



BOARD MEMBER APPLICATION PACK

Inaugural Board of Hockey Brisbane

Issued by the Hockey Brisbane Taskforce
August 2026

1. Welcome to Hockey Brisbane

Hockey Brisbane is the proposed new single governing body for Hockey in Brisbane. It is being formed through the amalgamation of the Brisbane Hockey Association (BHA), the Brisbane Women's Hockey Association (BWAHA), and Hockey Brisbane Incorporated (HBI).

The amalgamation follows an independent 2025 stakeholder review by McLaughlin Sports Consultancy (MSC), which found near-unanimous agreement among stakeholders that Brisbane hockey should be governed by one body.

Thank you for your interest in becoming one of the inaugural Directors who will lead Hockey Brisbane through this transition and beyond. This is an opportunity to shape contemporary, member-focused governance for hockey across the Brisbane region, and to help deliver Hockey Brisbane's 2027-2032 strategic plan.

What's changing, and when

Voting Members of BHA, BWAHA, and HBI will be asked to vote on the amalgamation at Special General Meetings (SGMs) on 31 October 2026. Subject to approval and based on legal advice to simplify the process, there will be two steps in our transition to Hockey Brisbane.

First, to bring the three current associations together, the new amalgamated entity will be established as an incorporated association in late 2026. This will include the transfer of assets from the existing entities into the new organisation.

Second, to lock in and codify our governance improvement aspirations into the constitution of the organisation (aligned to the [Australian Sports Commission's Sports Governance Standards](#)), the amalgamated association will then convert to a company limited by guarantee (CLG) in early 2027. Hockey Brisbane Limited is targeted to begin operating under this new model by the start of the 2027 season.

The inaugural Board of seven will govern the organisation through this transition: overseeing the conversion to a CLG, ratifying founding governance documents, and guiding Hockey Brisbane's strategic direction from day one.

Why we need you

Hockey Brisbane needs a Board that carries a clear mandate from our member clubs, with the specialist skills to deliver our strategic plan. Spanning governance and financial stewardship through to commercial, digital, facilities, participation and high-performance capability. This pack sets out the role, the skills we're looking for, and how to apply.

2. About the Role

Position purpose

As a Director of Hockey Brisbane, you will govern the strategic direction, financial sustainability and integrity of the organisation on behalf of its members. This is a governance role: Directors are responsible for setting strategy, policy and risk appetite, as well as overseeing the organisation's performance against them. Directors are not responsible for the operational delivery of hockey: competition management, coaching, umpiring, administration and day-to-day program delivery remain the responsibility of paid staff, volunteers and member clubs.

Board composition

After conversion to a company limited by guarantee, the Hockey Brisbane Board will comprise elected and appointed (skills-based) Directors

Role	Description	Pathway
Elected Director	Elected by Member Clubs at a general meeting	Elected
Appointed Director	Appointed by the Board against an identified skills matrix gap (e.g. legal, finance, risk, digital, sport development)	Skills-based appointment
Chair	Selected by the Board, from elected or appointed Board members, in accordance with the Constitution; leads the Board	Elected / appointed
Deputy Chair	Selected by the Board, from elected or appointed Board members, in accordance with the Constitution; supports the Chair	Elected / appointed
Company Secretary	Likely a paid staff member of the entity (tbc)	Staff member

Key accountabilities

All Directors, regardless of pathway, share the following core accountabilities:

- **Strategy & Performance:** contribute to, approve and monitor the strategic plan, annual budget and key performance measures, focused on organisational outcomes rather than day-to-day sport delivery
- **Stakeholder Collaboration:** engage constructively with Member Clubs, Hockey Queensland and other stakeholders, representing the whole sport rather than a single club or interest group
- **Culture, Values & Conduct:** model Hockey Brisbane's values and Code of Conduct, and support an inclusive culture across the whole sport
- **Structure & Accountability:** understand and act within the Constitution, Board Charter and delegated authorities; maintain a clear line between governance and management
- **Ethical & Risk-Based Decision-Making:** exercise independent judgment in the best interests of Hockey Brisbane as a whole, and oversee the risk management framework
- **Integrity & Safeguarding:** support a safe, fair and inclusive environment for participants, consistent with the National Integrity Framework
- **Continuous Improvement:** participate in annual governance self-assessment and board evaluation, and act on resulting improvement actions

Essential qualities of a Hockey Brisbane director

- Genuine commitment to good governance and to Hockey Brisbane's purpose, above any single club, program or personal interest
- Sound, independent judgement and the ability to think and act strategically
- Understanding of, or willingness to undertake training in, not-for-profit and sport governance, including director duties and conflict of interest obligations
- Capacity to meet the time commitment of the role (see below)
- Integrity, and a track record consistent with Hockey Brisbane's values and Code of Conduct
- If not already a holder of a Director ID, the willingness to apply for and hold a Director ID ([Director identification number | Australian Business Registry Services \(ABRS\)](#))
- No material conflicts of interest, including holding other management committee or board positions with any Hockey Brisbane club, Hockey Queensland, or Hockey Australia

Desirable Skills

Candidates are assessed against gaps identified in the Board's skills matrix. Section 3 of this pack sets out the full skills framework and includes a self-assessment you're asked to complete as part of your application.

Eligibility — please read before applying

For the inaugural Board, candidates must not have served on the BHA, BWA or Hockey Brisbane Incorporated boards, or been employed as a General Manager or Secretary by either association, in the past three years (since 1 January 2024).

Time commitment & term

- Board meetings: monthly (tbc)
- Attendance at the Annual General Meeting, Special General Meetings, and relevant sub-committee meetings
- Term: Three years operating in a staggered rotation with term limits (maximum cumulative tenure of no more than 10 years). The inaugural board will be split across an initial term of 1, 2, or 3 years to establish the rotation pattern
- Occasional attendance at stakeholder, club, Hockey Brisbane, and Hockey Queensland events

Remuneration

All Director and Committee roles are voluntary, non-remunerated positions. Reasonable expenses incurred in the performance of Board duties are reimbursed in accordance with Hockey Brisbane's expense policy. Directors are covered by the organisation's Directors & Officers (D&O) insurance.

Role addenda — Chair

The Chair is selected by the Board from within its elected or appointed Directors, in addition to their core Director accountabilities:

- Provide leadership to the Board and ensure it operates effectively and in accordance with the Board Charter
- Chair Board and general meetings, ensuring balanced discussion and sound decision-making
- Act as principal spokesperson for Hockey Brisbane on governance matters
- Lead annual Board and individual director performance evaluations
- Oversee the relationship with, and performance of, the General Manager
- Provide personal, direct engagement with Life Members and other key stakeholders

3. Skills Self-Assessment

Hockey Brisbane has a defined set of target skills profile for the Board, which our Nominations Working Group will use to evaluate applications on a clear, criteria-based basis. The framework is anchored in the Australian Sports Commission's Sport Governance Standards and in Hockey Brisbane's 2027-2032 strategic plan.

Please complete the self-assessment on the next page and return it with your application. Panel members will verify scores at interview.

Foundational attributes

Every Director, regardless of specialist skill set, is expected to bring the following:

- Demonstrated alignment with Hockey Brisbane's values, purpose, and strategic plan direction
- Sound ethical judgement and the capacity to make decisions in the interests of Hockey Brisbane and its broader hockey community
- A clear understanding of the distinction between Board governance and operational management
- Willingness to undertake recognised governance education
- Commitment to child safety, safeguarding and integrity obligations

The self-assessment is broken into two categories. Governance & Compliance skills and Specialist skills. Please score using the guide below, noting that you are not expected to score highly across all skills.

Scoring guide

Score	Definition
0	No relevant experience
1	Some exposure or foundational understanding
2	Solid, demonstrated and verifiable working experience
3	Deep, expert-level experience — could lead the Board's work in this area

3.1 Governance & Compliance skills

#	Skill	Description	Your self-score (0–3)
1	Legal, Governance & Strategic Leadership	Company/association law, director duties, constitutional matters, strategic oversight of the transition to a company limited by guarantee structure and its ongoing operations	
2	Financial Management, Audit & Risk	Budgeting, financial oversight, audit and risk committee experience	
3	People, Culture & HR	Workforce and volunteer culture, HR/IR, organisational change management	
4	Integrity, Safeguarding & Member Protection	Child safeguarding, member protection, application of the National Integrity Framework	
5	Diversity, Equity & Inclusion	Inclusive governance and strategy, gender equity in sport	

3.2 Specialist skills

#	Skill	Description	Your self-score (0–3)
6	Strategic & Business Planning	Strategy development and oversight; translating the plan into annual, budgeted Operational Plans	
7	Commercial, Revenue & Partnerships	Revenue diversification, sponsorship and commercial partnerships	
8	Digital, Data & Technology Systems	Digital platforms, data governance, registration/competition/financial systems	
9	Marketing, Communications & Brand	Brand, marketing, stakeholder communications and media	
10	Facilities & Government Relations/Advocacy	Facility planning, advocacy to government and funding bodies	
11	Athlete Pathway & High-Performance Sport	Talent identification/development, performance pathway design	
12	Participation, Community & Club Development	Grassroots growth, club support, inclusive and accessible programs	
13	Stakeholder Engagement & Member Relations	Advocacy across member clubs, Hockey Queensland, Hockey Australia and schools	

To progress past initial screening, candidates should typically demonstrate strength (a self-assessed score of 2 or 3) in at least 2 of the 13 skills overall, including at least 1 of the 5 Governance & Compliance skills.

4. Selection Process & How to Apply

How candidates are assessed

The nomination process is coordinated by the Hockey Brisbane Taskforce's Nominations Working Group, which will make recommendations to Taskforce for endorsement.

The Working Group is independently chaired by Alison Lyons (Chair of QSport; Venue & Government Partnerships Manager – QLD at AFL; former CEO of Hockey Queensland), joined by a representative from BHA, a representative from BWA, and the Taskforce Project Officer.

Shortlisted candidates can expect a 30-minute interview, assessing them against the skills matrix and person specification in Sections 2 and 3 of this pack.

The final recommended board composition will take into consideration Hockey Brisbane's commitment to achieve high maturity levels as benchmarked against the Australian Sports Commission's Sports Governance Principles and Standards. Including, but not limited to

- Principle 4: The Players – a diverse board to enable considered decision-making
 - 4.1 Board skills and diversity matrix
 - 4.2 Diversity, equity, and inclusion goals
 - 4.3 Gender Balance: Directors
 - 4.3.1 Gender Balance: Chair & Deputy
 - 4.4 Director Independence
 - 4.5 Appointment of Directors
 - 4.6 Elected vs Appointed Directors
- Principle 5: The rulebook – documents that outline duties, powers, roles and responsibilities
 - 5.2 Director term limits
 - 5.3 Director eligibility

Appointment to the inaugural board is subject to the adoption of a special resolution (alongside a special resolution to amalgamate), to be put to the voting members of BHA, BWA, and HBI at a special general meeting to be held on 31 October 2026

Indicative timeline

Date	Milestone
27 August 2026	Applications Open
9 September 2026	Applications Close
11 September 2026	Candidate shortlist confirmed
~22 September 2026	Interviews completed
25 September 2026	Final recommendations to the Taskforce

Date	Milestone
~15 October 2026	Online meeting with clubs to walk through the SGM process, introduce proposed inaugural board members
31 October 2026	Special General Meetings (SGMs) of BHA, BWHA, and HBI members vote on establishing Hockey Brisbane Incorporated
December 2026 / January 2027	New board of Hockey Brisbane Inc starts work (once new incorporated association established by the QLD Office of Fair Trading)
January/February 2027	Conversion of Hockey Brisbane Incorporated to a company limited by guarantee (CLG) – Hockey Brisbane Limited

What to submit

- A current resume / CV
- A cover letter outlining how your skills and experience could help govern Hockey Brisbane well, referencing the role overview in Section 2, and the Hockey Brisbane 2027-2032 Strategy Summary (Appendix 1)
- Your completed Skills Self-Assessment (Section 3)

Where to send your application

- Submit your application to: projectofficer@hockeybrisbane.org.au
- Closing date: *Wednesday 9 September 2026*

A note on conflicts of interest

If you are shortlisted, you will be asked to declare any actual or perceived conflicts of interest, which will be managed in consultation with the board Chair. This is a standard part of the process and does not disqualify you from applying. Note that as mentioned earlier in this pack, Directors will need to be independent, and therefore if you currently hold a club management committee position and are successful in this process, you will need to resign that position before joining the board.

*Thank you for considering a Director role with Hockey Brisbane.
We look forward to your application.*

Appendix 1 – HB 2027-2032 Strategy on a Page

Hockey Brisbane's values

- We play with Heart
- We lead with Integrity
- We build through Belonging

... with a shared purpose to **grow our game**

We will do this by:

- **Strengthening** our shared capability to deliver hockey in Brisbane
- **Promoting** our sport through improved visibility and experiences
- Making it easier for everyone across Brisbane to **participate in our sport**

What does our vision look like by Brisbane 2032?

- A premium, customer-focused hockey experience for all
- 12,500 participants across the spectrum of our sport
- Players staying in hockey for longer
- Stronger clubs, more engaged schools, and better supported volunteers, coaches, and officials
- Up to three more turf fields across Brisbane
- Meeting and exceeding our community's governance expectations
- Innovative participation models that diversify revenue for all
- Inspiring the next generation of athletes, coaches, officials, and hockey supporters, building on the momentum of the Brisbane 2032 Olympic Games

Our detailed 2027-2032 strategy, including key priorities, actions, success indicators and their alignment to three two-year time horizons will be provided to shortlisted candidates for context prior to their interview



PARTICIPATE	
Grow participation in hockey in Brisbane - more people, participating in more ways	
SUCCESS INDICATORS	HBI ROLE
PLACES AND SPACES	
An expanded and improved Brisbane hockey facility footprint is accessible, enabling the growth of the sport.	SUPPORT/INFLUENCE
COMPETITIONS	
Integrated male and female competition frameworks are activated across juniors, seniors, masters, grass, synthetic and indoor hockey.	LEAD
MEMBERSHIP	
6,000 Field players by 2032, up from approximately 6,000 in 2026.	SUPPORT/INFLUENCE
1,500 indoor players by 2032, up from approximately 1,000 in 2026.	SUPPORT/INFLUENCE
150 accredited, active coaches by 2032, up from approximately 90 in 2026, with increases across all accreditation levels.	SUPPORT/INFLUENCE
500 accredited, active field/indoor umpires and technical officials by 2032, up from approximately 350 in 2026, with increases across all levels of accreditation.	SUPPORT/INFLUENCE
Our pool of trained selectors increases annually.	LEAD
40 accredited coach and umpire facilitator/educator/assessors by 2032, up from approximately 20 in 2026.	LEAD
PARTICIPATION	
1,000 club-delivered Hockey2Hockey program participants by 2032, up from a record of 756 in 2022.	SUPPORT/INFLUENCE
2,000 school-delivered Hockey2Hockey program participants annually by 2032, up from a high of 1,400 in 2021.	SUPPORT/INFLUENCE
HBI managed event participants increase by 10% annually.	LEAD
Club-delivered social/mixed competition participants increase by 10% annually.	SUPPORT/INFLUENCE

Our Hockey In Brisbane core values

	We play with Heart	We lead with Integrity	We Build through Belonging
Players	Give your full effort every session, celebrate your teammates' wins as your own, keep showing up even when the season's tough	Play fair, respect the rules, your opponents and officials, and own your own mistakes on and off the field	Welcome new and returning teammates regardless of ability, and help make your team a place people want to be part of
Parents	Cheer for effort and improvement just as much as results.	Model good sideline behaviour for your kids. Be supportive of your child's (and your team's) hockey experience	Support the whole club community, not just your own child's team. Welcome new families on the sidelines
Coaches	Coach every player with care, not just the top performers. Make training something players want to come back to	Balance player welfare with results. Remember your position as a role model and part of our broader community. Committed to ongoing professional development and improvement.	Build your programs and develop your teams to ensure that all players feel they have a place in Hockey
Officials	Apply the rules fairly and consistently, never lose sight that it's still a game people love	Make the tough calls, especially when behaviours on the field don't match expectations of our community	Be approachable and consistent, so players and clubs trust the officiating community
Volunteers	Show up reliably and take pride in the small jobs that make hockey happen	Respect the time and resources of the club and fellow volunteers. Follow through on what you will say you'll do	Encourage others to chip in. Help newcomers find their feet in the club, on committees, or at the canteen
Board members	Stay invested in the success of the game itself, not just its governance, and let that show in how decisions are made	Declare conflicts of interest, make transparent and accountable decisions, and uphold governance standards even when it's the harder path	Make decisions that actively widen access and inclusion, and represent the interests of the whole community
Staff	Bring energy and care to the job beyond what's in the position description. Your role amplifies the impact of our sport	Act in the best interests of the sport, within your delegations. Provide honest advice to the board that supports better decision-making	Make every member and volunteer feel heard and valued, regardless of which club, program, pathway, or background they come from
Clubs	Foster a culture where members want to be a part of your community, not just play a fixture on the calendar	Strive to improve the maturity of how your club operates year on year	Welcome people from all backgrounds and skill levels. Collaborate with other clubs for our shared success, not against them

... with a shared purpose to *grow our game*