



University of
**Southern
Queensland**



Regional Industry and Community Engagement Framework

Sustainable Industry Design
CENTRE FOR FUTURE MATERIALS

CRICOS: QLD 00244B, NSW 02225M
TEQSA: PRV12081

Contents

INTRODUCTION	3
OUR VISION	3
OUR OBJECTIVES	4
OUR COMMITTMENT	5
OUR STRATEGY	6
PROJECT STRUCTURE	7
ENGAGEMENT PRINCIPLES	8
ENGAGEMENT MODEL	9
STAKEHOLDER EVALUATION CRITERIA	11
RISK ASSESSMENT AND MITIGATION	12

INTRODUCTION

We recognise the importance of community and industry engagement in achieving our mission and building strong relationships with the communities we serve. This framework outlines our community engagement approach and guides our staff, post-graduate, and Summer students, and partners. We aim to create a collaborative and inclusive environment that fosters trust, participation, and positive social impact by actively involving community members and stakeholders. Community and Industry partnerships are expected to result in Economic, Commercial, Technological, Social, Cultural, and Environmental impacts that can be measured.

Regional research requires an understanding of the following:

1. Regional context, with each region having a unique set of characteristics, e.g., size, population, land use, social, commercial, economic, and environmental assets. Regional boundaries can be provided by large municipal council boundaries, economically tied communities or geographic regions of influence; the priority being to use the most “impactful regional unit boundary” of choice in any given circumstance.
2. Regional governance was established to support the growth of trust-based, economically advantageous relationships and improved ‘green’ reputational gains through open and inclusive communication and decision-making. Promoting trust, respect, equity adaptability of collaborative processes, i.e., adaptive learning and flexibility to respond to new challenges, changing conditions and/or changing membership.
3. Beyond regions, communication and effort alignment, technical support, capacity building, learning and improvement.

Use this framework to guide initial discussions, planning, and evaluation of your community and industry engagement.

Insert summary of project.

Insert summary of key region to give regional context for local industry, community, and issues. Include summary of First Nations language groups (e.g. Giabal, Jarowair peoples, Jagera) and local elders within the region.

OUR VISION

Project Vision

In fulfilling *Our Vision* we undertake to do so with broader cross-regional consultation at national and international scale, addressing regional problems while having an oversight of what other regions in Australia and other countries are doing to address these problems.

OUR OBJECTIVES

Insert project objectives. These are recommended to be SMART Goals.

OUR COMMITMENT

Insert project values and commitments to report on progress to government, community, and industry partners.

Insert list or logos of partners.

OUR STRATEGY

Insert summary of how the project will achieve the vision and commitments made.

LISTEN – COMMUNITY & INDUSTRY INFORMED AND DRIVEN RESEARCH

Insert specific strategy.

CAPACITY BUILDING – WE PARTICIPATE TO LEARN

Insert specific strategy.

PARTNER FOCUSED – ENSURE INCLUSIVE DECISION-MAKING

Insert specific strategy.

SUSTAINABLE – SUPPORTING FUTURE GROWTH

Insert specific strategy.

PROJECT STRUCTURE

Clearly define Project Leads and Team Members, including expertise and responsibilities.

Table 1. Project Team

Team Member	Relevant Expertise	Responsibilities

In addition, it is recommended to include:

An Advisory Committee to provide independent technical expertise. They consider the robustness of the approach and research undertaken and look to extend the benefits of the project.

A Steering Committee that consists of representatives from all Project Partners. It serves to keep the project on track and aligned with community and industry goals.

ENGAGEMENT PRINCIPLES

These are example engagement principles and can be adjusted to suit your Project.

There are five key principles to guide stakeholder engagement activities. The principles set the standards to which we aspire in building consistent, open and respectful working relationships.

The principles have been tested against and are consistent with current stakeholder engagement standards and practices across the public and private sectors, locally and internationally.

Purposeful - *We begin every engagement with an understanding of what we want to achieve.*

- While our engagement will be driven by our strategic priorities, we must be aware of our stakeholders' objectives, environment, expertise and level of influence.
- When we know why we need to engage and we agree on what success looks like, it is easier to conduct focused and meaningful engagement.
- By planning our communication and managing expectations, we aim to build lasting goodwill with stakeholders participating in the process and develop an understanding about their capacity to engage.

Timely - *We involve stakeholders from the start and agree on when and how to engage.*

- We will clearly identify and explain the engagement process, and negotiate with stakeholders, where possible, as to timelines.
- This includes meeting schedules, and response times for information requests or feedback.

Inclusive - *We identify relevant stakeholders and make it easy for them to engage.*

- We identify and enable the participation of those people and organisations who contribute to, influence, or are affected by our work. This includes those that may be harder to reach for reasons such as remote location, language, culture, age or mobility.
- We provide our stakeholders with the information they need to participate in a meaningful way.

Transparent - *We are open and honest in our engagement and set clear expectations.*

- We will provide information so stakeholders can participate in a meaningful way and will foster a culture of sharing ideas.
- We will clearly identify and explain the engagement process, the role of stakeholders in the engagement process, and communicate how their input will inform the project.

Respectful - *We acknowledge the expertise, perspective, and needs of stakeholders.*

- We understand that engagement is a two-way process. We take care to be open to alternative views and to listen as well as speak.
- We respect our stakeholders' expertise and appreciate the benefits of mutual learning.
- We recognise the different communication needs and preferences of stakeholders and endeavour to meet these wherever possible.

ENGAGEMENT MODEL

STEP 1: IDENTIFY AND EVALUATE KEY STAKEHOLDERS

Before starting any engagement plan confirm the purpose of the engagement. Then you can identify and map key stakeholders, including community members, community organisations, government agencies, and other relevant groups. These stakeholders are then evaluated using the [Evaluation Criteria](#).

Table 2. Identify key stakeholders.

Stakeholder	Project Alignment	Project Impacts	Likely Stakeholder Engagement Interests

STEP 2: DEVELOP COMMUNICATION AND OUTREACH STRATEGIES

Develop comprehensive communication and outreach strategies to reach and engage with different stakeholder segments. Utilise various channels to disseminate information and solicit feedback—tailor messaging to be open, inclusive, accessible, and culturally sensitive. Engagement activities will develop trust and respect between the Project and the stakeholder groups. Examples of communication include:

- In-person: drop-in hours at a local venue open to the public, hosting face-to-face workshops, focus groups, brief presentations at community meetings or in public spaces, community events, training programs, public displays, information sessions, facilitated group discussions, community forum/debate, community summit, expert reference group, community advisory committee, yarning circle.
- Digital Outreach: social media (X, Facebook, LinkedIn), project webpage, project email and phone contacts, blogs, Teams space, distribution lists, online surveys, boosted by tagging or also adding to council or business or groups websites and social media, digital feedback opportunities.
- Traditional/Printed: local media, newsletters, posters, flyers, advertisements/notices, fact sheets/information brochures, banners, feedback box.

Table 3. Overview of engagement tools and activities

Tool/Activity	Description	Timing	Responsibilities	Target Stakeholders

STEP 3: GROW COMMUNICATION AND ENGAGEMENT

Identify community members and stakeholders who can contribute to the success of the engagement initiatives. Foster strategic collaborations with local organisations, businesses, educational institutions, government, and community leaders. Seek opportunities for joint programming, resource-sharing, and leveraging expertise to maximise impact.

STEP 4: CONDUCT REGULAR FEEDBACK AND EVALUATION

Establish mechanisms to collect feedback from the community and stakeholders throughout the engagement process. Regularly evaluate the effectiveness and impact of engagement activities against predefined indicators and goals, for continuous improvement. Use feedback and evaluation results to inform future engagement strategies and improve outcomes. Share lessons learned with key internal stakeholders.

Table 4. Project evaluation key performance criteria

Key Performance Criteria	Indicator	Measure

STEP 5: MAINTAIN ACCOUNTABILITY AND TRANSPARENCY

Maintain accountability and transparency in decision-making processes, project implementation, and resource allocation. Communicate outcomes, progress, and challenges to the community and stakeholders in a timely manner. We will foster trust and accountability by addressing concerns, providing explanations, and ensuring that feedback is considered. The risk assessment and mitigation stage in Project Initiation is key for preparing for potential challenges.

Table 5. Dissemination plan

Communication Type	Audience	Dates for Drafting and Completion

STEP 6: CONTINUOUS IMPROVEMENT PROCESS

Use a continuous improvement process through a regular review and refine the engagement framework based on lessons learned, emerging best practices, and changing needs. Engage in ongoing dialogue with community members and stakeholders to adapt strategies and initiatives accordingly.

STEP 7: EVIDENCE OF PROJECT IMPACT

At the completion of the project, an evaluation should be conducted to assess the impact of the project engagement on stakeholder knowledge, practice, and behaviour.

Table 6. Final project evaluation

Stakeholder	Goals of Engagement	Project Activities	Outcomes

STAKEHOLDER EVALUATION CRITERIA

1	Alignment with Project Vision and Objectives	<ul style="list-style-type: none"> Assess the extent to which the Partner's objectives align with the Project Team's expertise and how it aligns with the Partner's expectations. Enhanced alignment between Partner activities and Project strategic priorities.
2	Mutual Benefit and Value Creation	<ul style="list-style-type: none"> Evaluate the potential financial and qualitative benefits and value that the partnership can bring to both the Project and the Partner. Mutual value creation through shared resources, expertise, and opportunities.
3	Financial Viability and Sustainability	<ul style="list-style-type: none"> Evaluate the Partner's financial stability and long-term sustainability to ensure a viable partnership. Financially sustainable collaborations that generate positive outcomes for both parties.
4	Risk Assessment and Management	<ul style="list-style-type: none"> Identify and assess potential risks associated with the partnership, including reputational, legal, and operational risks. Implementation of effective risk mitigation strategies and ongoing risk management.
5	Social Responsibility and Ethical Considerations	<ul style="list-style-type: none"> Assess the Partner's commitment to social responsibility, ethical practices, and sustainability. Partnerships that contribute to positive social impact and sustainable development.
6	Long-term Impact and Scalability	<ul style="list-style-type: none"> Consider the potential long-term impact and scalability of the partnership beyond immediate outcomes. Sustainable collaborations that have a lasting impact and can be scaled up or replicated.
7	Innovation and Knowledge Transfer	<ul style="list-style-type: none"> Evaluate the potential for innovation, knowledge transfer, and intellectual property generation through the partnership. Exchange of innovative ideas, technologies, and research findings for mutual benefit.
8	Diversity and Inclusion	<ul style="list-style-type: none"> Consider the Partner's commitment to diversity, inclusion, and equal opportunities. Collaborations that promote diversity, inclusion, and equitable outcomes.

Source : UniSQ Partners of Choice document.

RISK ASSESSMENT AND MITIGATION

Risk Identified	Likelihood	Consequence	Risk Level	Risk Mitigation Strategies

See DESE risk matrix below to assist in the development of your risk planning.

Regional Research Collaboration (RRC) Program Risk Matrix

Risk Categories	CONSEQUENCE				
	Consequence levels				
	Minimal	Minor	Moderate	Major	Severe
Stakeholders <i>Identification and management of stakeholder relationships across different sectors and the broader community.</i>	Internal concern, minimal media interest and insignificant level of complaints.	Minor public concern, minor media interest, minor level of complaints.	Concern from the Government and/or Public Service, moderate public embarrassment, moderate media interest, considerable level of complaints.	Major public embarrassment, high media interest, significant level of complaints, adverse Ombudsman investigation, Parliamentary inquiry or judicial review.	Severe public embarrassment, national/international intense media interest, extreme level of complaints, highly critical Ombudsman investigation,

Aligns with 'Reputational' category in previous risk matrix.					Parliamentary inquiry or judicial review.
<p>People</p> <p><i>Attracting and maintaining a safe and skilled workforce with adequate coverage.</i></p> <p>Aligns with 'Human Resources and Work Health and Safety' category in previous risk matrix.</p>	<p>Minimal impact on the safety, security, capability and wellbeing of staff.</p> <p>Injury not requiring treatment.</p>	<p>Minor impact on the safety, security, capability and wellbeing of staff.</p> <p>Injury requiring in house first aid treatment.</p>	<p>Moderate impact on the safety, security, capability and wellbeing of staff.</p> <p>Injury requiring medical treatment and Short-term recovery.</p>	<p>Major impact on the safety, security, capability and wellbeing of staff.</p> <p>Injury involving long-term recovery and/or permanent disablement.</p>	<p>Severe impact on the safety, security, capability and wellbeing of staff.</p> <p>Injury to multiple persons involving long-term recovery and/or permanent disablement or death.</p>
<p>Regulatory</p> <p><i>Compliance with legislative and internal obligations.</i></p> <p>Encompasses 'Legal' and 'Fraud' categories from previous risk matrix.</p>	<p>Minor technical breach of legislation.</p> <p>Minimal fraudulent activity occurring.</p>	<p>Minor breach of legislation.</p> <p>Minor fraudulent activity occurring.</p>	<p>Breach of legislation.</p> <p>Moderate fraudulent activity occurring.</p>	<p>Serious breach of legislation.</p> <p>Major fraudulent activity occurring.</p>	<p>Systemic breach of legislation.</p> <p>Systemic fraudulent activity occurring.</p>
<p>Delivery</p> <p><i>Delivery of key programs, projects and services.</i></p> <p>Encompasses 'Performance' and 'Timeframe/Delivery' categories from previous risk matrix.</p>	<p>Minimal variation against agreed KPI or objective</p> <p>Amount of time lost (or delay) results in minimal impact on delivery of objective.</p>	<p>Minor variation against KPI or objective.</p> <p>Amount of time lost (or delay) results in minor impact on delivery of objective.</p>	<p>Moderate variation against KPI or objective.</p> <p>Amount of time lost (or delay) results in moderate impact on delivery of objective.</p>	<p>Major variation against KPI or objective.</p> <p>Amount of time lost (or delay) results in major impact on delivery of objective.</p>	<p>Severe variation against KPI or objective.</p> <p>Amount of time lost (or delay) results in severe impact on delivery of objective.</p>

<p>Finance</p> <p><i>Contractual obligations, funding, investment and budgetary decisions.</i></p> <p>Aligns with 'Financial' category in previous risk matrix.</p> <p>This new risk matrix incorporates variation to budget.</p>	<p>The potential for and impact of the financial loss is insignificant.</p>	<p>Small financial loss within policy and legal authority limits and/or little opportunity for fraudulent activity to occur.</p> <p>Variation of 5% in budget.</p>	<p>Significant financial loss may occur but will be detected in a timely manner.</p> <p>Variation of 5-10% in budget.</p>	<p>Financial loss significant enough to compromise the viability of the program, policy or IT project implementation.</p> <p>Variation of 10-25% in budget.</p>	<p>Financial loss has the opportunity to compromise the reputation of department and may result in Parliamentary inquiry or judicial review.</p> <p>Variation of 10-25% in budget.</p>
<p>Information</p> <p><i>Data and information management requirements to adequately support the needs of the organisation and its stakeholders</i></p> <p>Aligns with 'Security (Information)' category in previous risk matrix.</p>	<p>A security breach resulting in minimal damage to National interest, organisations or individuals.</p>	<p>A security breach resulting in minor damage to National interest, organisations or individuals.</p>	<p>A security breach resulting in moderate damage to National interest, organisations or individuals.</p>	<p>A security breach resulting in serious damage to National interest, organisations or individuals.</p>	<p>A security breach resulting in grave damage to National interest.</p>

<p>Technology</p> <p><i>Reliance on technology to adequately support the needs of the organisation and its stakeholders.</i></p> <p>Aligns with 'IT/Systems/Business Continuity' category in previous risk matrix.</p>	<p>Minimal impact on performance. Impact managed through normal business.</p>	<p>Minor impact on performance (e.g. delays systems quality).</p>	<p>Moderate impact on performance.</p>	<p>Major impact on performance (e.g. service delays, client dissatisfaction, revenue loss, legislative breaches).</p>	<p>Severe impact to performance.</p>
<p>Governance</p> <p><i>The organisation promotes oversight and risk-based decision making</i></p> <p>This is a new category not included in the previous risk matrix.</p>	<p>Governance includes good practice</p> <p>No weaknesses in strategic and business planning and organisational responsibility</p> <p>Stakeholder expectations are met.</p>	<p>Governance includes limited good practice.</p> <p>Minor weaknesses in strategic and business planning and organisational responsibility.</p> <p>Stakeholder expectations are partially met.</p>	<p>Governance does not include good practice.</p> <p>Weaknesses in strategic and business planning and organisational responsibility promotes exposure.</p> <p>Stakeholder expectations are partially met and display lack of confidence.</p>	<p>Governance ignores good practice.</p> <p>Strategic and business planning and organisational responsibility is compromised.</p> <p>Stakeholder expectations are not met.</p>	<p>Governance is based on internal principles only.</p> <p>Strategic and business planning and organisational responsibility have liabilities.</p> <p>Stakeholder expectations and strategic partnerships are terminated.</p>

Source: Australian Government Department of Education



University of
Southern
Queensland

unisq.edu.au

info@unisq.edu.au