



**Australia's leading provider
of government and social
research, consulting and
advisory services**

STAKEHOLDER RESEARCH

ORIMA Research is Australia's leading provider of end-to-end government and social research and related consulting and advisory services.



Established
in 1997



70+ professional
staff



Four offices > Melbourne, Canberra,
Sydney and Brisbane

ORIMA is the largest provider of market and social research, organisational performance and data analytics services to Australian Government agencies (by contract number).

90%+

ORIMA is a genuine public sector research specialist with over 90% of our business being conducted for public sector clients

ORIMA was founded with the intent to make a positive difference to Australians and Australian society through providing the highest possible quality, independent and professional evidence-based research.



The work we do results in:

- Enhanced organisational performance
- Improved employee engagement
- Desired attitudinal and behaviour change
- More effective communication strategies and campaigns
- Improved client satisfaction
- Better stakeholder engagement
- Better targeted policies and programs
- Social licence to engage with the community

Having worked for government since establishment, our processes and systems have been developed specifically to meet government expectations and requirements. This means a high premium on quality, reliability and realistic timeframes.

We believe our purpose and values are closely aligned with those of our clients, and that we are a safe, skilled and experienced pair of hands for agencies to choose as their research partners.

Our purpose is to improve the wellbeing of people by contributing to high quality, evidence-based public policy, public administration, service delivery and management decisions through our research, data analytics and advisory services.

We achieve outcomes for clients through:

- Communications and marketing research
- Client, stakeholder and employee research
- Community sentiment research
- Policy / program development research
- Program evaluations and reviews
- Data analytics
- Data portals and ballots
- PGPA performance measurement services

Additionally, we have deep domain expertise in First Nations research, public health, education, disability and more.

We strongly believe in the value of high-quality evidence-based decision making. To this end:

- Our senior people are hands-on in every project.
- We keep our research practices at the forefront of best practice, while minimising risks.
- Our solutions are custom-designed to suit each client and context.
- We do the intellectual 'heavy-lifting' at the outset, employing appropriate theories and frameworks to maximise rigour and value.

OUR VALUES

1



Value-adding
through a service
ethos

2



Integrity through
our culture

3



Excellence
through high
performance

4



Productivity
through
innovation

5



Thriving through
a focus on
wellbeing

Ethics, Privacy, Information Security and Quality

ORIMA places great importance on adhering to high ethical, privacy, information security and quality standards. We also conduct all of our work with strict professional independence. As such, company policies are in place to ensure that we maintain integrity and impartiality in all the work that we do. For instance, ORIMA employees are prohibited from becoming members of any political parties. ORIMA's commitments in this area are underpinned by our adherence to formal professional and operational standards.

OUR SAFE HANDS APPROACH



TRS Code of Professional Behaviour

ORIMA is a company partner of The Research Society (TRS) and must ensure that all ORIMA staff adhere to the Society's Code of Professional Behaviour. The Code sets out standards for conducting and reporting on research and data analytics.

- This provides our clients with assurance that projects will be delivered in an **ethical and professional manner**.



QPR

All ORIMA senior staff are required to attain accreditation as Qualified Professional Researchers (QPRs). ORIMA has more than double the QPRs than any other firm operating in Australia.

- This means that our senior staff are committed to **continually improving their expertise** for the benefit of our clients.



Privacy

ORIMA is a member of the Australian Data and Insights Association (ADIA) and adheres to the **Privacy (Market and Social Research) Code 2021** administered by ADIA. ORIMA is also **Fair Data** certified. Assurance around our compliance with our privacy obligations is provided by annual internal and independent external audit programs.

- This means that our clients can have a high level of **confidence that we will handle personal information in an appropriate manner**, in accordance with better practice and the law.



Quality Accreditation

ORIMA is accredited under the research quality standard **ISO 20252**. Our ongoing accreditation is subject to annual internal and external audit

- This provides our clients with assurance that we will deliver **accurate and reliable outputs**.



Information Security

ORIMA is accredited under the international information security standard **ISO 27001**. Our ongoing accreditation is subject to annual internal and external audit.

- This means that our clients can have a high level of **confidence that we will protect their confidential information** in a robust way, in accordance with better practice.



Ethics

ORIMA adheres closely to the Values and Principles of Ethical Research, as issued by the National Health and Medical Research Council (NHMRC). ORIMA is the only Australian social research company with **its own NHMRC-accredited Human Research Ethics Committee (HREC)**; chaired by the former Victorian and WA Auditor-General Des Pearson AO. ORIMA is a **Child Safe Organisation** and has a formal **Duty of Care policy** - which further demonstrates our commitment to managing ethical risks.

- This provides our clients with strong assurance that projects will be delivered **ethically**.

Stakeholder Research

WHAT IS IT?

"Stakeholder Research" is a category of work that helps organisations identify, understand, and analyse the perspectives of people and organisations who have a vested interest in their work, and/or who can impact on their outcomes. Stakeholders can be "upstream" or "downstream", and can include peers, collaborators, observers, customers, supporters – and many other relationships. The primary goal of stakeholder research is to gather meaningful insights that will inform effective decision-making, improve engagement, and ensure that the needs and concerns of all relevant parties are considered.

WHY IS IT IMPORTANT?

Stakeholder research is particularly important for government agencies, who serve a wide range of internal and external stakeholders, with layered approval processes and high levels of scrutiny. It is also critical for the organisations who engage with government agencies and regulators. By understanding the needs, views and concerns of various stakeholders, organisations can make more informed decisions, improve accountability and transparency, and ensure that policies and services are aligned with community expectations. Good research fosters trust, enhances public engagement, and helps agencies and organisations deliver more effective and responsive outcomes – and ultimately to meet their own goals and obligations.

OUR APPROACH

OVERVIEW

Stakeholder research has been a core part of our business practice for more than two decades, and an area of significant practical experience and expertise. We have designed performance measures, provided performance measurement advice, and built and implemented data collection methods for many commonwealth and state agencies, and regulators. We also work with non-government clients – especially those who engage with government. Through our experience, we can offer a wide range of services to inform organisational improvement processes and to meet performance reporting obligations.

GUIDING PRINCIPLES

Below are a range of ORIMA's guiding principles for successful stakeholder research:

 <p>1</p> <p>Stakeholder research is a form of stakeholder engagement in itself</p>	 <p>2</p> <p>Stakeholder research requires an investment in communications and engagement</p>	 <p>3</p> <p>Stakeholder research is a two-way street</p>
 <p>4</p> <p>Stakeholder research must be purposeful</p>	 <p>5</p> <p>Research content must be meaningful, relevant and realistic to respond to</p>	 <p>6</p> <p>Good stakeholder research takes time</p>
 <p>7</p> <p>Stakeholder sample lists are difficult to compile but critical to success</p>	 <p>8</p> <p>The confidentiality of stakeholders must be respected</p>	 <p>9</p> <p>Documentation and record-keeping is essential</p>

METHODOLOGIES

ORIMA does not apply 'black box' or templated methodologies to Stakeholder Research. We draw upon our experience and guiding principles to select, design and deliver methodologies *customised* to client's needs. Our services include:

- Reviews of existing stakeholder survey methodologies
- Methodology design and establishment
- Gap analysis – identifying risks in measurement and outcomes
- Performance measurement framework development
- End-to-end stakeholder research delivery
- Advice and support in responding to internal audit or ANAO queries and concerns

Broadly speaking, stakeholder research methods are either qualitative, quantitative or a combination of both. Each approach has a range of strengths and limitations, which we map against each client's needs to tailor the optimal methodology for every project.

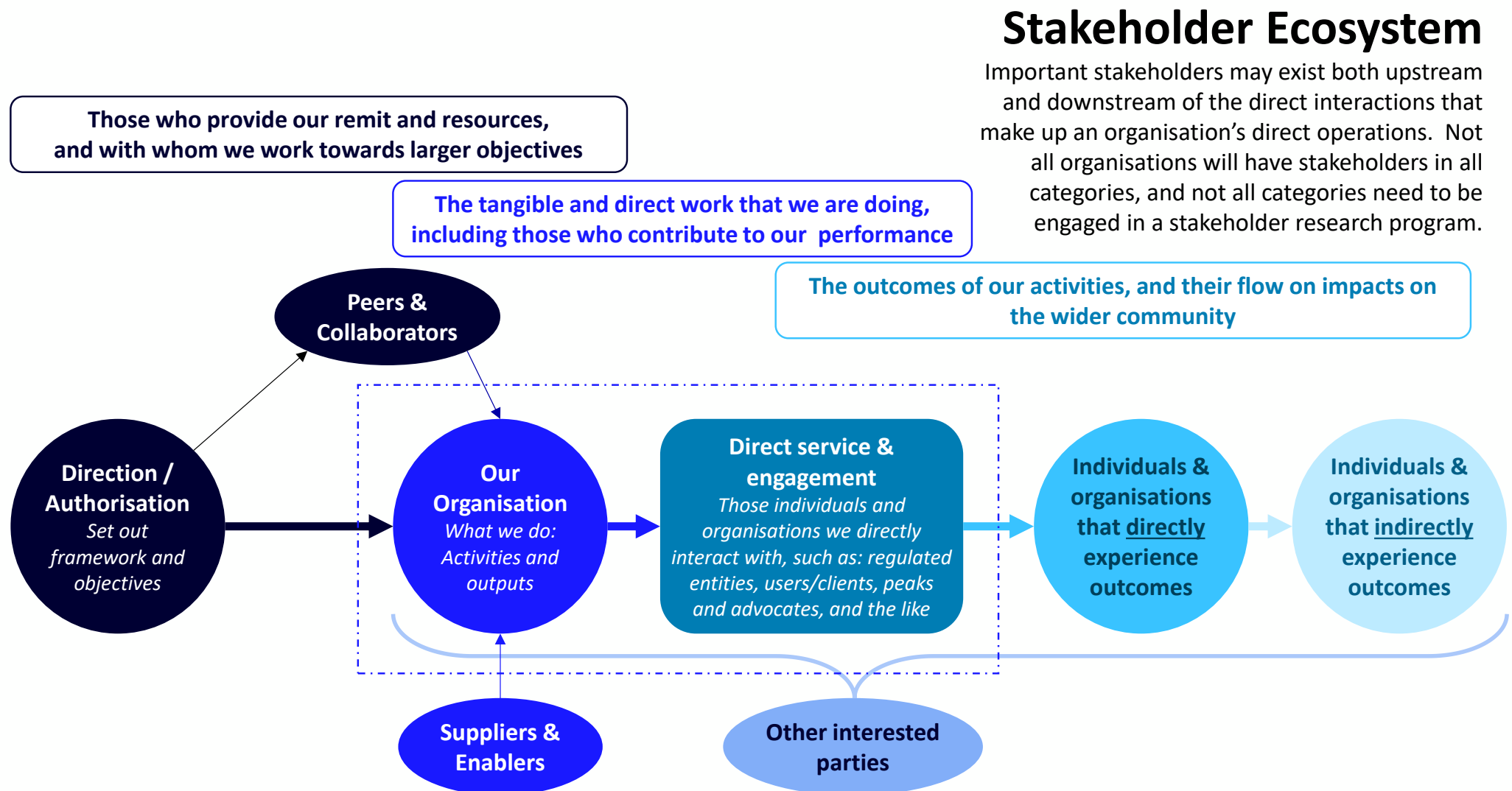
BENEFITS TO GOVERNMENT AGENCIES

- Contributes meaningful performance data for reporting purposes.
- Provides a channel to understand concerns and drivers for immediate stakeholders.
- Provides insight into perceptions of organisational performance.
- Facilitates stronger, more trusting relationships with stakeholders who can influence outcomes
- Acts as a channel to communicate key organisational priorities to important partners and intermediaries.

BENEFITS TO SECTORS THAT INTERACT WITH GOVERNMENT

- Reflects a process that is familiar to Government, delivering data that Government can accept.
- Helps to interface across the different priorities and operational models of public and private sector organisations.

OUR VIEW OF WHAT 'STAKEHOLDERS' MEANS



OUR EXPERIENCE

CLIENT CATEGORIES

Across just the last five years, our stakeholder research clients have included:

Australian Government central agencies

- Department of the Prime Minister and Cabinet (PM&C)
- Attorney General's Department (AGD)
- Department of Finance
- The Treasury.

Regulatory bodies

- Australian Communications and Media Authority (ACMA)
- Australian Competition and Consumer Commission (ACCC)
- Australian Prudential Regulation Authority (APRA).
- Clean Energy Regulator

Australian Government organisations across sectors such as;

- Sport (the Australian Sports Commission, ASC),
- Education (the Australian Skills Quality Authority, ASQA), and;
- Finance (the Australian Reinsurance Pool Corporation, ARPC).

State Government agencies

- Landcom (NSW)
- Essential Services Commission (Vic)
- The Queensland Competition Authority.
- Victorian Mental Health Complaints Commissioner
- NSW Ombudsman
- State Audit Offices

Non-government organisations

- The Pharmacy Guild of Australia
- Telstra
- The University of Technology Sydney (UTS)
- The Ardoch Youth Foundation.

CASE STUDIES



Australian Sports Commission 2012 - 2024

The ASC conducts a major Sport Sector Partner Survey every 1-2 years, led by ORIMA since 2012. Over 100 senior executives from the sector are involved using semi-structured executive interviews. The surveys track key metrics for the ASC's Annual Reporting and gather insights that have directly informed sector objectives, funding, and engagement strategies.



Department of the Prime Minister & Cabinet 2018 - 2024

PM&C has commissioned ORIMA to design and deliver an annual stakeholder survey program to inform corporate performance reporting, collecting Stakeholder feedback on the performance of PM&C across its various key activity areas. Findings have informed the Department's Annual Performance Statement for each cycle.



Landcom NSW 2018, 2021

Semi-structured executive interviews with 40-50 government and industry (construction and development sector) organisations were conducted in 2018 and 2021. The results were reported in a variety of documents, executive workshops and all-staff forums, directly informing the creation and continued development of Landcom's Stakeholder Relationship Strategy.



Telstra 2024

In 2024, having observed significant disruptions in Australian commercial sectors, Telstra commissioned ORIMA to undertake research with key stakeholders (Parliamentarians, regulators, consumer advocates) to scan for emerging risks. A series of internal and external interviews were undertaken to identify perceived risks and opportunities for mitigation.

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ISO 20252,
*the international
standard for market
and social research*



ISO 27001,
*the international
standard for information
security management*



Fair Data Certified, conforms to
national and international data
and privacy requirements

