



Summary

- The Regional Collaborative Governance Model (the Model) aims to strengthen cross-agency collaboration to achieve enhanced outcomes for regional communities.
- Positioning relationships as a foundational asset for effective governance, the Model cuts across vertical and horizontal structural boundaries and places regional voices at its core.
- The Model assumes complexity in all emerging issues and opportunities and utilises a non-hierarchical approach to responding to regional priorities – leveraging intelligence from those closest to communities and wrapping supporting structures around identified priorities to ensure genuine responsiveness.
- Learning and reflective practices are embedded into the ongoing functioning of the Model to ensure real-time adjustments and iterations are made in response to the inevitable changing environment within which it operates.

Regional Collaborative Governance Model

| Overview and history

Collaboration between government departments is often challenging due to siloed strategies, different operational processes (budgets, IT, HR), and unique departmental cultures. These barriers make working across departments complex and time-consuming. The challenge becomes even greater when addressing regional priorities. The further priorities are from the 'centre of government', the less potent advocacy and influence tends to be.

To address these issues, the Queensland State Government introduced the *Regional Collaborative Governance Model* (the Model). Initially convened by the Public Sector Commission and developed in partnership with regional leaders, this initiative aims to strengthen system coordination and advance regional priorities. The Model's design draws extensively on the *Human Learning Systems* (HLS) approach, which acknowledges the complexities of public service and working across the system. The HLS approach offered an architecture that provided enough guidance and structure to ground the Model, whilst centralising the role of ongoing learning and adaptation.

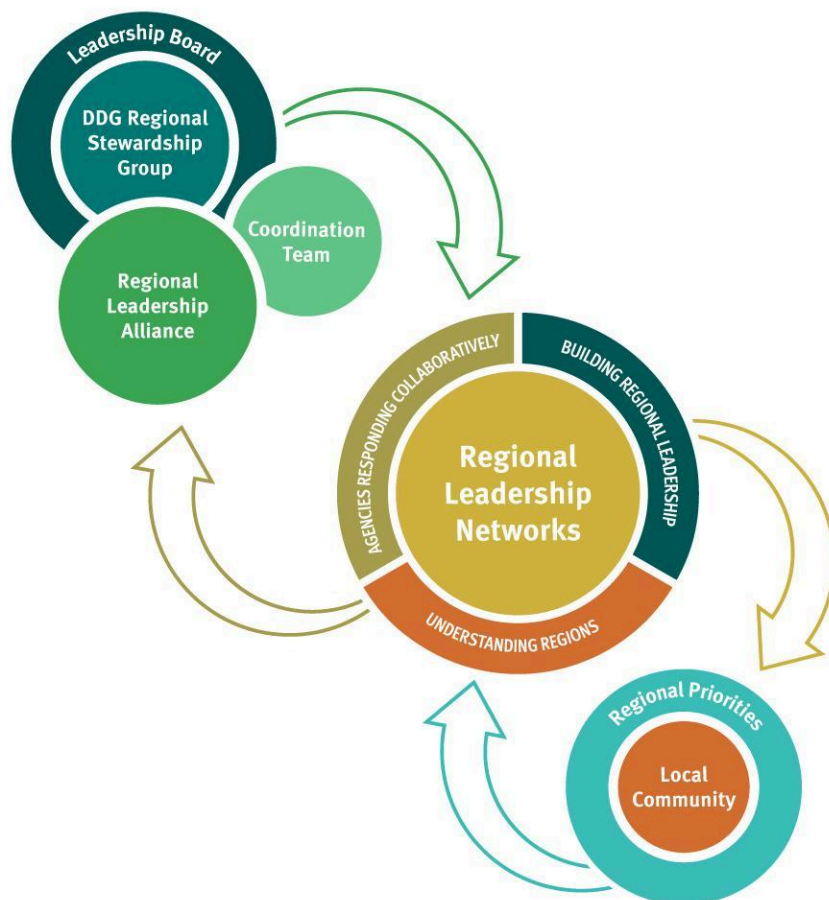
The Model is a governance model designed to assist the public sector to organise itself better around relevant intelligence and then operate as an integrated system to respond meaningfully and effectively to emerging and evolving priorities. It is not focused on directly delivering programs or initiatives to community members, or on any particular subject-matter (social, environment or economic). The Model enables collaborative action



through a collection of cross-agency entities (shown at Figure 1 below). This network of purposefully formed relationships:

- Establishes a pathway for government to understand and respond to regional cross-agency challenges and opportunities
- Strengthens collaboration across agencies to achieve shared regional priorities
- Balances localised and state-wide action
- Creates ongoing capacity for learning and collective action
- Builds regional leadership capacity and capability.

Figure 1: The Regional Collaborative Governance Model¹



A description of each of the entities in the Model, each entity's role and responsibilities and how each entity interacts with other entities is outlined in Appendix 1.

Although the term "Human Learning Systems" isn't explicitly used to describe the Model, the concept of *System Stewardship* underpinned the design and is an ongoing emphasis. This aligns with the vision outlined in Queensland's *Public Sector Act 2022*, which calls for shared responsibility in managing the public sector. The term 'System Stewardship' also acknowledges the complexity and interconnectedness of the world in which the public sector operates. Government so often approaches service delivery in a siloed manner, treating issues and challenges as if they were separate and distinct, when this is not the case. The Model seeks to cut-across this mindset, creating a structure that at its core assumes complexity in all issues and opportunities,

¹ The acronym "DDG" within Figure 1 refers to Deputy Directors-General. Deputy Director-Generals deputise for the heads of departments (Directors-General) and are some of the most senior leaders across the Queensland State Government.



and leverages a non-hierarchical approach to responding to regional priorities – placing regional voice at the centre and wrapping supporting structures around identified regional priorities to ensure genuine responsiveness.

| HLS Approach

| Human

The ‘Human’ element of HLS acknowledges that “When public servants are treated with empathy – as fully-rounded human beings with unique strengths and needs – they are better able to be empathetic to those they serve.”² It is this acknowledgment that provided the philosophical underpinning for the Model; a recognition that those public servants who are closest to regional communities are inherently best placed to understand local issues and opportunities and, further, that leveraging the intelligence and know-how of these public servants is key to developing truly responsive public policy and programming. In this way, the ‘Human’ element of the HLS approach provided the *why* for the Model - to elevate the valuable insights of those public servants in regions.³

The HLS approach also provided “pointers towards the *how*.”⁴ As shown in Figure 1 above, at the core of the structure of the Model are Regional Leadership Networks which place regional voice at the centre. Regional Leadership Networks bring together senior officers from across government agencies to collaborate on regional priorities. Regional Leadership Networks work to identify issues and opportunities within their region and develop collaborative solutions for cross-agency priorities. There are six Regional Leadership Networks across the State of Queensland.

The Model is based on the understanding that relationships, in and of themselves, are a resource that requires articulation, support and purposeful work. Relationships rarely develop spontaneously across vertical and horizontal structural boundaries – accordingly, the Model seeks to deliberately disrupt these relational barriers. Deliberate interactions within hierarchical boundaries and across agencies is designed to enable relationships to form. But further than simply creating the conditions for relationships to develop, the Model utilises specific meeting dynamics to foster and nurture relationships. All entities across the Model operate and interact in workshop-style formats. While agendas are developed and minutes are taken, meetings are designed to be interactive, elicit diverse perspectives, probe thinking and challenge assumptions. By treating relationships as a critical resource, the Model has leveraged a key principle of HLS, identifying interpersonal connections as an essential element for continued success.

| Learning

An underpinning principle of HLS is that learning becomes a “necessary strategic choice” when situations and systems are complex, and learning needs to be ongoing and consider all changes across the system.⁵ In acknowledging the complexity of the context within which the Regional Leadership Networks are immersed,

² Centre for Public Impact, *Human Learning Systems: Public Service for the Real World*, (2021), p. 28, available at: <https://www.centreforpublicimpact.org/assets/documents/hls-real-world.pdf>.

³ Centre for Public Impact, *Human Learning Systems: Public Service for the Real World*, (2021), p. 27, available at: <https://www.centreforpublicimpact.org/assets/documents/hls-real-world.pdf>.

⁴ Centre for Public Impact, *Human Learning Systems: Public Service for the Real World*, (2021), p. 27, available at: <https://www.centreforpublicimpact.org/assets/documents/hls-real-world.pdf>.

⁵ Centre for Public Impact, *Human Learning Systems: Public Service for the Real World*, (2021), p. 66, available at: <https://www.centreforpublicimpact.org/assets/documents/hls-real-world.pdf>.



the Model creates a multi-level learning system which treats knowledge from other levels and places as useful material to inform ongoing learning, rather than ‘best practice’ to be applied in every context.

In support of centering the importance of learning in the Model, an external Learning Partner was contracted to support the implementation of the Model and its various entities. The Learning Partner worked closely with all implementation actors to lead ongoing action-learning activities and reflective practices. This ensured that the complex and iterative implementation effort could progress with an eye to what was emerging in response to action taken, allowing for rapid adaptation where required.

The Learning Partner initially sought to establish ‘brave spaces’ using various facilitative and reflective techniques, and progressed to guiding key partners to make sense of their learnings, and then design and deliver ‘trojan mouse’ experiments in response to those learnings. One such experiment resulted in the reconceptualisation of the most senior entity in the Model; a change in name from ‘Deputy Director-General Sub-Committee’ to ‘System Stewardship Group’ placed the role of the entity more centrally, and the attendant adoption of workshop-style meetings over the usual chaired meeting format became an important signpost to what the Model represents – relationships, collective expertise and shared-responsibility. When entities convene differently, each interaction becomes a learning opportunity; in this way, the Model adopts “learning as a management strategy”⁶ as the learning focus underpins the entirety of the Model’s functioning, rather than the learning occurring at specific points or phases of the work.

| Systems

The system of interest at the outset of this work was parts of government that have an interest and role in influencing outcomes for regional communities, especially with regard to sticky and complex problems. This system, however, is in itself complex and multi-layered, but previously has not been intentionally boundaried, nor the salient relationships and interconnections between those layers attended to. In acknowledging that outcomes for regional communities are, in fact, “emergent properties of complex systems”⁷ it becomes clear that the system itself must be defined, and the interactions within it supported to understand their effect on that system and what it produces. At its core, then, the Model is designed to nurture a healthy system to produce better real-world outcomes.

The HLS “learning stack”⁸ became a guiding framework for the design of the Model, and aided thinking around the different scales of system that would need to be defined, and then connected. Figure 1 illustrates these scales, showing the local community scale, the Regional Leadership Networks scale, and the broader whole-of-government scale (made up of a set of separate but linked entities). Through the design process, entities whose role it would be to support and connect these scales were identified and established, and mechanisms for scaling learning within and between them were developed.

| Governance/Accountability

To ensure the Model operates as intended and that ongoing learning, iteration and adaptation occurs, the health of the Model will be monitored through a structured bi-annual process. Representatives from across all entities in the Model will be convened every six months to review the data and outcomes of the ongoing measurement, evaluation and learning activities and will consider what we are learning and what (if any)

⁶ Centre for Public Impact, *Human Learning Systems: Public Service for the Real World*, (2021), p. 65, available at: <https://www.centreforpublicimpact.org/assets/documents/hls-real-world.pdf>.

⁷ Centre for Public Impact, *Human Learning Systems: Public Service for the Real World*, (2021), p. 84, available at: <https://www.centreforpublicimpact.org/assets/documents/hls-real-world.pdf>.

⁸ Centre for Public Impact, *Human Learning Systems: Public Service for the Real World*, (2021), p. 80, available at: <https://www.centreforpublicimpact.org/assets/documents/hls-real-world.pdf>.



adjustments or iterations are required to be made to the Model. Recommendations from this reflective practice will then be drafted and provided to the most senior entity in the Model to consider and action.

The initial 3-year ongoing Measurement, Evaluation and Learning Plan (MEL Plan) is in its final stages of development and will be implemented in 2025.

| Story of Change

The Model was born out of opportunity, not as a direct result of a specific political commitment or a direction to complete a task. Instead, the right conditions, the right people and the right timing allowed the concept of the Model to emerge organically.

In 2020, a government program which had provided a platform for enhanced regional contribution to whole of government strategic priorities was coming to an end. It was the cessation of this program which highlighted the need for an ongoing structure to facilitate regional and state-wide collaboration. Leveraging this opportunity and utilising the groundswell of interest amongst regional leaders, the Public Sector Commission hosted a series of discussions throughout 2021 with representatives from Regional Leadership Networks across the State. Regional Leadership Networks had been in operation for decades, bringing together senior government officers from across agencies to collaborate on regional priorities. However, they operated in isolation of one another and there were varying levels of maturity between them. The discussions with Regional Leadership Networks led to the development of a conceptual collaborative governance model and a discussion paper was presented to Leadership Board (the most senior strategic decision-making body in the Queensland Government, made up of Director-Generals from across all agencies). The discussion paper, titled *'Enhancing System Stewardship for Regional Delivery'* was endorsed in 2022 for progression to a detailed design phase.

The design process was conducted in late 2022, with 11 agencies contributing, 49 individuals engaged, and 9 regional areas represented. While there was no expressed mandate for a new governance model to be developed, there were three key advocates in senior leadership positions that wanted to progress place-based approaches. They were integral to building support for the work amongst the Leadership Board members and supporting the regional leaders and Public Sector Commission team to 'keep going'. Identifying opportunities to brief and build the sponsorship of these key leaders was crucial to supporting momentum through a complex design process, which demanded significant time investments from the design team as well as participants, with no guarantee of an outcome.

The design process initially leveraged existing mechanisms that included cross-agency work. This included the Regional Leadership Networks, existing teams within the Regional Development department that had a program of engaging with community representatives, and a team within the Premier's Department that had carriage of various initiatives in rural and regional Queensland. Each member of Leadership Board was asked to nominate a Deputy Director-General to also be involved in the design process so every agency was represented. Over 20 workshops were conducted through the design process – some with only specific teams, some with regional leaders, some including all representatives from operational personnel to senior leaders. Each workshop provided data that was shared with the following workshops to continue testing and iterating to ensure that diverse perspectives were considered and incorporated into the overall design.

The findings from the design process and a detailed collaborative governance model were presented to Leadership Board in February 2023 where the Model was endorsed for implementation. To resource the Model, and as a demonstration of the collective need for enhanced collaboration across agencies, fourteen full-time equivalent positions were co-contributed by multiple agencies. These positions, while they would



require ‘hosting’ within a department, were contributed on the understanding they that would be whole-of-government roles with a remit that spans across agencies.

Led by the Public Sector Commission, an implementation team was established in March 2023. It was a deliberate and considered decision to have a non-service delivery agency lead the implementation of the Model. The sector capability focus of the Public Sector Commission provided enormous value. As an agency that holds a whole-of-government lens with no direct community delivery objectives, the Public Sector Commission was able to lead the implementation of the Model from an objective viewpoint that focused on process, advocacy and negotiation.

Implementation of the Model utilised the same collaborative and consultative approach as the design process had used. This conscious decision to invite representatives from operational to strategic areas, and from across multiple agencies and different geographic regions, into the implementation process was not without its challenges, however. The well accepted concepts of ‘agency accountability’, ‘delivery mechanisms’ and ‘project planning’ were challenged by the ideas of ‘cross-agency collaboration’, ‘governance and learning’ and ‘iterative development’. There was a need to constantly brief proxies or new representatives and to re-articulate the underpinning principles to ensure awareness and understanding remained high across the broad stakeholder group. While utilising such a collaborative approach helped sharpen the purpose and functions of the model, it seemed repetitive and frustrating for those who had been involved over the longer term and were ready to progress more quickly.

What started as an effort to better coordinate, share knowledge and strategically influence, evolved to be a more substantial reform initiative. Through the design process, a broad coalition was built across agencies and through the implementation of the Model, and that coalition extended its reach, horizontally and vertically, across government. The consultative nature of the Model’s development and implementation certainly extended overall timeframes, but it led to the establishment of a governance structure that is both practical and inventive, one which had already attracted widespread backing and excitement prior to being operational.

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We so often approach government service delivery in a siloed manner, treating issues and challenges as if they were separate and distinct, when this is simply not the case. The Regional Collaborative Governance Model seeks to cut-across this mindset, creating a structure that at its core assumes complexity in all issues and opportunities, and leverages a non-hierarchical approach to responding to regional priorities.



| Barriers and Tensions

- **Building broad advocacy:** Senior leadership support and sponsorship for the Model was present and critical during the conceptual and design phases and resulted in an injection of momentum and energy. However, in a short period of time, unexpected personnel changes resulted in a loss of all key champions, in turn requiring a sharp refocus of energy into building back up senior leadership awareness and support. While support and awareness was quickly rebuilt, this shift in energy was not expected and took time away from implementation of the Model.
- **Systemic barriers:** The Model was being implemented across government agencies that don't share information technology infrastructure, human resources or budgets, making communication, information sharing, document management, meeting and workshop scheduling and other matters particularly challenging. While some of these matters are now being considered as part of a larger program of work to improve efficiencies in cross-agency collaboration, the impact of this during the design and implementation of the Model was underestimated. Some work-arounds were able to be realised, however, overall efficiency was impacted as a result of these barriers.
- **Working in complexity:** The Model is a complex governance model and while broad engagement with stakeholders occurred throughout the entire design and implementation process, being able to succinctly articulate the purpose and functioning of the Model was not always easy. Often, stakeholder groups would require multiple briefings and extensive question and answer time to digest the Model and how it was intended to operate. Once realised, a suite of various communication artefacts (discussed below) was developed to aid communication efforts, including the development of a short animation video which went a significant way to describing in a simple way an otherwise complicated initiative. Furthermore, the system within which government operates is, in itself, complex and ever changing. Part way through implementation there was a significant restructure of a department that was intended to host some of the new staff to be recruited to support the operation of the Model. This restructure was not anticipated and there was little that could be done to mitigate its effects. The implementation of the Model was delayed by approximately a 3 months as a result.

| Enablers

- **Senior level advocacy:** As mentioned above, the Model was conceived out of a combination of the right conditions, right people and right timing. In relation to the right people, it so happened that at the time that the concept of the Model began being discussed, that senior leaders in government were receptive to the concept. Being able to clearly articulate the problem-statement in a way that garnered interest and enthusiasm and then outline the proposed approach leveraged senior leadership support and ensured that sponsorship for the project would grow throughout the conceptual and design phases.
- **Collaborative and agile project management approach:** The design and implementation of the Model utilised a deliberately agile approach to project management, placing collaboration and shared decision-making before expediency. Further, as the Model was innovative and original in its design, it was acknowledged that unexpected challenges and learnings would emerge. Accordingly, the project management approach that was designed and utilised was deliberately agile, timeframes were high-level with 'buffers' built in, and all brainstorming, thinking, problem-solving and decision-making about how the Model could or should operate was undertaken through numerous workshops – all impacted persons in a room working meticulously through the detailed functioning of the Model and its entities; co-developing the role and remit of each entity, defining how interactions should occur



between entities, articulating the capabilities that should be recruited for, determining meeting and reporting rhythms and then, when necessary, diving back into these conversations to make further adjustments or iterations. This approach enabled the Model to develop and come to life in a manner that truly reflected its original intent and purpose and ensured the perspectives of all stakeholders were incorporated into its final design.

- **Communication artefacts:** Communication artefacts played a critical role in raising awareness of the Model across government but, most importantly, in ensuring broad understanding of the Model, its purpose and how it operates. The Model is a complex governance structure which requires thoughtful explanation and description. Significant focus was placed on developing coherent, comprehensive and succinct communication artefacts in various formats and different levels of detail to suite a wide range of audiences.
- **People first principle:** As mentioned previously, the design of the Model was based on a clear understanding that human relationships were a critical resource for the success of the Model. This understanding became a guiding principle for the approach utilised when designing and implementing the Model; a principle that saw the perspectives and viewpoints of stakeholders take precedence over timeframes and deliverables. And while this approach meant that, at times, timeframes were delayed, the overall outcome was delivered effectively and with broad and comprehensive support from across the entire government. Those that came into contact with the Model, either through the design process or the implementation of the Model, were considered valueable sources of intelligence and feedback that could be used to sharpen the effectiveness of the Model. Feedback was openly invited and was promptly utilised to make iterations and adjustments, building trust amongst stakeholders and, ultimately, creating a more effective and fit-for-purpose Model.

| Top Tips

1. **Mindset shifts take time:** Implementing a whole-of-government governance model that does not mirror current governance arrangements and practices is complex and requires a mindset shift to be successful, and this 'mindset' piece takes significant time. Expect innumerable conversations with impacted stakeholders, expect stakeholders to change over the course of implementation and plan to make decisions about implementation through a genuinely collaborative process – anything less risks stakeholder disengagement.
2. **Moving too fast or too slow:** Managing the tension between implementation delivery and setting a pace which allows for reflection, iteration and adaptation is not easy. Implementation teams must be observing the pace of implementation carefully and having discussions about increasing or decreasing the pace of implementation based on stakeholder feedback and changing environmental factors.
3. **Systemic structural barriers considered in parallel:** In complex systems attempting to tackle complex problems, systemic barriers inevitably exist. Here, the Model was being implemented across government agencies that don't share information technology infrastructure, or human resources, or budgets. Barriers such as these need to be considered, their impact understood and potential solutions identified to ensure long-term sustainability.
4. **Learning and iteration takes time:** Learning and reflective practices are critical to embed in any complex projects operating within complex systems. It does, however, take conscious effort to set aside time for learning and iteration and, often, when things are busy and timeframes are tight, learning and reflection is one of the first things to be deprioritised. It's takes concerted effort to ensure these practices remain a priority, although, it is extremely valuable when done well; allowing for real-time responsiveness and adjustments to be made to the Model in response to learnings surfaced.

| Your artefacts



A ‘certainty where possible, and flexibility where needed’ approach underpinned the development of a large suite of artefacts. Appreciating that government works within an environment of scrutiny, ‘certainty artefacts’ are a necessity. Having said this, consciously building in flexibility to these artefacts was just as necessary.

Each entity within the Model has a governing Charter or Terms of Reference which outlines the role and remit of the entity, its operating principles, structure, the responsibilities of its members and logistical arrangements. The way in which decisions are made within each entity is purposefully not prescribed. Entities have been exposed to different decision-making frameworks and the collective membership of each entity determines which framework to use as matters arise for decision. An example of one of these governing documents, the Terms of Reference for Regional Leadership Networks, is linked [here](#).

A suite of communication artefacts, including an [animated video](#), has also been developed to ensure consistency in how the Model is communicated. Template documents have also been developed to assist the operation of the Model, reports, agendas, minutes etc. Intention was focused on developing what was necessary to support and enable the operation of the Model while deliberately falling short of being overly prescriptive, allowing the Model and the relationships within it to operate and evolve organically.

| What have you achieved?

The Model, as of October 2024, is fully operational and functional. Each Regional Leadership Network has developed a 12 month Annual Workplan detailing the cross-agency priorities within that particular region and work has begun on progressing these priorities.

In addition to the progression of outcomes for regional communities, the Model also seeks to identify, respond to, and reduce obstacles that hinder cross-agency collaboration. The operation of the Model has enabled significant structural barriers to collaboration to be surfaced and escalated promptly, such as information technology infrastructure across agencies. This parallel thinking within the Model, to both be working on the outcomes and actively seeking to reduce the barriers to achieving those outcomes, is a function of intentional design – we cannot seek to solve complex societal problems, without also considering the complexity of our own internal ways of operating.

| What next?

An initial 3-year ongoing Measurement, Evaluation and Learning Plan (MEL Plan) is in its final stages of development and will be implemented in 2025. The MEL Plan will allow for ongoing iteration and adaptation of the Model as it matures and as the system and actors around and within it inevitably evolves and change.

| Appendix 1: Entities

The following table provides an overview of each of the entities depicted in Figure 1 and provides a description of their role and responsibilities and how they interact with other entities in the Model.

Entity	Description
Local Community	Community intelligence will be used to validate and support the challenges and opportunities identified by the Regional Leadership Networks.
Regional Leadership Networks	Regional Leadership Networks bring together senior officers from across agencies to collaborate on regional priorities.



	Regional Leadership Networks work to identify issues and opportunities within their region and develop collaborative solutions for cross-agency priorities. Regional Leadership Networks are supported by the Regional Collaboration Team within DRDMW. There are six Regional Leadership Networks (see Figure 2 above). The Regional Collaboration Team supports the collaborative efforts of the six Regional Leadership Networks to develop innovative ideas into place-based actions, articulated through strategic workplans. The Regional Collaboration Team is also responsible for working in collaboration with the Regional Leadership Alliance and the Public Sector Commission to monitor and support the capability and capacity development of the Regional Leadership Networks.
Regional Leadership Alliance	The Regional Leadership Alliance consists of all the Chairs of the Regional Leadership Networks, the Director of the Regional Policy Coordination Team and the Director of the Regional Collaboration Team housed within DRDMW, and the Chair of the DDG Regional Stewardship Group. The Regional Leadership Alliance represents different regions and functions within the Model and shares knowledge that has been generated through the operation of the Model. The Regional Leadership Alliance is a key authorising component within the Model, receiving and synthesising information from Regional Leadership Network Chairs, the Regional Policy Coordination and Collaboration teams, and making recommendations about further investigation or progression of cross-agency priorities. The Regional Leadership Alliance is also responsible for identifying, problem-solving and escalating (if necessary) barriers to collaboration. The Regional Leadership Alliance reports to the DDG Regional Stewardship Group, reporting on cross-agency priorities, providing advice and recommendations, outlining systemic barriers to collaboration and providing updates on the overall health of the Model. The Regional Leadership Alliance is provided with secretariat support from the Regional Policy Coordination Team.
Regional Policy Coordination Team	The Regional Policy Coordination Team is responsible for understanding the whole-of-government policy and strategy environment and creating strategic clarity. The Regional Policy Coordination Team identifies and filters single-agency issues back to relevant agencies, undertakes targeted national and international research to support the work of Regional Leadership Networks, and develops collective priorities and policy responses as recommendations to the Regional Leadership Alliance and DDG Regional Stewardship Group for consideration. The Regional Policy Coordination Team is also responsible for monitoring the overall health of the Model in partnership with the Regional Collaboration Team and supporting its ongoing operation.



DDG Regional Stewardship Group	The DDG Regional Stewardship Group is a subcommittee of Leadership Board and is made up of Deputy-Directors General from across various agencies. The role of the DDG Regional Stewardship Group is to provide a whole-of-government strategic context, create a culture of collaboration across senior leaders, support regional innovation and undertake collective problem solving. The DDG Regional Stewardship Group is also responsible for addressing barriers to collaboration, supporting the development of regional leadership and encouraging agency staff to attend and participate in Regional Leadership Networks and key cross-agency initiatives to address regional priorities. The Chair of the DDG Regional Stewardship Group is the DRDMW Deputy Director-General. The DDG Regional Stewardship Group reports to Leadership Board.
Leadership Board	Leadership Board, comprised of Directors-General and Chief Executives of Queensland Government agencies and public sector offices, represents the strategic centre of government. Leadership Board will be updated about cross-agency regional priorities via reporting from the DDG Regional Stewardship Group. The DDG Regional Stewardship Group will also provide advice and recommendations to Leadership Board about strategic and policy responses to regional issues and opportunities that require an investment of funding and/or resourcing. The role of Leadership Board is to foster a culture of collaboration and regional innovation. Leadership Board is also responsible for responding to barriers to collaboration and undertaking collective problem solving for those matters raised by the DDG Regional Stewardship Group.

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