



# Ice Hockey New South Wales Board Stakeholder Engagement Plan

Document:	Board Stakeholder Engagement Plan
Date of Approval:	03/04/2026
Policy Coverage:	Outlines strategies for identifying, communicating with, and managing relationships with key stakeholders to support the organisation's goals and governance.
Date of Review:	02/04/2027

## Purpose

Stakeholder engagement is essential to the effective governance of Ice Hockey NSW. This document outlines our approach to engaging with members and stakeholders, ensuring proactive communication, transparency, and collaboration. By regularly reviewing and refining our engagement strategies, we strengthen relationships, promote understanding, and support the growth and development of ice hockey in NSW.

## Engagement objectives

Ice Hockey NSW's stakeholder engagement plan has been developed to support the board in promoting openness and transparency of their activities, and in seeking member and stakeholder feedback (to performance or proposed initiatives) as well as considering member and stakeholder interests in decision-making. The plan provides appropriate avenues and channels for listening and feedback in the pursuit of our strategic plan, promotes collaborative governance and ensures Ice Hockey NSW is aligning strategic decision-making across the sport.

The Ice Hockey NSW Board has a critical role in leading the organisation's engagement approach. The board is responsible for approving and then overseeing this engagement plan which enables Ice Hockey NSW to communicate clearly with consistent messaging, whilst fostering positive relationships with key stakeholders and building a culture of trust across the sport. The engagement plan is delivered in conjunction with the CEO, senior management and relevant sub-committees who support the board to deliver the communication, consultation, and collaboration activities. The engagement plan provides opportunities for leaders across the sport to come together, align efforts and decision-making to best promote and ensure the sustainability of the sport.

## Key stakeholders

Ice Hockey NSW has many requirements including reporting, compliance, strategic development and planning and managing relationships with internal (e.g., Executive Officer and Board Executives) and external (e.g., Ice Hockey Australia) stakeholders. The engagement method will differ for each stakeholder depending on the strategic objective and their level of involvement identified as part of Ice Hockey NSW stakeholder mapping.

As part of Ice Hockey NSW's collaborative governance approach and to ensure Ice Hockey NSW are seeking and hearing the views and feedback from our members and stakeholders, as well as empowering them to drive strategic decision-making, Ice Hockey NSW Board have identified the below key stakeholders.

The below groups have been identified as priority stakeholders for Ice Hockey NSW Board to drive strategic decision-making and collaborative governance initiatives across the sport.

- Affiliated Clubs
- Representatives from Affiliated Clubs
- Operational Positions
- Executive Officer and Executive Directors
- Ice Hockey Australia
- State and Federal Government
- Suppliers

The above list has been identified as the priority stakeholders from a board perspective however is not an exhaustive list of all stakeholders. Others may be considered and included time to time depending on the strategic objectives of the sport, for example, State or Territory Governments will be consulted in relation to major event planning or Compliance and Regulatory Bodies will be informed of certain activities in line with legislation

## Stakeholder engagement

Ice Hockey NSW's stakeholder engagement plan aims to:

- clearly communicate our engagement approach to our key stakeholders, and the public connected to the sport in an open and transparent way
- support Ice Hockey NSW to achieve its strategic vision by engaging the critical members of our community that have vital roles to play within that strategy
- allow Ice Hockey NSW to seek feedback and input as required from key stakeholders to assist in decision-making
- reinforce a culture of engagement and collaboration in the best interests of our sport.

The engagement methods identified for key stakeholders have varying intentions and purposes based upon the role that the stakeholders play within our sport. Our engagement plan has been informed by Ice Hockey NSW relationship with our stakeholders and their level of impact. The parameters set by Ice Hockey NSW Board are reflective of this and have been tailored accordingly.

This engagement plan will form part of Ice Hockey NSW annual review and planning process to ensure key stakeholders and members are regularly engaged and collaborated with.

The engagement approach identified for each stakeholder is tailored based on the below model and each stakeholders needs.

- *Inform*: to provide stakeholders with balanced and objective information, not involved in decision-making. Example techniques include newsletters and website updates.
- *Consult*: to obtain feedback from stakeholders, will listen to views and provide feedback when decisions are made.
- *Involve*: to work with stakeholders directly to ensure their concerns and views are considered and provide feedback on how their inputs influenced decisions.
- *Collaborate*: to collaborate as partners throughout the process, involved in analysing and development of solutions and in decision-making. Take views into account in the decision-making to the maximum extent possible. An example technique includes advisory committees.
- *Empower*: to place final decision-making in the hands of stakeholders, will implement what is decided. Example techniques include delegated decision

## Ice Hockey NSW Stakeholder Engagement Plan

Stakeholder	Governance Objective	Engagement Approach	Engagement Channel	Responsible	Frequency	Supporting Information/Collateral Required
Ice Rinks / Facility Operators (Suppliers)	Maintain strong and cooperative relationships with facility operators to support reliable access to ice time, safe facilities, and effective delivery of IHNSW competitions, development programs and representative activities.	Consult and collaborate on operational planning, scheduling and facility use.	Email, phone, operational meetings, scheduling coordination, event planning discussions.	President, Executive Officer, and relevant Board portfolio holder (Facilities & Rinks).	Ongoing operational communication; meetings as required.	Competition schedules, event calendars, program requirements, facility agreements or correspondence as required.
Affiliated Clubs	Strategic Plan Development	Involve Collaborate Empower	Clubs Meetings	President/Chair	As required in line with Strategic Plan	Strategic Plan

Stakeholder	Governance Objective	Engagement Approach	Engagement Channel	Responsible	Frequency	Supporting Information/Collateral Required
Affiliated Clubs	Strategic Plan Update	Inform Consult Collaborate Empower	Website AGM Stakeholder Forum	Board	Annually	Strategic Plan Annual Report
Committees of Affiliated Clubs	Strategic Planning	Involve Collaborate Empower	Input at Clubs Meetings	President/Chair Key Board Directors Key Management	Bi-annually	Strategic Plan
Board Directors of IHNSW	Director Induction(s)	Collaborate	Meetings	New Directors	As required	
Board Directors of IHNSW	Development and review of national policies (including Code of Conduct and alignment with organisation's values)	Collaborate	Working Groups/Workshop General Correspondence	Finance, Audit and Risk Committee Governance Committee	Annually	Policy documentation

Stakeholder	Governance Objective	Engagement Approach	Engagement Channel	Responsible	Frequency	Supporting Information/Collateral Required
Affiliated Clubs represented by their club Delegates	Strategic Plan Update Reporting	Collaborate Inform	Club Meetings	President / Chair	Bi-annually	Strategic Plan
Board of Directors of IHNSW	Strategic Planning	Empower	Appropriate Sub-Committee(s) and Delegations	Executive Officer / Board of Directors	Board Meetings Sub-Committees	Board Papers
NSW Office of Sport	Improve governance practices and capability	Consult	General Correspondence – Meetings and workshops	IHNSW Board of Directors Executive Officer	As advised by OoS	SGS self-assessment and GOE Plan
NSW Office of the Children’s Guardian	Compliance with Child Safeguarding Standards	Collaborate Consult Inform	General Correspondence	Executive Officer Child Safeguarding Officer	As required	Child Safeguarding Policy

Stakeholder	Governance Objective	Engagement Approach	Engagement Channel	Responsible	Frequency	Supporting Information/Collateral Required
Board of Directors of IHNSW	Nominations (Identification and Appointment of Directors), including identified diversity goals	Inform	General Correspondence AGM	Nominations Committee	Minimum annually	
Ice Hockey Australia	Improve high performance/ Pathway outcomes Governance compliance Insurance coverage	Involve Collaborate Inform	General Correspondence Advisory Committee(s)	President High Performance Director Executive Officer	As required	High performance agreements and plans
ASIC	Legislative compliance	Inform	Sub-Committee / Delegation	CFO / Finance, Audit and Risk Committee	Annually	Financial Statements

Stakeholder	Governance Objective	Engagement Approach	Engagement Channel	Responsible	Frequency	Supporting Information/Collateral Required
Uniform / Merchandise / Medal Suppliers	Procure high-quality uniforms, merchandise, and medals through a transparent and competitive tender process that ensures value for money and alignment with IHNSW branding and operational requirements.	Formal procurement and contract management through tender processes and supplier engagement as required.	Request for Tender (RFT) documentation, email correspondence, supplier meetings, and contract management discussions.	Treasurer, Executive Officer, and relevant Board portfolio holder	Tender process as required; operational engagement during production and delivery periods.	Tender documentation, branding guidelines, product specifications, order quantities, delivery schedules, and contract agreements.

## Ice Hockey NSW Stakeholder Engagement Plan

1. The Board engages with Members at the Annual General Meeting.
2. The Board engages with Delegates of our Affiliated Clubs monthly (February to November) to monitor progress against the Strategic Plan.
3. The President works with Ice Hockey Australia to ensure Ice Hockey NSW remains aligned with the national strategic plan and stays on track with its own strategic objectives.
4. The Board engages with Ice Rinks and Facility Operators to ensure reliable access to ice time, safe facilities, and coordinated scheduling for competitions, programs, and events.
5. The Board engages with Uniform, Merchandise, and Medal Suppliers through a transparent tender process to ensure timely delivery, quality standards, and alignment with IHNSW branding and event requirements.