



# SASPA Annual Report 2023



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# Introduction

The South Australian Secondary Principals' Association (SASPA) is an incorporated body with a membership of leaders of secondary education in the public system.

SASPA operates as a professional service provider and education policy advocate working through its peak body, the Australian Secondary Principals' Association (ASPA), nationally and with the employing agency, the Department for Education, locally.

This Annual Report represents an account of the activities of SASPA from 1st January to 31st December 2023.

# Our Purpose

The promise that the South Australian Secondary Principals' Association makes to its members is to advocate for high quality leadership of public education by:

- further developing the capacities of Principals and their executive teams who are leading the continuous improvement of teaching, learning and wellbeing in secondary schools
- providing networks for effective secondary educational leadership practice to be shared and promoting these practices more widely
- identifying, and working to improve, systemic conditions that will increase leaders' capacity to have positive impact on secondary learners.

# From the Chief Executive

**I am pleased to present the 2023 Annual Report for the South Australian Secondary Principals' Association (SASPA), you will see there is much to celebrate from 2023.**

There has been an increase in membership with growing representation across schools with secondary enrolments and of senior level leaders in our schools. There has also been increase in member's engagement in our events with seven more events held during 2023 and nine more Strategic Network Groups (SNG) meetings with twenty-two more members and representation from twelve more schools than in 2022. Using a hybrid format for meetings and events has had significant impact on enabling more of our members to be involved in advocacy work and professional capacity building events.

In 2023 each Strategic Network Group was supported by an expanded Convenor team. Working alongside each our Lead Convenors were a country-based principal and deputy principal working as Co-convenors. Agenda's reflected the priority work of SASPA's Strategic Directions and made the most of the diversity of experience and perspectives represented in each of the SNG's.

SASPA continued in our work to represent members on numerous Department for Education Reference and Working Groups i.e. ICT; Country Ed Strategy; Inclusion & Wellbeing; Practice Guides; School Sport etc. SASPA representation also included the SACE Accreditation, Recognition & Certification Committee and the Intersectoral Secondary Principals' Education Consultative Committee.

SASPA Board and the Chief Executive continued to be not only responsive in our priority work, but also future focused. This is evident in our work of:

- Continuing to champion the high-quality work of our leaders in public education
- Advocating for equity in education within our system, and at a national level.
- Commissioning research with UniSA to inform our work: "Illuminating principal practices"
- Development of Discussion Paper to support our advocacy and capacity building: "Reconceptualising principal role".

Facilitating connections between our school leaders and key education stakeholders to provide voice and support for leaders through the Coalition of Secondary Alliances Projects.

Our association's good work would not have been possible without the considerable efforts of the 2023 Board (led by our elected President, Eva Kannis-Torry) and of the members from 63 schools who participated actively in our Strategic Network Groups. I congratulate them all for their commitment, endeavour, spirit and wisdom.





# A Year on a Page SASPA 2023 OVERVIEW

The promise that the South Australian Secondary Principals' Association (SASPA) makes, in advocating for public education, is to:

Further develop the capacities of Principals and their executive teams who are leading the continuous improvement of teaching, learning and wellbeing in secondary schools

Provide networks for effective secondary educational leadership practice to be shared and promote these practices more widely

Identify, and work to improve, systemic conditions that will increase leaders' capacity to have positive impact on secondary learners.

## Advocating For Public Education

### Media Commentary

Numerous interviews on radio, television and commentary for print and digital media

### Social Media

**41%** increase in followers

**10%** increase in followers

**55%** increase in followers

## Business Partners

**14** Partners supported SASPA and its members.

**4** new partners came onboard for 2023.



## Building Leadership Capacity

### Membership

**102**

School/Sites

**289**

Full Members

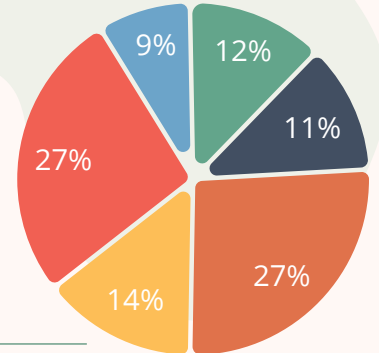
**54**

Associate Members

Throughout 2023, SASPA has gained 66 new members.

### Membership Type

- Principal
- Deputy Principal
- Assistant Principal
- Coordinator
- Senior Leader
- Corporate



## Professional Learning

**16**

SASPA professional learning and networking event dates in total reaching 664 participants

**264**

Conference attendees including 21% country member attendees, and 31% first time attendees.

**40**

"Leading Innovation & Future Thinking" program participants.

**12**

"Thriving Principal" program participants



## Facilitated Educator Networks

**32** Strategic Network Group Meetings

**159** members **63** member schools

**12** Country Schools represented

## New And On-going Strategic Collaborations

### Regular meetings with SA Minister for Education, Training & Skills and SA Department for Education Chief Executive

8 meetings provided opportunities to discuss SASPA's priority work and represent members interests.

### SASPA representation in key education forums

Connecting with organisations and groups outside of SA Department for Education to represent members interest and perspectives.

SASPA invited to provide representatives at numerous forums for the development of the Purpose of Public Education Strategy. Key consultation in relation to FLO Redesign, SEE, Mobile Devices Policy, Violence in schools, vaping and EB. SASPA Board and Strategic Network Groups welcomed 30 DfE/ Ministerial staff to meetings across the year, providing feedback and comment on key issues including strategic intent and policy and procedures. In addition four working groups were established to provide detailed feedback and input into policy and new initiatives.

### Reconceptualising the Principal Role

Co-authored with SASSLA, this paper outlines the imperative for reconsidering approaches to support school leaders that better reflect current contexts. The paper has been shared with SA Minister Education, Training & Skills and DfE Chief Executive and will frame a series of member Forums to be held in 2024.

### Secondary Alliances

SASPA CE joined 8 Alliance meetings and continued to advocate for acknowledgement of Alliances as valued education leader networks within SA. Continued to support collaboration across Alliances on projects of mutual interest.

### Illuminating Principal Practice Research Project

Jointly commissioned with SAPPA & SAASLA, this research led by Dr Chris Dolan, UniSA, involved 50 case studies across SA and members survey. Report will be presented in 2024 and provide insight into the current practices and circumstances of principals.

### Leading Innovation & Future Thinking program

A new professional program for middle level leaders. Designed as 5 modules, the resources have been developed to support future facilitation of this program in regional areas designed to reflect contexts and participant's needs.

### Research Fellowship Program Masterclass

In collaboration with UniSA & SAPP, Professor Jan Hare worked with school leaders exploring how to improve educational outcomes for indigenous learners by placing indigenous knowledge systems at the centre of educational reform.

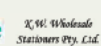
### National representation through Australian Secondary Principals Association

Met with Federal Minister Education Jason Clare; formal response to National Teacher Workforce Action Plan; comment on National School Reform Agreement; representation on numerous national education bodies.

### 2024 Strategic Planning/Work

The SASPA Board engaged with members to develop the 2024 – 2026 SASPA Strategic Agenda. SASPA looks forward to unveiling this work in early 2024.

[saspa.com.au](http://saspa.com.au)



## From the President

**It is my very great pleasure to provide members with some reflections on the work undertaken by the SASPA Board during 2023.**

SASPA Board and Executive Board members met eight times during 2023 school year. The focus of their work has been aligned to SASPA's priority work of strengthening collaboration with Department for Education to build leaders' advocacy and leadership capacity. Our Board meetings were regularly joined by Department for Education Chief Executive Martin Westwell, Minister for Education, Skills and Training Blair Boyer & Department for Education Deputy Chief Executives, Executive Directors & Directors. Key foci for Board during 2023 included:

- Input to the development of the Department for Education Public Education Strategy
- Representation of members in relations to issues including but not only: curriculum yr 7-12; Enterprise Bargaining process; HR challenges & processes; school leaders wellbeing
- Consultation with members in the development of SASPA 2024-2026 Strategic Agenda. This will be launched at start of 2024 and will guide the priority work of Board and Strategic Network Groups.

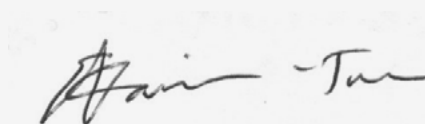
Elsewhere in this report, our Chief Executive Jayne Heath has accounted for the work that has been done in relation to each of our six key directions. Suffice to say, 2023 was an eventful year with increasing opportunities for members to meet and work in collaboration on key priority work.

Clearly, the association has much to be proud of in 2023. I want to thank the SASPA Board for their work in achieving so much across the year.

SASPA continues to support and empower its members providing a platform for professional development, facilitated meaningful connections and networks, and advocating for the voices of school leaders.

Together, through the Board and Strategic Network Groups, we have strengthened our collective voice and amplified our impact on the educational landscape of South Australia.

Thank you for your unwavering courage and commitment to the improvement of our sites, the education system and for our students. Together, we make a profound difference in the lives of countless students and staff.



President  
19th December 2023



# Part One

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# Professional Growth

## 2023 SASPA Annual Conference

The SASPA Conference Planning Committee, chaired by Rosie Heinicke, and ably supported by our Business Manager, Kym O'Loughlin, and Events and Marketing Coordinator, Amelia Dixon, organized our 2023 annual conference, "Connecting for Equity & Community".

This was the final year of our Equity and Inclusion conference trilogy series. Keynote speakers shared insights from their research and 12 Breakout sessions provided opportunities for participants to hear about strategies being used in our schools to address equity and inclusion. Over 260 secondary educators attended SASPA's major annual event with 21 exhibitor stands. Our thanks to SASPA Business Partners for their support of this annual event.



*I value the networking opportunities above everything else for these conferences, and once again I met with a wide variety of colleagues. The professional discussions that occur on these occasions, along with the fabulous support and advice from fellow educators, cannot be measured. This includes the robust discussions that occur at the end of sessions when we compare notes on speakers or information conveyed. This truly is one of the highlights for me (and has been for many years)*

## Leading Innovation and Future Thinking (LIFT)

LIFT was designed to support participants to lead transformation in their school. Building on feedback from participants of the highly successful UYLP and Next Steps programs and reflecting SASPA's quality professional learning guiding principles, the program's modularised structure involved 40 participants from across 17 school sites in 4 full day sessions.



*Honestly as a first time B1 leader I feel so empowered. I have the metalanguage; I understand the importance of lifelong learning. I am proud to be a leader.*

## International Women's Day Breakfast

SASPA was pleased to host a table at the official Adelaide International Women's Day event in 2023, celebrating women's contribution to school leadership in South Australia. SASPA looks forward to continuing our involvement and attendance at the Adelaide International Women's Day in 2024.



## Coalition of Secondary Alliances

In 2023 SASPA brought together Chairpersons from each of the 13 existing Secondary Alliances from across South Australia. Through discussions it became apparent that there were several key areas of interest shared across the Alliances. SASPA facilitated the formation of Coalitions of Secondary Alliances around three projects:

- What does it take for schools in our Alliances to support educators design learning that will build students capacity to have agency in their learning?
- What does it take to engage our most dis-engaged yr 7-9 students in a meaningful learning program?
- What does it take for schools in our Alliance to attract and retain high quality early career teachers & leaders?

SASPA continues to support each Project as they shape their activities for 2024.

## Thriving Principals program

Using a Professional Learning Community (PLC) format, this program brought 13 SASPA Principal members together throughout the year to focus on how they address the various ambiguities, paradoxes, and tensions within which we work. The PLC's were facilitated by Peter McKay (SASPA Life member), Ali Bogle and Jayne Heath and used a discussion protocol to frame the sessions.

*A chance to discuss a range of issues in an authentic way. The diversity of the group was also a positive.*

## Maximising your success – Twilight event

This Twilight session is offered biannually and designed to provide advice on all aspects of the DfE merit selection process for senior level of leadership

in schools. A panel of experienced leaders share their insight in relation to the process including researching the role, preparing a CV, the written application, selecting referees and managing an interview. 18 attendees from 16 sites attended the 2 hour session.

## E3 Unconference – a partnership with Young Change Agents

SASPA partnered with Seaton High School and Young Change Agents to support the national 2023 E3 Unconference which provided opportunities for education leaders from across Australia to connect with each other and share their experiences, insights and plans for innovation and entrepreneurship in education. SASPA supported Curriculum & Pedagogy SNG members to attend the conference.

## Plans for Professional Learning in 2024

### SASPA Annual Conference

SASPA Conference Planning Working Group has commenced planning for the next conference trilogy "Equitable Excellence". The first of the series titled "Context Matters" will be held on 22nd & 23rd August.

### Leading Innovation and Future Thinking: Executive Leadership program.

"LIFT Exec" will be held over three days with registrations open to members of school executive leadership teams.

### 2024 Twilight Series

SASPA will continue the tradition of offering a series of short early evening sessions focused on emerging trends and topics of interest to members offered in both face-to-face and online formats. 2024 Twilight series, titled "Reconceptualising the school leader role" will consist of four sessions.

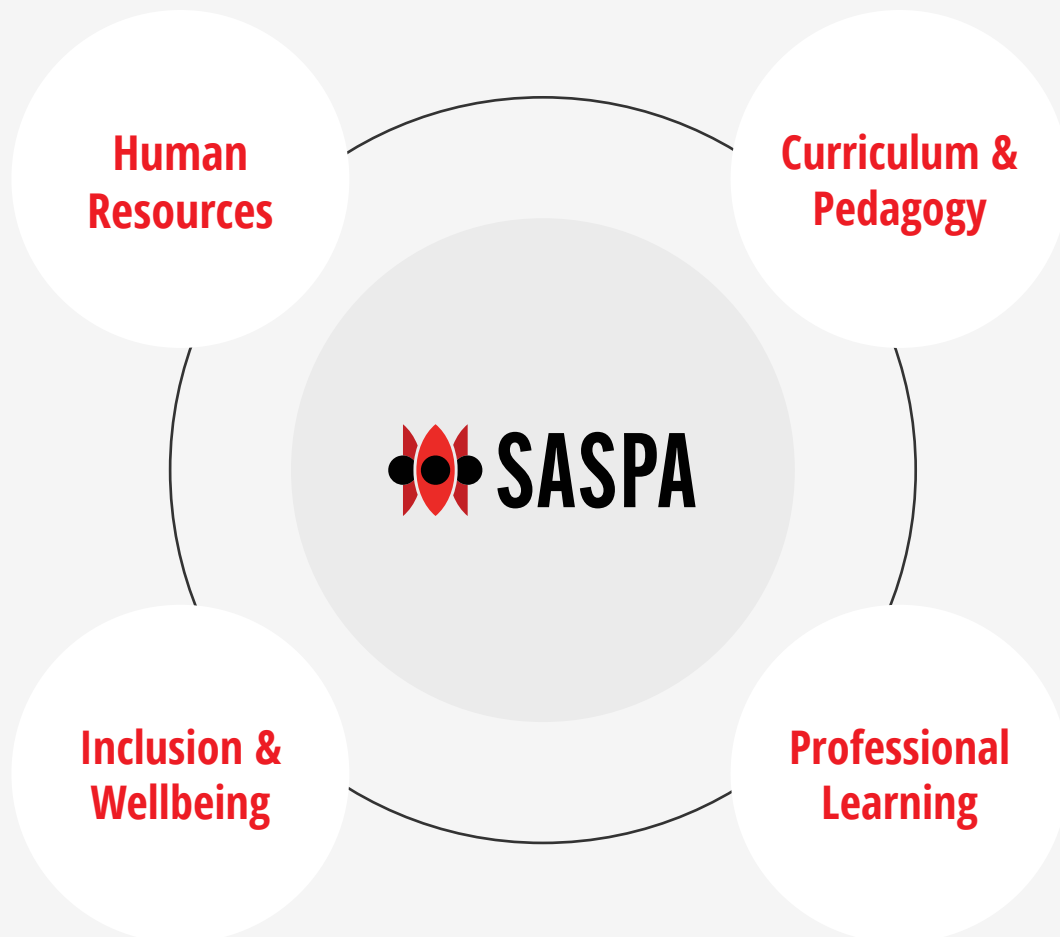
# Part Two

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# Strategic Network Groups

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SASPA has established networks of leaders which operate as standing committees. These committees are an integral part of the Board's Strategic Directions work. Not only do they enable contemporary practice to be shared, but they also explore solution-focused conversations designed to consolidate feedback to the Department on a range of policies, procedures and practices which impact the work of secondary education leaders.



## (a) Curriculum and Pedagogy

(Convenor: Penny Tranter, Principal Seaview High School; Co-Convenors Sonia Pringle, Principal Balaklava High School & Tim Kloeden, Deputy Principal Glenunga International High School)

### The Influence We Seek

SASPA is committed to an authentic working partnership with Department for Education (DfE) and SACE Board on building the professional capacity for the provision of world leading teaching and learning through inclusive, ethical and high-quality curriculum, pedagogy and assessment design in our schools.

## 2023 Priority Work

### Policy Advocacy:

Actively co-design, consult with and provide feedback on curriculum and learning initiatives and the implications for schools including:

- Adaptation and implementation of the revised Australian Curriculum (V9.0)
- SACE Thrive Strategic Framework
- 21st century ways of evidencing achievement
  - Learner Profile
  - New Metrics project
- VET and the Career Strategy

### Building Leadership Capacity:

Actively co-design, consult and provide feedback on initiatives related to leadership capacity building for world-leading teaching and learning in our public education schools through.

- identifying professional learning needs related to leadership capacity that supports approaches to curriculum & pedagogy (including AI) aligned with DfE Strategic Directions
- sharing practice of leading curriculum & pedagogy yr 7-12 reflective of the DfE Purpose of Public Education

### To address these priorities the SNG's activities in 2023 included:

- SASPA Curriculum & Pedagogy SNG meeting agendas provided opportunities for sharing practice of leading curriculum & pedagogy yr 7-12 reflective of the DfE Purpose of Public Education. i.e AI applications in our schools, SACE EIF Pilot insights and experiences
- Providing members with access to current research related to curriculum & pedagogy through Teams Files
- Supporting SASPA Professional Learning events that aimed to build curriculum & pedagogy leadership capacity i.e Passion Project Jam, SASPA Conference Breakout sessions.

Leadership capacity building in our schools aligned with DfE and SACE Board Strategic Directions. Identifying and advising DfE and SACE Board of specific implications will be important to have a positive impact system wide.

The 63 members of the 2023 Curriculum and Pedagogy Strategic Network Group were:

Lauren Amey	Peterborough HS	Mary-Lou Michael	Underdale HS
Jane Barnett	Parafield Gardens HS	Anna Mirasgentis	Woodville HS
Amanda Bennett	Unley High School	Janelle Morrissey	Marryatville HS
Pepe Bouzalas	Roma Mitchell SC	Bronte Nicholls	Adelaide Botanic HS
Shelly Brown	Modbury HS	Anthea Papagiannis	Parafield Gardens HS
Steve Carli-Seebohm	Penola HS	Theo Papazoglov	Adelaide Botanic HS
Sarah Chambers	Morialta SC	Peter Philp	KICE
Nathan Cini	Mitcham Girls' HS	Daniela Piteo	Woodville HS
Michelle Cordera	Marden SC	Marika Pitman	Banksia Park Int. HS
Natasha Dunn	Golden Grove HS	Karla Pobke	Wirreanda SS
Meg Fay	The Heights	Leanne Polkinghorne	Playford Int. C
Julie Ferguson	Marryatville HS	David Price	Urrbrae Agric. HS
Elizabeth Gary-Smith	Orbis	Sonia Pringle	Balaklava HS
Tanja Gehren	Morialta SC	Haley Przibilla	Willunga HS
Louis Geoge-Duif	Underdale HS	Liz Rankin	Gawler & District C
Julia Goldsworthy	Henley HS	Sue Richards	Blackwood HS
Jen Griffin	DfE	Jeane Schocroft	Open Access C
Tom Griffith	Seaton HS	Lorraine Securo	Roma Mitchell SC
Tahlia Harman	Morialta SC	Lauren Smith	Wirreanda SS
Rowan Hearne	Riverbanks C	Luke Smith	Woodville HS
Jayne Heath	SASPA	Reece Spaans	Craigmore HS
Alexendra Holeva	Whyalla SC	Luke Starczak	Norwood Int. HS
Sarah Jackson	Craigmore HS	Lia Tedesco	School of Languages
Tim Kloeden	Glenunga Int. HS	Penny Tranter	Seaview HS
Michelle Kohler	School of Languages	Peter Trieu	Banksia Park Int. HS
Lee Knight	Oakbank School	Amanda Walsh	Norwood Int. HS
Tom Leverenz	Reynella East College	Val Westwell	The Heights
Jason Loke	Blackwood HS	Maja Williams	Ocean View C
Rodney Mangos	Thebarton SC	Louise Woolford	Modbury HS
John Maratos	Henley HS	Matthew Zviedrans	Golden Grove HS
Angie Michael	Gawler & District C		

## (b) Human Resources

(Convenor: Richard Abell, Principal Seaton High School, Co Convenors: Kathy Champion, Principal Riverton & District High School, Dylan Muzyka, Senior Leader Playford International College)

SASPA is committed to working collaboratively with the Department for Education to realize the ambition of having quality teaching in every classroom and in every school. This includes strategic revisions to HR policies, procedures and practices to improve:

- Issues of Leader, Teacher, SSO and Allied Health Professional supply and role definition.
- Professional growth, and movement (regardless of a school's location or Index of Disadvantage).
- The provision of working conditions to support the achievement of this aim, while positively influencing the wellbeing of leaders.

## 2023 Priority Work

### Policy Advocacy:

- Work with DfE P&C Division to improve DfE processes for staff appointment to schools and the associated timelines, included those for corporate positions
- Work with DfE P&C Division to advance progress in addressing a range of long-standing efficiency issues impacting recruitment and selection processes.
- SASPA involvement in consultations regarding DfE position in Enterprise Agreement conditions to support quality teaching and leader wellbeing

### Building Leadership Capacity:

- Facilitate sharing innovative HR practice in our schools in response to staffing challenges
- Explore SSO HR profiles to meet the needs of schools & their students
- Support members in using the DfE Merit selection process
- Commission research from UniSA focused on illuminating principal practice
- Support facilitation of a range of professional learning programs focused on building leadership capacity of SASPA Members in conjunction with SASPA Professional Learning SNG

### To address these priorities the SNG's activities in 2023 included:

- SASPA Human Resources SNG meeting agendas provided opportunities for sharing practice of leading HR processes in school i.e staffing alternative learning programs, use of SSO staff to support teaching & learning, approaches to addressing current and projected teacher supply
- SNG members having access to current research and policies related to HR in schools through the shared MS Teams Files
- Supporting SASPA Professional Learning event "Maximising Your Success" to support members in using DfE Merit selection process.
- Trouble shooting with Department for Education, People and Culture Directorate to improve school-based staff recruitment and selection processes
- Commissioning research, in collaboration with SAPPA & SAASLA, focused on illuminating principal practice
- Discussion with DfE Industrial Relations unit regarding the Enterprise Bargaining process

The 34 number of members of the 2023 Human Resources SNG were:

Richard Abell	Seaton HS	Peter Kuss	Golden Grove HS
Graham Brooks	Golden Grove HS	Kristen Masters	Salisbury East HS
Alistair Brown	Adelaide Botanic HS	Sonja Mercer	Willunga HS
Toni Carellas	Roma Mitchell SC	Anna Mirasgentis	Woodville HS
Kathy Champion	Riverton & District HS	Dylan Muzyka	Playford Int. C
Jarrold Chave	Aberfoyle Park HS	Greg Rolton	Unley HS
Michelle Cordera	Marden SC	Greg Pascoe	Henley HS
Craig Duguid	Hallett Cove S	Natasa Penna	Banksia Park Int. HS
Bronwyn Eglinton	Banksia Park Int. HS	Karla Pobke	Wirreanda SS
Nick Fowler	Glenunga Int. HS	Kirsty Rogers	Oakbank School
Tony Hall	Hallett Cove S	Tony Sims	Henley HS
Jayne Heath	SASPA	Luke Smith	Woodville HS
Sarah Jackson	Craigmore HS	Lisa Stapleton	Parafield Gardens HS
Eva Kannis-Torry	Thebarton SC	Warren Symonds	Reynella East C
Alicia Keatley	Bordertown HS	Ross Templeman	Mount Barker HS
Tim Kloeden	Glenunga Int. HS	John Tiver	Marrytville HS
Lee Knight	Oakbank School	Sean Venning	Morialta SC

## (c) Professional Learning

(Convener: Rosie Heinicke, Principal Mitcham Girls High School and Co-Convener Sue Burtenshaw, Principal Peterborough High School)

### The Influence We Seek:

Work collaboratively with the Department for Education & SACE Board to influence design and provision of quality professional learning opportunities. Our association is committed to providing opportunities for high quality professional learning experiences that aim to improve leader capacity to impact positively on student learning and teacher professional development. SASPA guidelines for quality professional learning are reflected in all programs offered by the association.

## 2023 Priority Work

### Policy Advocacy:

- Promote the value of and seek opportunities for SASPA working in partnership with SACE Board and DfE in planning, designing & provision of professional learning programs for secondary leaders, current and emerging.
- Undertake evaluation of key SASPA PL Program(s) to inform future planning and Professional Learning design.

### Building Leadership Capacity:

- Ensure SASPA professional learning programs are relevant & accessible for country membership.
- Provide programs to support current, aspiring & emerging leaders to positively impact on student learning and teacher professional development.
- Collaborate with SASPA Strategic Network Groups in addressing professional learning needs aligned to their priority work.

### To address these priorities our activities during 2023 included:

- Facilitation of Country Leaders Professional Learning Reference Group
- Supporting the design and facilitation of Leading for Innovation & Future Thinking (LIFT) for 40 participants
- Supporting the facilitation of the Thriving Principal professional learning program for current Principals
- Supporting the facilitation of Passion Jam in partnership with Australian Learning Lecture (ALL)
- Working with SASPA HR & C&P SNG to provide relevant professional learning events, including Twilight series (Maximising Success, AI in education...)
- Monitoring SASPA Annual Conference planning and evaluation
- Collaborating with DfE Orbis Assistant Director & SACE Board PL Manager in planning professional learning programs and events relevant to their remit



The 34 number of members of the 2023 Professional Learning SNG were:

Rachel Brennan	Underdale HS	Janelle Morrissey	Marryatville HS
Sue Burtenshaw	Peterborough HS	Daniela Piteo	Woodville HS
Sarah Chambers	Morialta SC	Leanne Polkinghorne	Playford Int. College
Craig Duguid	Hallett Cove School	Haley Przibilla	Willunga HS
Meg Fay	The Heights	Jason Schutt	Norwood Int. HS
Elizabeth Gary-Smith	Orbis	Lauren Schwerdt	Central Yorke School
Kirsty Gebert	Banksia Park Int. HS	Reece Spaans	Craigmore HS
Tony Hall	Hallett Cove School	Anne Thornton	Ocean View College
Jayne Heath	SASPA	Peter Trieu	Banksia Park Int. HS
Rosie Heinicke	Mitcham Girls' HS	Abbie-Lea Verco	Victor Harbor HS
Sharon Illingworth	Central Yorke School	Sarah West	Golden Grove HS
Lara Lang	ASMS	Val Westwell	The Heights
Jason Loke	Blackwood HS	Kerry Williams	Mark Oliphant College
Donna Mason	Adelaide Botanic HS	Maja Williams	Ocean View College
Kirri Minnican	Le Fevre HS		

## (d) Inclusion and Wellbeing

(Convenor: Kirsty Amos, Principal Parafield Gardens High School and Co-Convenors Kathryn Hoare, Principal Findon High School, Lynette Corletto, Principal Naracoorte High School, Jenny Cook, Deputy Principal Mt Barker High School)

### The Influence We Seek:

SASPA is committed to working collaboratively with the Department for Education on improvements to those systems, policies, procedures, and practices that enable leaders to develop and sustain more inclusive approaches to secondary schooling. SASPA will explore ways to build the capacity of its leaders to better address student, staff, and personal wellbeing, and will use its influence to achieve systemic policy improvements that support such intentions.

## 2023 Priority Work

### Policy Advocacy:

- Provide SASPA representation on external committees, ensuring representation of SASPA priorities and provide report of key points of discussion/work including to SASPA SNG and Board as appropriate
- Curriculum and Pedagogy (Practice Guidance / Evidence Based Approaches)
- New Metrics for Wellbeing
- Positive Behaviour for Learning
- Responding effectively to violence in schools and managing critical incidents
- Work with DfE P&C Division to address concerns related to Perspectives and Wellbeing Surveys

### Building Leadership Capacity:

- Explore and share ways to better address student wellbeing and attend to our own wellbeing and that of staff in our schools by including a section in the Week 4 meeting to share good practice
- Work with all stakeholders to build a positive culture in schools and DfE that is underpinned by collaboration and sharing of good practice.

### To address these priorities our activities during 2023 included:

- Representation on a variety of DfE Support and Inclusion Directorate Reference and Focus Groups
- Keeping informed of progress and providing feedback to DfE Support and Inclusion Directorate related to the 1 in 4 Reforms
- Monitoring improvements to IESP funding processes and providing leader's perspectives on the implementation reforms.
- Feedback on a variety of Departmental policy revisions
- Connecting with range of DfE initiatives including Positive Behaviour for Learning Pilots; Practice Guides; Responding to violence in schools; SEE Procedure Review; New Metrics for Wellbeing

The 30 members of the 2023 Inclusion and Wellbeing Strategic Network Group were:

Kirsty Amos	Parafield Gardens HS	Justin Kentish	Adelaide Botanic HS
Bob Bastian	Reynella East College	India Lennerth	DfE
Amanda Bennett	Unley HS	April Lewis-Christie	Heathfield HS
Colette Bos	Roma Mitchell SS	Tahnee Manuel	Underdale HS
Phil Brown	Willunga HS	John Maratos	Henley HS
Toni Carellas	Roma Mitchell SS	Sue Richards	Blackwood HS
Sarah Chambers	Morialta SC	Daniela Piteo	Woodville HS
Jenni Cook	Mount Barker HS	Ceri-Jane Price	DfE
Lynette Corletto	Naracoorte HS	Rachel Seager	Ocean View College
Sharryn Daly	Clare HS	Karina Van De Wiel	Wirreanda SS
Luke Davis	DfE	Abbie-Lea Verco	Victor Harbor HS
Robyn Hearl	Marden SC	Rebecca Vogt	KICE
Jayne Heath	SASPA	Shaun Walsh	Seaview HS
Kathleen Hoare	Findon HS	Sarah West	Golden Grove HS
Alexandra Holeva	Whyalla SC	Zena Wotton	Open Access College

# Part Three

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# Enhancing the Profession

(and the system in which we work)

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In 2023 we continued to strengthen SASPA as a key advocate for public education in South Australia and an important collaborator with the Department for Education, the SACE Board of South Australia, and the South Australian Primary Principals' Association (SAPPA).

### Collaborations and consultations

SASPA members have contributed to a range of strategic network groups, committees and working parties both locally and within the Department for Education's various corporate work and reference groups. Our association's opinion is sought throughout the Department and by a range of respected media outlets.

It is in all leaders' best interests if the different groups/associations/unions which support leaders find ways to work together where they can (and, when they cannot, maintain healthy communication and discussion over points of difference).

Significant collaborations have proved useful in developing common interests with potential partners including the South Australian Primary Principals Association, Pre-School Directors' Association, the SA Area School Leaders' Association, the Special Schools Association, the SA State School Leaders' Association and the Australian Education Union. Strengthening such collaborations, finding the common ground, and actively seeking connections that benefit our work has been a critical part of the SASPA Chief Executive's work, and one in which all Board members have played a role in supporting.

In addition to the professional learning and strategic directions work undertaken by SASPA in 2023 our association was very active in its advocacy role for secondary leaders and its lobby to improve the system in which they work.

SASPA continues to progress the view that principals and leaders in schools are part of the leadership density of the DfE and, as such, should be part of developing new ideas for and across the department. SASPA members have never wanted the Board to be passive recipients of policy. Rather, they have wanted the SASPA Board be active in the generative work of developing ideas for system improvement, and active participants in the development of those policies, procedures, and practices designed to solve the problems worth solving in our schools. In 2023 we made some positive steps towards this way of working, particularly in the human resources, inclusion and support and curriculum and pedagogy arenas.

# Part Four

# Australian Secondary Principals' Association (ASPA)

Through our membership of ASPA, the work of SASPA connects to the Commonwealth education agenda, and this remains a very important facet of our work.

SASPA's Chief Executive serves as a Director on the Australian Secondary Principals Association (ASPA) Board.

Through ASPA, we influence and work with many important national and international bodies. ASPA has undergone leadership change in 2023, with Andy Mison from the ACT Principals' Association stepping into the Executive Director role from September 2023. 2023 has been a year where we have been closely involved in debate and development related to the National Teacher Workforce Action Plan and the national Schools Reform Agreement.

The reporting cycle for ASPA operates at different timings to that of SASPA. This explains why the ASPA Report which follows is for 2022 and not for 2023.

# OUR STRATEGIC INTENT



## INNOVATION

We are innovative, “edupreneurial” leaders equipping adolescents and young adults to thrive in a rapidly changing, increasingly complex, world.



## WELLBEING

We encourage the de-politicisation of education and respond purposefully to research related to principal health and wellbeing.



## ADVOCACY

We are authoritative and influential advocates for public education and for improved education policy.



## DATA & RESEARCH

Our professional interests and judgements are informed by data and educational research.



## LEADING LEARNING

Ours is a respected professional voice, dedicated to creating the conditions for contemporary world class pedagogy in every classroom, in every public secondary school.



## LEADERSHIP DEVELOPMENT

We build the leadership capacity of current and future school leaders to deliver a world class, contemporary secondary education.



# Part Five

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# SASPA's Governance and Operations



## (i) The 2023 SASPA Board

Board Member	Site	Meetings	Attendance
Richard Abell	Seaton High School	8	7
Kirsty Amos	Parafield Gardens High School	8	6
Toni Carellas	Roma Mitchell Secondary College	8	7
Lynette Corletto	Naracoorte High School	4	4
Clayton Disley	Reynella East College	8	6
Mat Evans	Renmark High School	8	6
David Garrett	Mount Barker High School	8	6
Kirsty Gebert	Banksia Park International High School	8	6
Kym Grant	Mount Gambier High School	8	8
Rosie Heinicke	Mitcham Girls High School	8	8
Wendy Johnson	Glenunga International High School	8	7
Eva Kannis-Torry	Thebarton Senior College	8	8
Peter Philp	Kangaroo Island Community Education	8	8
Fleur Roachock	Grant High School	4	2
Tony Sims	Henley High School	8	7
Penny Tranter	Seaview High School	8	7
Anthony van Ruiten	Willunga High School	8	8

I would like to acknowledge the significant work of the 2023 SASPA Board and its chairperson, SASPA President, Eva Kannis-Torry. Apart from the salaried members of the association, all other Board members undertake leadership within their schools, Birth – Year 12 Partnerships, Secondary networks, as well as within SASPA.

Much of the Board's 2023 work focused on establishing its Strategic Directions for 2023 – 2024 with throughout input from members sought as part of this work.

## Our Priority Work (2021 – 2023)

### Policy Advocacy

The SASPA Board is committed to collaborating with the Department for Education on the following key directions:

1. Ensuring that all students, regardless of their backgrounds and where they live, have a world class education that enables them to realise their full potential.
2. Improving the capacity of our school-based workforce to deliver high quality contemporary secondary education practices.
3. Harnessing the potential of secondary alliances to lift student achievement within the Australian Curriculum, SACE, and VET frameworks, and providing appropriate support to achieve this outcome.

### Building Leadership Capacity

The SASPA Board is committed to the following key directions for the professional learning and growth of its members:

1. Using educational research and professional wisdom to accelerate innovation and school transformation.
2. Developing the capabilities for futures leadership - building the public will for change, and creating and leading a new professional debate.
3. Equipping members to achieve a healthy work-life balance within the roles of Principal, Deputy Principal and Assistant Principal.

### Development of 2024 – 2026 Priority Work

SASPA has undertaken detailed and thorough work in 2023 to develop its next set of priority work for 2023 – 2026 with facilitated input from its membership. We look forward to shaping our work over the next three years to represent our members interests in policy advocacy and leadership capacity building.

## (ii) Membership

We have undertaken an analysis of our membership because we want to be sure that we have a broad-based representation from schools with a secondary enrolment in SA.



**Graph 1:** Comparison of SASPA Full member numbers 2019 – 2023

Currently we have 289 individual full members, 54 associate members 9 life members and 8 retired members making a total SASPA membership of 366 members

Our members are deployed across 99 Department for Education schools.

In 2023, SASPA members from 63 different schools were represented on our Strategic Network Groups. Essentially this means that 63% of our member schools have direct, regular engagement through regular SASPA meeting structures.

### SASPA membership consists of:

- 98% of listed DfE sites with secondary enrolments over 150
- 31% of school sites represented in SASPA membership are area or country school sites

### (III) Finances

SASPA Audited financial reports for 1st July 2022- 31st December 2023 are still being compiled with intention to be circulated for SASPA's AGM on 10th May 2024. We provide the following information as an interim indication.

SASPA is very appreciative of the annual grant provided by the Department for Education. We maintain that this financial contribution represents great value for the agency who indirectly benefit from of all work undertaken by our association since all members are also Departmental employees.

The other major source of revenue that helps to fund SASPA's work is that generated by its members. The stability of our membership base is a strength of the association, and we have made every effort to reward members by capping our annual fees since 2013 - 2022 whilst increasing our professional services. Given the recent economic conditions the SASPA Board implemented an increase for 2023, and will need to look at ongoing annual increases inline with CPI. SASPA membership fees will still remain one of the lowest educational association fees applicable to South Australian secondary leaders.

The third major revenue source is through our links with key supporters of secondary education. SASPA is pleased to have the support of 13 Business Partners. We are extremely thankful to all 10 Business Partners continuing their support.

Business Partner	Package	Partnership Years
Credit Union SA	Gold	More than 20 years
MSP	Gold	More than 20 years
Furnware	Gold	2012 - present
Kyocera	Gold	2014 - present
Calm Wealth	Gold	2018 - present
Southern Cross Cleaning	Gold	2018 - present
Daymap	Gold	2020 - present
Berry Street	Gold	2023
Metro Canteens	Gold	2023
Education Perfect	Gold	2021 - present
KW Stationers	Silver	2013 - present
Australian Dental Foundation	Silver	2018 - present
Youth Opportunities		2023

SASPA provides these companies exclusivity of access to its membership and asks members to consider the products and services of our Business Partners when making purchasing decisions.

On behalf of the association, I would like to thank SASPA's Business Manager, Kym O'Loughlin, for her tireless work in maintaining the operational management for the association including financial records, Board meeting management as well as overseeing event management and developing and maintaining our business partnerships.

Kym was ably assisted by SASPA's highly valued office team members Rita Caprari in the Finance and Administration Officer role and Amelia Dixon as SASPA's Events and Marketing Coordinator who's dedication have contributed to shaping SASPA's achievements.

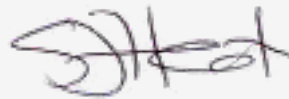
The Executive Board Group consisting of Eva Kannis-Torry, President, Wendy Johnson, Vice President, Clayton Disley, Deputy Principal member, and Anthony van Ruiten provided governance and strategic leadership for the association. They met prior to each Board meeting, set the Agendas ensuring focus on the priority work of the association and led the planning development of the SASPA 2024-2026 Strategic Agenda. I thank them for their strong commitment to meeting the needs and interest of SASPA members.

I would like to thank Anthony van Ruiten who commenced his tenure as SASPA's elected Treasurer/Secretary in 2023. Anthony's prudential management and wisdom is important for maintaining the association's financial health and quality of governance.

Last, but certainly not least, I wish to thank SASPA President, Eva Kannis-Torry, for her work on behalf of the association. Eva's considerable skill and wisdom is highly valued by me and the SASPA Board.

To all SASPA members, congratulations on the 2023 work you have undertaken with the adolescents and young adults in your care. This year has been another challenging one, but it remains incredibly rewarding.

Please accept this report of your association's work during this year. In a year where we expanded our influence and impact through increased membership and activities, the 2023 SASPA Board provided the direction of the work outlined in this report. They are justifiably proud of it, and hope that this pride is extended through-out the membership.



**Jayne Heath**  
Chief Executive

19th December 2023

# Appendices

## Appendix 1: Representation

SASPA continues to provide representatives on a wide range of groups, including:

- Australian Secondary Principals Association (ASPA)
- Courts Administration Authority Stakeholder Reference Group
- DfE Support and Inclusion Reference Group
- DfE Practice Guidance Reference Group
- DfE Workplace Health & Safety Peak Committee
- INTERSPECC – cross-sectoral secondary principals' advisory group
- SACE Accreditation, Recognition and Certification Committee
- Flinders University Initial Teacher Education External Advisory Committee
- School Sport Committee
- Country Education Strategy Reference Group
- Uni SA Education Futures Advisory Board
- Leading Future Learning co-design team (Orbis – DfE)

that aimed to build curriculum & pedagogy leadership capacity i.e Passion Project Jam, SASPA Conference Breakout sessions.

Leadership capacity building in our schools aligned with DfE and SACE Board Strategic Directions. Identifying and advising DfE and SACE Board of specific implications will be important to have a positive impact system wide.

## Appendix 2: Consultations

SASPA has been involved in numerous consultations across the year spanning many topics. In some situations, we have instigated these meetings and in other cases we have been asked for opinion on developments on the Department's policy and strategic work. Where appropriate, we have also contributed written responses. Consultations do not usually involve on-going meetings.

The following is a sample of the consultations that occurred in 2023:

- Issues from individual members and situations that have emerged in their contexts
- Principal queries/issues
- Purpose of public education statement
- DfE Strategy development
- Supporting Principals in their leadership roles
- Parents barring notifications
- FLO redesign
- Meaning-Making Workshops



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