



information  
and privacy  
commission  
new south wales

# IPC Stakeholder Engagement Plan 2025-28



The IPC is the independent integrity agency that supports the NSW Information Commissioner and the NSW Privacy Commissioner.

**As part of its function the IPC:**

- promotes and protects privacy and information access rights in NSW and provides information, advice, assistance and training for agencies and individuals on privacy and access matters
- reviews the performance and decisions of agencies; and investigates and conciliates complaints relating to public sector agencies, health service providers (both public and private) and some large organisations that deal with health information
- provides feedback about information access and privacy legislation in NSW and relevant developments in the law and technology.

A grayscale background image showing a close-up of a person's hands typing on a laptop keyboard. The image is slightly blurred, giving it a professional and modern feel.

# Who we are



# Purpose of the engagement plan

The IPC values community and agency participation. The purpose of this plan is to:

- outline the IPC's current stakeholder engagement by frequency, channel and strategic priority
- detail planned engagement initiatives that are in line with the objectives of the four priorities included within the IPC Strategic Plan 2024-2028.

Through this Plan and the IPC's engagement with various stakeholders, the IPC seeks to:

- **BUILD RELATIONSHIPS:**

Establish and maintain relationships between the IPC and various stakeholders, including members of the community, agencies and key industry.

- **INFORM DECISION-MAKING:**

IPC engagement allows for the voices of the public and NSW agencies to be heard and considered in the various decision-making processes, including creating new guidance and providing assistance in line with the IPC's functions.

- **CREATE TRANSPARENCY AND TRUST:**

By actively engaging with the public, the IPC can increase transparency and build trust. This involves sharing key information about rights, legislation, policies, and decisions, and listening to feedback.

- **EMPOWER STAKEHOLDERS:**

Through engagement and communications, the IPC can empower citizens by informing them of their rights, and uplift agency capability by providing resources, tools and support.

# IPC Key Stakeholders



## NSW Agencies

- Government agencies
- Local councils
- Universities
- State-Owned Corporations
- Agency leaders
- Agency senior executives, directors, and general counsel
- Information access and privacy practitioners
- Public sector staff
- Agency departments and other entities (e.g, Cyber Security NSW, Digital NSW, ID Support NSW)
- NSW independent integrity agencies
- Healthcare providers - public
- IPC staff



## External to NSW Government

- Members of the NSW public
- Legal representatives of the community
- Media
- Healthcare providers - private



## NSW Executive Government and Parliament

- Ministers
- NSW Parliamentary Committee on the Ombudsman, Law Enforcement Conduct Commission and the Crime Commission
- NSW Parliamentarians



## Industry specialists, peers and other enablers

- Information and Privacy Advisory Committee (IPAC)
- IPC Audit and Risk Committee
- Key national/international organisations active in information access and privacy
- National/international information access and privacy regulators
- Peak bodies and associations (e.g, Local Government Professionals Australia, NSW; Institute of Public Administration Australia)
- Conference and convention organisers



# IPC communication channels

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## **DIRECT ENGAGEMENT (EMAIL AND PHONE)**

Receive and respond to enquiries by members of the public and agencies and provide information and support

## **IPC WEBSITE**

Provide stakeholders with: essential access to IPC agency information; information access and privacy resources; webforms to lodge reviews, complaints and notifications; and communicate important updates

## **E-ALERTS**

Inform IPC subscribers and key contacts about important updates, release of new guidance, and opportunities to engage with the IPC such as consultations or other engagements

## **SOCIAL MEDIA (LINKEDIN, FACEBOOK)**

Facilitate greater interaction with stakeholders, communicate important information, and provide a wider reach to IPC communications particularly through boosted social media

## **SOCIAL MEDIA (YOUTUBE)**

Provide a platform to host video content and relevant information, including animations and event recordings

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## **MEDIA RELEASES AND STATEMENTS**

Attract media attention and raise public awareness on important IPC issues, and provide official statements from the Commissioners

## **INTERNAL COMMUNICATIONS**

Provide updates to IPC staff on important information about the agency and Customer Service portfolio, and improve staff engagement

## **LIVE EVENTS & PRESENTATIONS**

Inform stakeholders about important issues and engage with thought leaders

## **STAKEHOLDER MEETINGS (PERIOD AND AD HOC)**

Facilitate discussion where the IPC can provide important information, hear concerns and provide updates on the work of the IPC

## **SURVEYS**

Seek feedback from stakeholders to inform the IPC about sentiment, feedback, current issues, or ideas on how to improve services

# Engagement with sectors

## MEMBERS OF THE PUBLIC

Direct engagement, IPC website, e-alerts, social media, media releases and statements, surveys

## NSW AGENCIES AND DEPARTMENTS

Direct engagement, IPC website, e-alerts, social media, media releases and statements, live events and presentations, stakeholder meetings, surveys

## LOCAL GOVERNMENT

Direct engagement, IPC website, e-alerts, social media, media releases and statements, live events and presentations, stakeholder meetings, surveys

## STATE-OWNED CORPORATIONS

Direct engagement, IPC website, e-alerts, social media, media releases and statements, live events and presentations, stakeholder meetings, surveys

## UNIVERSITIES

Direct engagement, IPC website, e-alerts, social media, media releases and statements, live events and presentations, stakeholder meetings, surveys

## MINISTERS

Direct engagement, IPC website, live events and presentations, stakeholder meetings

*The IPC will actively seek engagement opportunities with our Key Stakeholders in these sectors, where the engagement aligns with our Strategic Plan Priorities, objectives and outcomes, or addresses a gap in knowledge or specific information access or privacy topic*



# How the IPC engages

The IPC undertakes a variety of engagement activities to connect with its stakeholders. These include:

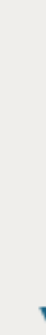
Engagement activity	Frequency	Channel	Strategic link
Public communications, resources, updates and information provided via the IPC's website	Weekly	IPC website	Priority 1, Priority 2
Regular IPC satisfaction surveys issued to agencies and members of the public	Fortnightly	E-alerts, surveys	Priority 1
Commissioner speaking engagements, presentations and meetings with agencies	Monthly	Live events & presentations	Priority 1, Priority 3, Priority 4
Commissioner presentations at dedicated practitioner events	Quarterly	Live events & presentations	Priority 3
IPC social media posts and boosted posts to connect with the people of NSW	Weekly/Biannually	Social media	Priority 3
Provision of agency advice to support agencies in their regulatory functions	Weekly	Direct engagement, stakeholder meetings	Priority 2
Receiving and responding to enquires from agencies and members of the public	Daily	Direct engagement	Priority 2, Priority 3
Consultations with agencies on guidance and resources being developed by the IPC	As required	Direct engagement, e-alerts, surveys	Priority 1, Priority 2
Attendance at the NSW Civil and Administrative Tribunal (NCAT) to provide submissions on information access and privacy matters	As required	Direct engagement, Stakeholder meetings	Priority 3
Information access and privacy awareness campaigns, that include IPC led events	Biannually	IPC website, e-alerts, social media, live events & presentations	Priority 3
Regular meetings and collaboration with interstate and national jurisdictions	Monthly/Biannually	Stakeholder meetings	Priority 4
Proactive engagement and audits of agencies to assess and improve compliance	As required/Annually	Direct engagement, surveys	Priority 2



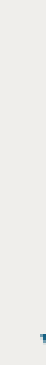
# Engagement Framework



IPC Strategic Plan  
Engagement  
Priorities



IPC Strategic Plan  
Engagement  
Outcomes



Engagement  
Initiatives



# IPC Strategic Plan 2024–2028

## Priority 1

Safeguarding rights through informed oversight

Information access and privacy rights are protected by the IPC, understanding how the landscape is evolving and changing the way public services are delivered

## Priority 2

Enhancing public sector integrity through good practice guidance

Public sector integrity improves by the IPC guiding agencies to embrace transparency and privacy by design in planning for and delivering services

Being a place people want to work, through embracing diverse ideas and perspectives

The IPC's performance as an integrity agency and its reputation as a rewarding workplace grows through valuing the diverse expertise, skills and wellbeing of our people

## Priority 3

Empowering communities through knowledge about privacy and transparency

NSW communities can shape their interactions with government through engaging with the IPC about privacy and information access

## Priority 4





# Strategic Plan – Engagement Objectives

## **PRIORITY 1**

Safeguarding rights through informed oversight

- IPC understands how stakeholders view its activities, including timeliness, accessibility and outcomes, and considers improvements.
- IPC delivers targeted support and guidance for agencies to improve their protection of rights.

## **PRIORITY 2**

Enhancing public sector integrity through good practice guidance

- IPC is engaged early by government agencies about how privacy and transparency should be considered in their policy, programs and system designs.
- IPC works with industry and academic experts to inform IPC guidance about technology and service design impacts on information access and privacy.

## **PRIORITY 3**

Empowering communities through knowledge about privacy and transparency

- IPC's outreach increases understanding about privacy and information access across diverse NSW communities.
- IPC's stakeholder engagement supports stronger public investment in protecting privacy and enhancing transparency.

## **PRIORITY 4**

Being a place people want to work, through embracing diverse ideas and perspectives

- The IPC is recognised as a key member of the NSW and Australian integrity sectors.
- IPC has stronger connections to other integrity agencies providing opportunities for developing staff capability and career progression.



# PRIORITY 1

Safeguarding rights through informed oversight

# PRIORITY 2

Enhancing public sector integrity through good practice guidance

## Outcomes

- Improvement in stakeholders' experiences interacting with the IPC.

- Better protection of rights through increased acceptance by agencies of IPC's review and complaints recommendations.

- Agencies' programs, policies, and systems are improved through early engagement with IPC on privacy and transparency by design.

- Improved collaboration with industry and academic experts to leverage IPC's own data analysis and technical expertise.

## Initiatives

- Review results of customer satisfaction surveys and make recommendation on improvements
- Implement website feedback mechanisms to identify improvements to existing publications and gaps in publication content
- Review stakeholder feedback through social media metrics, website surveys and make recommendations on improvements to stakeholder engagement
- Review website accessibility and implement recommendations

- Develop process for receiving feedback from agencies on acceptance of IPC's recommendations for complaints
- Develop, consult and promote new and existing IPC guidance to stakeholders to improve understanding of agency obligations and the public's rights

- Promote privacy and transparency by design publications through social media channels
- Promote the role of IPC in providing advice on information access and privacy principles in programs, policies and systems
- Engage and support agencies on the development and implementation of projects and privacy impact assessments

- Develop a network of external expertise from academics and industry specialists to inform and support the development of IPC guidance

## PRIORITY 3

Empowering communities through knowledge about privacy and transparency

## PRIORITY 4

Being a place people want to work, through embracing diverse ideas and perspectives

### Outcomes

- Targeted education and awareness-building for culturally and linguistically diverse (CALD) communities.
- 
- Improvement in stakeholders' experience in interacting with public sector agencies.

### Initiatives

- Develop resources to support CALD communities, engaging with Multicultural NSW where possible
  - Survey CALD communities to gather feedback on awareness of IPC services and make recommendations for more targeted communications and publications
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- Proactively approach agencies to improve their mandatory release of information and AIGs to make information easier for the public to access
  - Implement website feedback mechanisms to identify improvements to existing publications and gaps in publication content
  - Review stakeholder feedback through presentations, social media metrics, website surveys, practitioner surveys and make recommendations on improvements to stakeholder engagement with agencies
  - Explore opportunities to collect feedback on the experiences of stakeholders and their engagement with other agencies
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- IPC works with other integrity agencies on joint projects and supports inter-integrity agency secondments to develop staff
- Establish partnerships with other integrity agencies to leverage their learnings and programs for stakeholder engagement
  - Explore opportunities for inter-agency collaboration on joint stakeholder engagement campaigns and projects



# Strategic Outcomes – Reporting success

Under the IPC Strategic Plan, seven objectives across the four priorities have been identified as engagement objectives. Through the IPC Stakeholder Engagement Plan, the IPC will undertake various activities to achieve these outcomes.

The IPC reports on its success and achievements each year through the IPC Annual Report. The Report provides a summary of actions, including engagement, undertaken by the IPC each year. As part of this reporting, the IPC will report on the successes of each of the outcomes identified to provide accountability and transparency of its actions.





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