



We acknowledge the Traditional Owners of the Western Downs region: the Barunggam to the west of Dalby, the Iman (Yiman) around the Wandoan area, the Bigambul around the Tara area, and the Wakka Wakka and Jarowair around the Bunya Mountains area.

We pay our respects to elders past, present, and emerging.



PURPOSE:

This document sets out the early stage governance arrangements for the Western Downs Futures Group, a community and industry led place-based collaboration for the Western Downs region of Queensland.

BACKGROUND:

In the 12 months before May 2023, the Western Downs region experienced unusual challenges, both environmentally and socially, which have had a large impact on the community and local industry.

On 24 March, Western Downs Regional Council hosted a Rural Residential Living Roundtable with Queensland Government Ministers and Director Generals in Brisbane to call on the State for support towards a way forward for the Western Downs region.

Six weeks later, 102 people from community and business sectors, local and state government came together at the Western Downs Regional Futures Summit on the 3 - 5 May 2023 at the Dalby Events Centre.

The Summit helped build a shared understanding amongst attendees of how collaborative partnerships work in practice. There was an emergent readiness for people to come together to strengthen existing partnerships in the region and plan a way forward through collaboration.

A group of 30 Summit attendees raised their hands to progress the work and build the structures and processes needed for collaboration in the Western Downs region.

Between June - October 2023, the Progress Team developed the vision, values, and a start up governance structure which would leverage the strengths of our community in a place-based collective impact initiative for the Western Downs.

This Prospectus collates all the foundational processes, structures, and arrangements agreed by the Progress Team for the Western Downs Futures Group.



OUR PRINCIPLES:

A working group used the principles of collaboration from the Summit to develop five principles for how the Western Downs Futures Group will work together:

We are aligned on vision and values

- Through engaging in workshops we are guided by our values to find common direction.
- · Our vision is built on our shared values.
- Opportunities for feedback and alternative perspectives are welcomed.

We openly share information and knowledge

- Members of the group are given the opportunity to openly share their thoughts, opinions and knowledge.
- Various platforms are provided to allow all members to share with an understanding of limitations to confidentiality.
- Regularly come together to build trusting and ongoing relationships.

We explore what's possible

- Explore innovative social connections across all areas of life in the Western Downs.
- We actively seek input from all community members, in all communities in the region equally.
- New innovations and industry growth opportunities will be explored and actively encouraged.

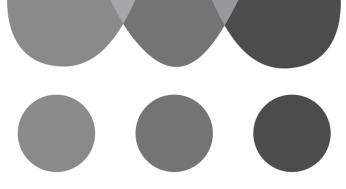
We are committed to the ongoing cause

- All members agree that they are not participating for personal gain.
- Active participation is encouraged to rematin as a member of the group.
- All members are encouraged to contribute effort, time, resources, and costs as able.

We take a long term vision and appraoch

- Short, medium, and long term goals of the group will be identified and the progress of each will be updated.
- As members we will remain aware and positive that small wins and contributions will be seen as acheivements.
- Constraints on the aspirations of the group will be acknowledged but not dismissed as a future possibility.
- Active renewal program based on representation and experience.





CORE CRITERIA:

For all members, staff, leaders, and partners in our collaboration.

Collaborative Leader:

Demonstrates personal and/or professional influential leadership in multi-stakeholder efforts by building
consensus and drawing people into a process of change. Is kind and mindful of others.

Communicator:

 Able to share ideas, motivate and mobilise members of the working groups. Ability to clearly communicate the vision. Strong verbal communication skills, solid written skills, sound interpersonal skills.
 Assertive and respectful communication skills.

Practicable:

• On time, on budget, staying within the scope. Has real world experience. Organised and able to translate ideas into definable actions.

Judgement:

• Strategic thinker who can read the environment and work out the small steps to get to the bigger longterm improvements. Align priorities. Identify and manage risk. Self-aware. Political awareness - has a broad non-partisan understanding of political and social issues influencing the public policy environment.

Passionate about our Purpose:

• Embodies passion for Western Downs Futures and gathers support for the initiative. Gives people a sense of belonging when engaging with Western Downs Futures.

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 outcome. Ability to communiate to different audiences. Maintains awareness of the stakeholders and grassroots movers/doers that are not in the room.

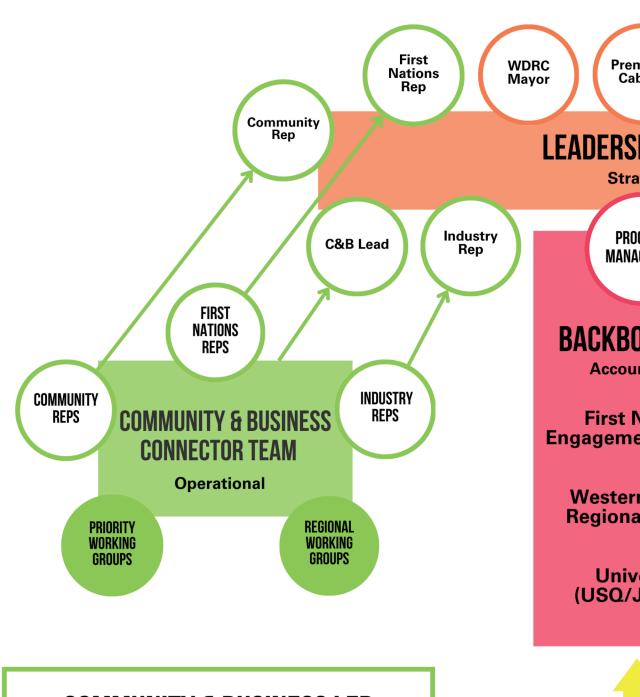
Commitment:

Long term involvement in the community or a reasonable commitment to the future of the Western Downs.
 Desirable but not essential.

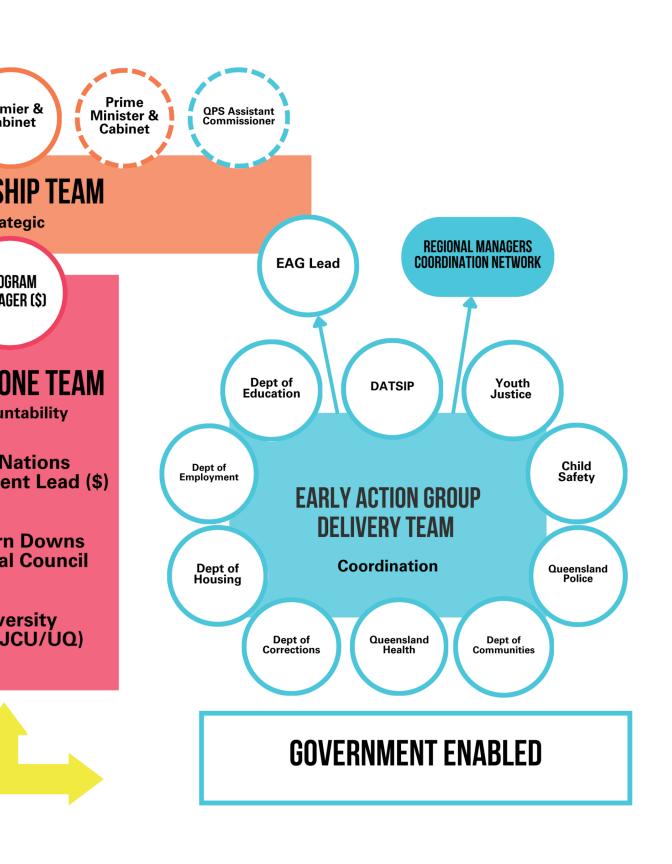




Connected Communities, Growing Together and Alive with Opportunities



COMMUNITY & BUSINESS LED





LEADERSHIP TEAM:

The purpose of the 10 member leadership team is to lead the broader systems change approach underpinning our collective impact initiative, the Western Downs Futures.

- Serve as a champion of the collective impact initiative in the community and externally.
- Provides strategic direction for the collective impact initiative and equitable decision making in the development of the governance work.
- Leadership on how to align work to the Vision and Principles.
- Tracks the progress of work using agreed-upon data indicators and evaluation measures.
- Provide direction on the flow of funding and resourcing coming into the region in alignment with WDF priority areas.
- Supporting aligned activity by creating partnerships, collective efforts and increasing collaboration.
- Interacts with the Backbone entity on strategy, community engagement and shared measurement.
- Adopting appropriate frameworks, procedures, and policies to ensure good governance of the initiative
 including dealing with potential conflicts of interest. Any real or perceived conflict of interest with
 competing private or professional interests in the Leadership Team needs to be recorded. Any member of
 the Leadership Team must be diligent in reporting any real or perceived conflicts, and members of the
 Leadership Team are responsible for providing oversight for conflict-of-interest registers in the Backbone,
 Community & Business, and Early Action Group Teams.

Who sits on the Leadership table?

Orange members:

- Mayor, Premier & Cabinet, Prime Minister and Cabinet. These roles were selected based on their institutional leadership.
- Dotted line represents the aspiration to have a representative from Prime Minister & Cabinet in this Team.

Blue members:

- The lead/chair from the Early Action Group would sit on the Leadership Team and report to this group about actions in the EAG Delivery Team.
- Potential for the Queensland Police Assistant Commissioner or Department of Communities Deputy Director-General or their nominee.





LEADERSHIP TEAM:

Green members:

- The lead/chair from the Community & Business Connector Team would sit on the Leadership Team and report to this group about actions within the C&BC Team.
- A First Nations representative on the Leadership Table will ensure strategic direction and voice on First Nations engagement is upheld throughout the system.
- A Community representative on the Leadership Table will support community and industry-led strategic direction of the place-based initiative.
- An Industry representative on the Leadership table will support community & industry-led strategic direction of the place-based initiative.

Pink member:

- The Program Manager is a person recruited to lead the Backbone organisation for the place-based initiative.
- The Program Manager does not have voting rights on the Leadership Team.

- The two Lead roles and Program Manager are responsible for providing reporting up to the Leadership Team.
- Minutes of Community & Business Connector Team and Early Action Delivery Team will be available to the Leadership Team for review.
- Minutes of the Leadership Team meetings will be available to all members for transparency.



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BACKBONE:

The purpose of the backbone team is to facilitate collective impact:

- Managing collective impact initiative with staff and a specific mandate to serve as the backbone for the entire initiative.
- Coordinate participating organisations and agencies and manage stakeholder relationships.
- Guide the vision and strategy.
- Support aligned activities with funding or resources.
- Establish shared measurement practices and data collection.
- Build public will for the place-based initiative.
- Advance policy.
- Mobilize funding, seek out, apply for, and acquit grant funding.

Who sits on the table?

Program Manager:

- Leads the Backbone Team and joins the Leadership Table.
- A Full-time paid employee with clear role description to serve as the Backbone lead for the place-based initiative.
- At first, employed under Western Downs Regional Council (as auspice) with mandate to build the conditions for Western Downs Futures to become an incorporated entity for the place-based initiative.
- Ideally a local person with experience managing a collective impact place-based initiative.

First Nations Engagement Lead:

- To engage with First Nations leaders in the Western Downs region and establish First Nations representation at the Community & Business Connector Team and on the Leadership Table.
- Part-time employee with a clear role description to serve on the Backbone for the place-based initiative.
- Initially employed under Western Downs Regional Council (as auspice) with a mandate to support the Western Downs Futures to become an incorporated entity for the place-based initiative.

Western Downs Regional Council:

- At first, is the auspice organisation of the place-based initiative
- Committed to support the backbone with relevant resourcing, for example Communications & Marketing,
 Project Officer support, workspace, capital overheads, and more.

University:

- Western Downs Futures will need to engage a University to sit on the Backbone Team.
- Specialisation in collective impact to support the core work
- Resourcing to support data, research and development of initiatives.

- With staff in the Backbone Team co-located in the one base office, information would flow freely between members of this team.
- To build collaboration and visibility, staff could move around the region and work in different town centres with different partner organisations.
- All documentation, data, meeting minutes must flow through the Backbone.
- Any information that needs to be presented to the Leadership Team or other group can be shared or accessed by the Backbone.
- The Backbone is the central hub for document and records management in the system.



The Early Action Group is a multi-agency group made up of senior representatives from several different government agencies focussed on coordination.

- This group is government led and will be focused on early intervention and case coordination.
- A multi-agency group made up of senior representatives from up to 10 different government agencies, acknowledging that some of these services are not place-based.
- This group's objective is to identify and coordinate together to deal with the underlying issues that lead to crime, drug abuse, even poor school attendance, mental health concerns, and domestic violence in the community.
- This inter-agency group will convene to address issues they are seeing in the community which do not fit neatly into the traditional boundaries of one department, which is why they would connect and coordinate together.
- The EAD Lead could sit in on the CBC team and vice versa.
- This is government-led and meetings are confidential.

Who sits on the table?

The Progress Team identified that this EAD would require representatives from:

- Queensland Police Service
- · Youth Justice
- · Child Safety
- Department of Communities
- Queensland Health
- Department of Corrections
- · Department of Housing
- · Department of Employment
- Department of Education
- Department of Aboriginal and Torres Strait Islander Partnerships

- With considerations to confidentiality under the Queensland Information Privacy Act (2009) and the Commonwealth Privacy Act 1988, the content of sensitive meeting discussions will not be shared across the system.
- Information, such as data and reports, may support co-designed projects with the Community & Business Connectors Team, and so open communication between the two Leads/Chairs will be supported.
- Early Action Group members may also participate in the Community & Business Connector Team to support Working Groups or participate in projects the have broader alignment to the Early Action Group objectives.
- Sharing non-confidential information and open access to data across the Backbone and the Community & Business Connector Team will be encouraged.

COMMUNITY & BUSINESS CONNECTORS (CBC):

The Community & Business Connectors would meet to coordinate actions and priorities between Working Group lead's.

- This group would be focussed on action, aligned with the vision of the place-based initiative, and with guidance from the Leadership Team and support from the Backbone Team.
- The CBC Team is community and industry led, with representatives from First Nations groups in the Western Downs region.
- The key to a successful CBC will be a good CORE of regional representation.
- At first, members of the Progress Team might nominate to be on the CBC Team and form Working Groups to kick start initiatives.
- All these members would dedicate time to the place-based initiative and committing to it in the long term.
- This group will be interest/skills/and passion based. With well-established rules of engagement, aligned with community need.
- This group will support the process of standing up issues-based or region-based Working Group's which
 can recruit members from inside or outside the WDF group who are skilled to address opportunities and
 act.
- CBC Team must keep well documented meetings and open transparent communication.
- The CBC Lead could sit in on the EAG Team and vice versa.
- 15 members on the CBC Team.

If the WDF is not incorporated, there are less constraints and more flexibility in how we structure the Chairperson and Minute Taker for the C&BC Team. The Progress Team might see value in rotating this responsibility within the members to start with? Later, an election could take place to nominate Chair and Minute Taker positions.

Who sits on the table?

- · First Nations representatives
- · Community representatives
- · Industry and Business representatives
- Priority Working Groups
- Regional Working Groups

- Working Groups must keep detailed information and minutes of meetings and the Working Group chair must report to the C&BC Team.
- The C&BC Team Lead can raise any item from the Working Group or C&BC Team members to the Backbone Team, Leadership Team, and to the EAG Delivery Team for information, review, or support.
- Working Group use relevant data and evidence to support priority requests and build a case for change.
- Early Action Group members may also participate in the Community & Business Connector Team to support Working Groups or participate in projects the have broader alignment to the Early Action Group objectives.

WORKING GROUPS:

Working Groups are an effective way to mobilse actions. They can be stood up at any time with a mandate to action programs and activities for a particular priority and/or a particular regional location within the Western Downs.

Priority Working Groups

- Six priority areas were discussed at length in the Western Downs Futures Summit in May 2023: Housing, Social Infrastructure, Health, Education, Employment, and Community Safety.
- Working Groups would be stood up to address these particular priority area's and work together with relevant stakeholders and a Chair.
- They might direct their priorities to the Leadership Team for guidance connecting with services, or to support unblocking road blocks in data for example.
- The Chair must report back to the Community & Business Connector Team and attend those meetings.
- Already existing Working Groups, such as the "Bringing Employers & Students Together" (B.E.S.T) may
 wish to be part of the Western Downs Futures initiative as a Priority Working Group to leverage placebased networks.

Regional Working Groups

- The Western Downs region is made up of 6 key townships: Wandoan and Miles in the north, Chinchilla in the centre, Tara to the west, Jandowae to the east, and Dalby in the southern corner.
- Acknowledging the history, makeup, and challenges these towns face are different, the Community &
 Business Connector Team may decide to stand up a Working Group that has a mandate to address a
 Western Downs Futures aligned activity in a specific area or region.
- These Working Groups would be stood up to address a particular regional challenge affecting their town, and work together with relevant stakeholders and a Chair.
- They might direct their priorities to the Leadership Team for guidance connecting with services, or to support unblocking road blocks in data for example.
- The Chair must report back to the Community & Business Connector Team and attend those meetings.
- Already existing Working Groups, such as Chambers of Commerce, may wish to be a part of the Western Downs Futures initiative as a Regional Working Group to leverage place-based networks.



WORKING GROUP RULES:

In draft and for further consideration.

Member Rights

A member can:

- Attend, speak and vote at general meetings
- Be nominated for a position
- Put forward their resolutions at general meetings
- · Ask the Chair to call a general meeting
- Look at the members register
- Look at the minutes of the general meetings and AGMs
 General Meetings and AGM
- · Raise a dispute and have a dispute dealt with
- Any active person in the community can be a member of a working group

Who is Eligible?

- · They live in the region
- Living outside the region, endorsed by another member
- · Conduct business or work in the region
- · Actively involved in the region
- Potential for future business or work in the region

How to become a member?

- · Apply in writing
- · Accepts invitation to join

How to stop being a member?

· Applies in writing

- · Yearly before the Community & Business Connector Team AGM
- 21 Days notice
- · Held in person

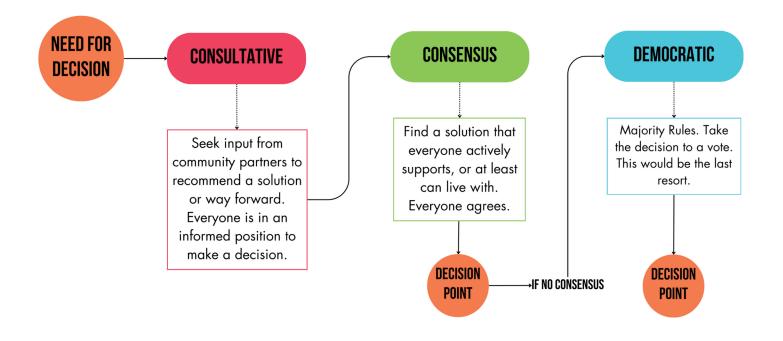
Quorum

- 1-5 members = 2
- 6-10 members = 5
- 11-20 members = 9
- · If a person hold a proxy that person is only counted once.

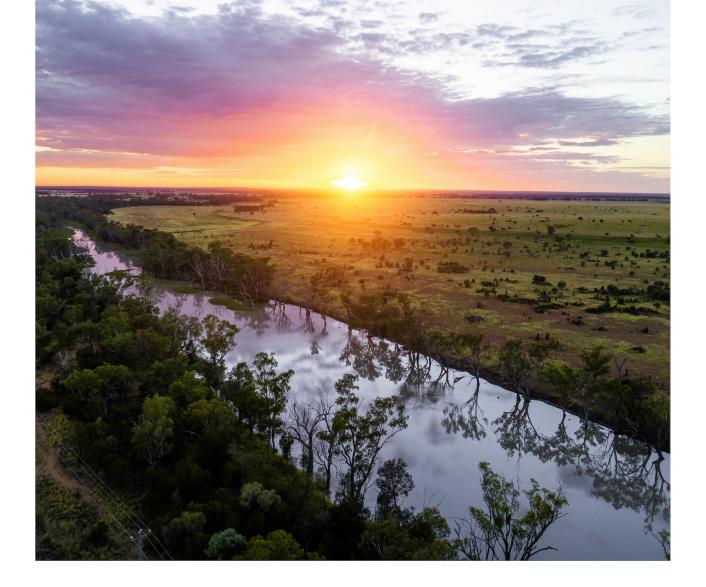


DECISION MAKING PROCESS:

The Progress Team's first decision on 5 June, was to agree on how we will make decisions as a collaboration. This process is as follows:









FURTHER INFORMATION



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