Understands the different language used by stakeholders and serves as a bridge between the various communities and groups with an interest in the initiative

C. Working Groups & their purpose

Session 2. Part C group was tasked with **defining the outcomes and purpose of each Working Groups**. The group used data from the May Summit and the six priority areas where participants provided a lot of context and content. Based on this data the group commenced formulating what the Working Group outcomes and purposes could be in line with the six priority areas. The table below is some of the work completed by this group.

There was a strong sense from this group that those who start the working groups will have to further define the scope and outcomes with the working group members once they are initiated.

REFINING OUR PRIORITIES: DEVELOPING A SHARED UNDERSTANDING OF WHAT IT WILL TAKE TO MAKE THINGS BETTER ACROSS THE REGION

EMPLOYMENT

- ATTRACTION & RETENTION
- BRINGING IMMIGRANTS INTO REGION
- FUTURE PROOF
- OPPORTUNITY
- LOW UNEMPLOYMENT
- BREAK GENERATIONAL
- FUNDING
- (IS AVAILABLE) NOT BEING TAKEN UP
- COMMUNICATION ACROSS SECTORS
- "JOBS WE DON'T WANT TO DO"
- GETTING TO UNIVERSITY
- DISINCENTIVISED
- BRING SKILLS BACK TO COMMUNITY
- FIFO
- SOCIAL DISCONNECTION
- X NOT INVOLVED

COMMUNITY SAFETY

- NOT ONLY A POLICE RESPONSIBILITY
- PATTERNS/ OVERLAP
- FEAR OF POLICE
- PROACTIVE INTERVENTION STRATEGIES
- SPORT PERSONAL CONNECTIONS
- VIGILANTISM
- POLICY CHANGES
- POWER DYNAMICS
- US VS THEM
- SENSE OF BELONGING
- MENTORING
- FOCUS ON YOUTH PROGRAMS VS ADULT OFFENDING
- COMMUNITY PERCEPTION
- OPPORTUNISTIC CRIME

HOUSING

- ECONOMICS
- MARKET FACTORS
- LACK OF TRADES
- HOUSING SEEN AS A COMMODITY NOT HUMAN RIGHT
- NO STOCK
- AVERSION TO DUAL OCCUPANCIES
- EDUCATION
- PIPELINE OF TRADES PEOPLE
- HOW BANKS APPROACH REGIONAL AREAS - BLACKLISTING
- FLEXIBILITY
- 4 BEDROOM HOMES
- SUSTAINABLE - SOLAR - BUILDING MATERIALS
- HOUSING NOT SUPPLIED AS JOB PACKAGES

Western Downs Regional Futures Summit
3-5 May 2023 | Dalby Events Centre, 54 Nicholson Street, Dalby

Notes from Day 1 of the Summit, where participants developed a picture of what it would take to make things better across the region under these six priority areas...

REFINING OUR PRIORITIES: DEVELOPING A SHARED UNDERSTANDING OF WHAT IT WILL TAKE TO MAKE THINGS BETTER ACROSS THE REGION

SOCIAL INFRASTRUCTURE

- X CHILD CARE
- X FAMILY DAYCARES
- X POOR INTERNET
- X SOCIAL ISOLATION
- RELIANCE ON GRANTS
- FRIENDSHIP BENCHES
- NEGATIVE PERCEPTION OF NEWCOMERS
- "COUNTRY BUMPKINS"
- WE DESERVE SAME SERVICES AS CITIES

EDUCATION

- HOUSING
- PROP-IN CENTRES
- CHILD CARE
- COMPLIANCE
- PCYC
- EXPECTATIONS ON TEACHERS
- PARENTAL ENGAGEMENT
- FEAR OF CHANGE
- EDUCATION HAS CHANGED
- DISEMPOWERMENT
- PRESSURE
- LESS GRADS/ MORE TEACHERS LEAVING
- INCENTIVISE RURAL EXPERIENCE
- SHARED RESPONSIBILITY

HEALTH

- HEALTH WORKFORCE
- HOUSING
- HIGH DENSITY
- INCONSISTENCY
- VISA REQUIREMENTS
- INCENTIVES
- OUTREACH
- ALTERNATIVE MODELS
- INFRASTRUCTURE
- WITHIN HEALTH & COMMUNITY
- PSYCHOLOGICAL SAFETY: MENTAL HEALTH
- COVID LESSONS: SHARING WORKFORCE TO ADDRESS NEEDS
- CHANGING PERSPECTIVES OF THE REGION

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Working Groups design activity

Working Groups

Name	Outcomes	Purpose	Who
Name	Health	Identify existing constraints to attract health workers	Attract health workers to the Western Downs Provide more services
Name	Education	Identify existing constraints to attract educators	
Name	Safety		Creating safer communities
Name	Housing	Open more land for development Increase housing supply	Offer more affordable housing within the WDR Improve livability
Name	Employment	Apprenticeships/ Traineeships	Create more jobs in the WDR Attract more/ larger business to relocate to the WDR
Name	Social Infrastructure		

Two working group members agreed to complete this work before the 8 August Progress Team meeting: Sophie & Trevor

Outline of the first steps / questions the groups should take when they come together.

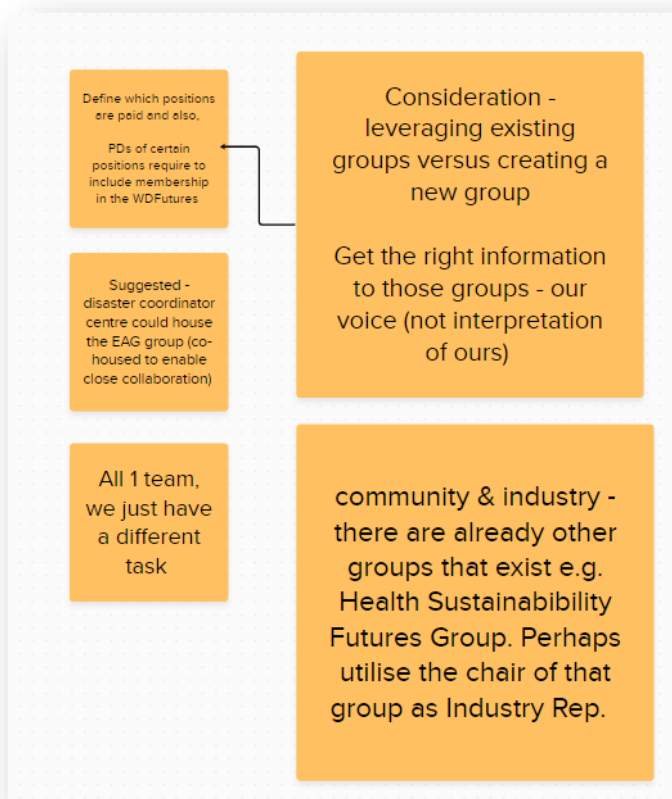
- Identify the key urgent issues that need to be addressed then extend this to an aspirational view
- Identify a Chair for the working group
- "Working groups might want to be responsible for their own purpose outcomes"
- a "realistic" scope or an "aspirational" scope

C. Leadership Group and their powers

Session 2 Part D, group was tasked with **defining the objectives and powers of the Leadership Group members in the governance structure.** The group began by reflecting on the draft models from the May Summit, including the additional examples of possible governance arrangements shared in the working group meeting.

They began to outline the different representative groups, who their constituents would be. They also discussed how to build the right authorising environment for the work with consideration of delegations of authority for decision making and influence.

Two working group members agreed to complete this work before the 8 August Progress Team meeting: Allan & Sophie



Leadership Table Design activity



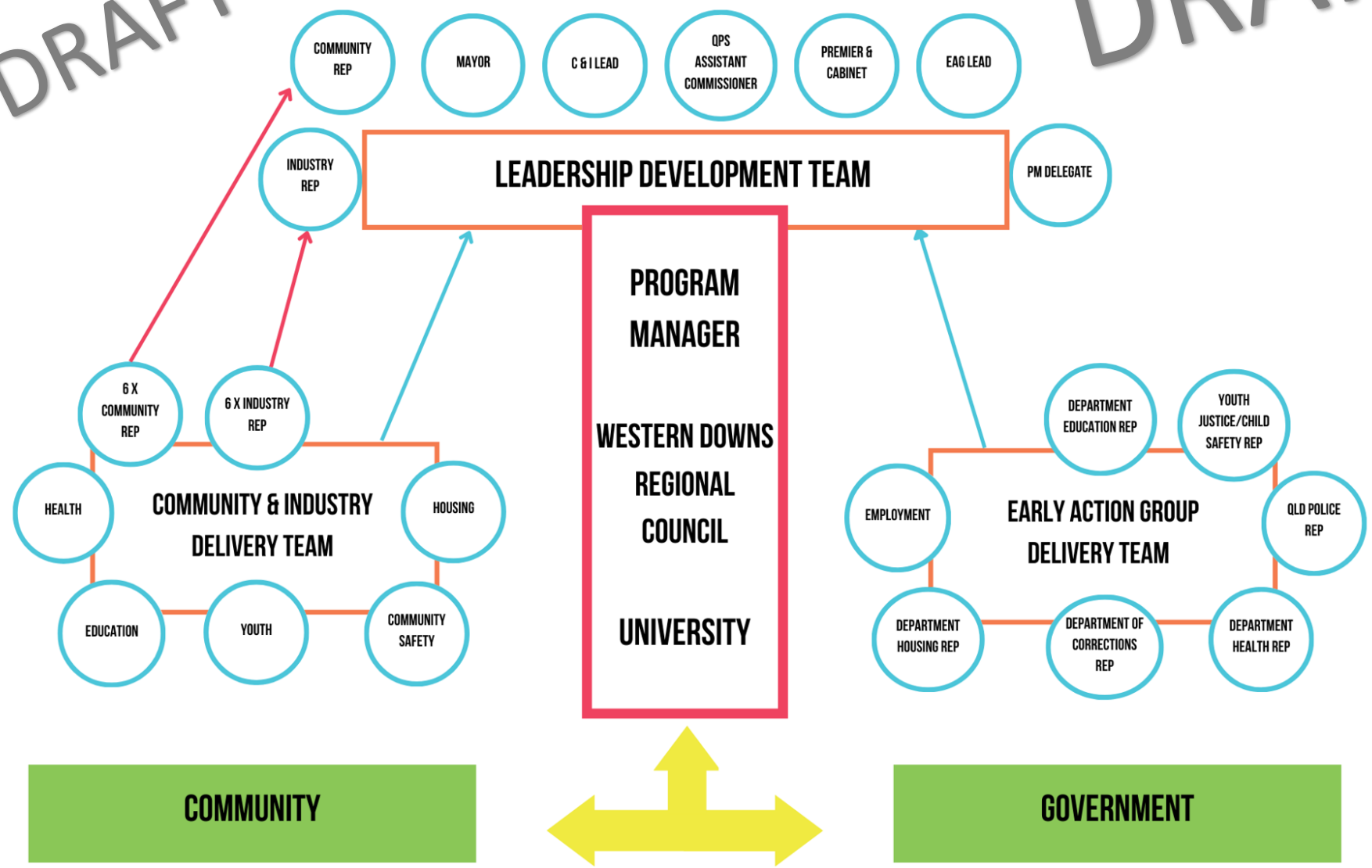
Name of organisation / sector / department / community	Who are their constituents i.e. client base / community members	Number of representatives = to votes
RNCN already meets quarterly (or subgroup / form of this)		
1 chair/representative of the Industry - Community group being selected to attend the leadership team		
Representation of functional groups (e.g. health rep in community and industry group strongly liaises with the health rep in the EAG)		
Mayor	Residents of the Western Downs	
EAG lead		
QPS Assistant Commissioner	RMCN	
Premier & Cabinet		
C&I lead		
Prime Minister Delegate		



The group agreed to continue work on the design of the **governance arrangements** set out below.

DRAFT

DRAFT



Agreed Next Steps

The working group are going to reconvene to finalise the four parts of the Governance arrangements ahead of the 8 August Progress Team meeting:

- A. Principles of Collaboration
- B. Criteria for the Leadership Team
- C. The outcomes and purpose of the Working Groups
- D. Who should be on the Leadership Team and their powers