

SA Secondary Principals' Association

Strategic Network Group Convenors Handbook

Developed 2026

Section 1

Purpose and Mandate of Strategic Network Groups

Strategic Network Groups (SNGs) are leadership forums that develop capacity and capability of members within SASPA and enable representative positions to be formed.

They exist to:

- strengthen professional leadership capability across the system
- provide structured, collective insight from secondary school leaders
- inform and influence system-level decision making
- contribute to SASPA's formal positions and advocacy

SNGs are not informal discussion groups.

They are a disciplined mechanism through which member experience becomes organised influence.

SNGs contribute to:

- convenor meetings
- Board and Advisory Board deliberations
- formal advocacy and public positioning
- capability development

When an SNG forms a position, provides structured feedback, or escalates an issue, it contributes to SASPA's collective voice.

The legitimacy of that voice depends on:

- diverse participation
- clear process
- disciplined documentation
- responsible representation

Section 2

The Dual Function of SNGs

SNGs serve two essential and complementary functions:

1. Professional connection and peer learning
2. System consultation and collective influence

Both functions are intentional and necessary.

2.1 Professional Connection and Peer Learning

SNGs provide space for:

- sharing experience
- surfacing emerging issues
- reducing professional isolation and maximising professional connections
- testing thinking with peers
- learning from diverse contexts

Educators are collaborative by training and disposition. This is a strength. SNGs preserve and build on this strength.

2.2 System Consultation and Collective Influence

SNGs also:

- provide structured feedback to the Department
- form positions on system-level issues
- identify patterns across schools
- escalate matters through appropriate SASPA channels for consideration
- contribute to SASPA's strategic advocacy

SNGs are not passive recipients of information. They are contributors to system improvement.

2.3 Balancing the Dual Function

Collaboration without direction leads to drift. Advocacy without collaboration lacks legitimacy. Effective SNG leadership ensures that:

- sharing leads to synthesis
- synthesis leads to clarity
- clarity leads to deliberate action, position, or decision

Convenors steward this balance.

Section 3

Operating Principles

The following principles underpin effective SNG operation and apply to all members and leaders.

3.1 Representative Legitimacy

SNGs operate as representative bodies.

This requires:

- active participation
- diversity of perspective
- disciplined process
- clarity of outcomes

Positions and feedback must reflect collective input, not individual opinion.

3.2 Diversity of Perspective

Effective representation requires diversity, including:

- gender
- regional and metropolitan contexts
- school size, complexity and categories of disadvantage
- varying career stages and experience

Convenors are responsible for ensuring that a full range of school experience is reflected in discussion and outcomes.

3.3 Participation and Professional Courtesy

Membership carries responsibility.

Members are expected to:

- attend regularly
- provide apologies when absent
- contribute constructively
- respect time and process

Repeated non-attendance without apology may result in follow up and potential removal from invite lists. The SASPA office will notify Convenors of repeated non-attendance for further follow up.

3.4 Respectful and Safe Space

SNGs must provide:

- a safe environment for raising issues
- respectful challenge and discussion
- appropriate confidentiality

Convenors are responsible for:

- ensuring all voices are heard
- preventing domination by individuals
- modelling disciplined and respectful facilitation

3.5 Time Discipline

Time is a finite and valuable resource.

Meetings must:

- be designed with intent
- have clear outcomes
- close with defined decisions, positions, or actions

Effective use of time protects member goodwill and supports sustainability.

3.6 Governance Discipline

SNGs operate within SASPA's governance framework.

This requires:

- clarity about what constitutes a decision
- structured escalation where required
- Advisory Board support for formal strategic positions
- disciplined documentation of outcomes

Governance clarity protects credibility.

3.7 Collective Responsibility

SNG effectiveness is shared.

It depends on:

- Convenors
- Co-Convenors

- Deputies
- Members
- The SASPA Office

Clear roles and shared accountability create consistent, credible, and sustainable leadership.

Section 4

Meeting Design That Produces Outcomes

SNG meetings must produce clarity, decisions, and action.

Meetings drift when:

- the agenda is not designed with intent
- items are not labelled for purpose
- discussion is not brought to a defined outcome

The discipline is simple:

- every agenda item has an intent label
- every agenda item has a defined end state
- the chair names the end state in the room

4.1 Outcome Types

Every agenda item must land in one of five outcome types.

1. Information sharing Use when the group's role is to:

- hear what is happening
- surface practice reality
- build shared understanding
- identify implications

Close by clarifying whether any further action is required.

2. SASPA feedback

Use when the group's role is to:

- provide structured input on a proposal, plan, rollout, or draft
- identify risks, gaps, and implementation issues
- propose specific changes

Feedback is what SASPA wants changed in something proposed.

Close with agreed feedback points and next steps.

3. Position

Use when the group's role is to:

- form or refine a SASPA stance
- agree a line for advocacy
- align messaging

Be explicit whether the position is:

- a rapid position, short life and operational
- a strategic position statement pathway, durable and requiring Board support

Position is what SASPA believes and will say consistently.

3. Escalate

Items for escalation will need to be discussed with the CE to decide the appropriate level and forum for further actions.

Use when the group's role is to:

- determine that an issue requires endorsement or oversight
- seek authority or backing for advocacy

Specify:

- what is being escalated
- what SASPA is being asked to do (CE, SASPA Office, President, Convenor,)
- who will prepare the material

4. Action

Use when the group's role is to:

- assign work
- complete follow-up
- draft language or evidence
- schedule engagement or next steps

Every action must include:

- who
- what
- by when
- where it will be stored or submitted

4.2 Agenda Labelling

Every agenda item must be labelled as one of:

- SHARE
- FEEDBACK
- POSITION

- ESCALATE
- ACTION (DO)

Some items are legitimately two-stage:

- SHARE → FEEDBACK
- SHARE → POSITION

Where two-stage, make the pivot explicit and time-bound.

4.3 End-of-Item Discipline

At the end of every agenda item, the chair names the outcome:

- Noted. No further action.
- Feedback agreed and to be submitted by [date].
- Position agreed: [one sentence].
- Escalation pathway with clear ask.
- Actions confirmed with owners and deadlines.

4.4 Annotated Agenda Template

Meeting:

Date/Time:

Convenor:

Co-Convenors:

Minute taker (Office):

Time	Item	Purpose	Desired end state	Chair notes	Output to capture
5 min	Welcome and purpose	SHARE	Information sharing	Confirm meeting purpose, norms, and participation expectations.	Shared understanding of focus
15 min	Peer share: what is live	SHARE → ACTION /DO (if required)	Information sharing or Action / do	Timebox contributions. Capture themes not casework. Identify any items to circulate to all principals.	Themes; any agreed comms action
20 min	System item (topic name)	FEEDBACK	SASPA feedback	Clarify what is being consulted on and what is still influenceable. Land	Feedback points; follow-up questions; submission owner/date

				3–5 synthesised feedback points. Confirm how feedback will be incorporated and when next iteration will be shared.	
15 min	Position item (topic name)	POSITION	Position	Agree one sentence stance and key qualifiers. Confirm whether this is rapid or requires escalation pathway.	Draft position statement; escalation flag if needed
10 min	Escalations and risks	ESCALATE	Escalate to CE, President, AB or Board	Confirm what is being escalated and clarify exactly what is needed (endorsement, oversight, decision). Allocate drafting responsibility.	Escalation brief; drafter/date
10 min	Actions and close	ACTION	Action/ Do	Confirm actions with who/what/by when. Confirm storage location and communication pathway.	Action register confirmed

This template is adapted meeting by meeting. The discipline is consistent: label the intent, define the end state, and capture the output.

4.5 Converting Collaboration into Clarity

Educators are collaborative by training and disposition. This is a strength.

SNGs preserve collaboration while ensuring it leads to influence.

The leadership shift is:

- from sharing examples to identifying themes
- from themes to agreed implications
- from implications to outcome

4.6 Three-Stage Discussion Model

Stage 1: Share

- surface experience

- hear patterns
- build understanding

Stage 2: Synthesize

- identify common themes
- distinguish local from systemic issues
- clarify risks and opportunities

Stage 3: Decide

- Information sharing
- SASPA feedback
- Position
- Escalation pathway
- Action

4.7 Chair Practice

Effective chairs:

- protect time
- invite diverse contributions
- prevent domination by individuals
- summarise themes clearly
- move discussion toward outcome
- name the decision
- provide opportunities for SNG members to work with a variety of peers

Clarity is respectful. Protecting time protects credibility.

4.8 Why Meeting Discipline Matters

When meetings drift:

- energy drops
- attendance declines
- advocacy weakens
- burnout increases

When meetings are disciplined:

- members experience value
- positions are clear
- follow-through improves
- leadership becomes sustainable

4.9 Agenda as an Engagement Tool

Members often make attendance decisions based on the agenda. A clear and purposeful agenda increases participation and improves preparation.

Agenda items should signal intent, not just topic. For example, indicate whether members are being asked to:

- Test a position
- Shape advice
- Provide feedback
- Make a recommendation
- Assign action
- Where possible, circulate agendas with sufficient notice to allow members to seek site input if required.
- Clear intent improves both attendance and contribution

4.10 Where Convenor Time Has the Highest Leverage

The most valuable hour a Convenor spends is rarely on the day of the meeting. It is the hour spent about a week prior clarifying what the agenda is trying to achieve.

High leverage preparation includes:

- Identifying the decision or outcome type required for each item
- Framing the key questions members should consider
- Ensuring guests understand the purpose of their contribution
- Lower leverage effort includes:
 - Reading large volumes of material at the last minute
 - Attempting to reconstruct unclear discussion after the meeting
 - When preparation is intentional, meetings become shorter, clearer and more productive.

Section 5

Governance, Authority and Representation

SNGs operate within SASPA's governance framework.

Clear governance ensures that positions are credible, representation is disciplined, and advocacy carries authority.

5.1 Levels of Position and Authority

Not all positions carry the same level of authority. The level determines the process and sign-off required.

Rapid Position

Used for:

- feedback on departmental proposals
- operational changes
- emerging issues requiring timely response

Characteristics:

- time-sensitive
- shorter lifespan
- focused on a specific initiative or issue
- developed and endorsed within the SNG

Authority:

- formed and agreed by the SNG
- represented externally by the Convenor on behalf of the group

Rapid positions are structured responses. They are not informal commentary.

Strategic Position Statement

Used for:

- enduring policy issues
- system-level reform
- matters likely to require sustained advocacy
- public statements

Characteristics:

- durable
- aligned to SASPA strategic priorities
- evidence-informed
- clearly structured

Authority:

- developed through SNG or working group input
- reviewed through governance channels
- approved and signed off by the Board

Only Board-endorsed strategic position statements represent SASPA formally in public advocacy.

5.2 What Constitutes a Decision

Discussion is not a decision.

A decision occurs when the SNG:

- agrees a formal SASPA Position, or
- commits to a course of Action, or
- Escalation pathway is decided, or
- authorises representation on behalf of the group

Decisions must be:

- clearly stated
- minuted
- traceable

Clarity protects legitimacy.

5.3 Representation Obligations

When convenors or representatives speak externally, they:

- represent the agreed view of the SNG
- do not substitute personal opinion for collective Position
- acknowledge when a view is emerging rather than settled
- ensure minority perspectives are noted where relevant

Positions must be socialised within the group before representation.

Credibility depends on discipline.

5.4 Escalation Pathway

Issues move through governance in a defined way:

SNG → Convenor meeting → Agreed escalation pathway → External advocacy

Escalation to Board should be considered when:

- system-wide impact is significant
- reputational or media risk exists
- long-term policy implications are involved
- formal endorsement strengthens influence

Not all matters require Board involvement. Judgement is required.

5.5 Governance and Documentation

Governance discipline requires:

- clear labelling of outcomes as Information sharing, SASPA feedback, Position, Escalation pathway, or Action
- documented decisions and agreed positions
- version control of formal documents
- alignment with existing SASPA positions

Governance clarity strengthens consistency, protects credibility, and supports sustainable advocacy.

Section 6

Support from the SASPA Office

The SASPA Office exists to support SNG convenors by providing operational, technical, documentation, and governance support.

The Office enables effective meetings, consistent process, and sustainable leadership. Convenors lead. The Office provides the infrastructure that supports that leadership.

6.1 Meeting Operations and Logistics

The Office provides:

- meeting scheduling and calendar coordination
- circulation of agendas and pre-reading
- RSVP management and attendance tracking
- venue coordination where required
- guest liaison and confirmation

Early coordination improves preparation and meeting quality. Convenors to have the initial conversation with their guest with detail on the why. After initial conversation can be passed on via email to the SASPA office for operational follow up.

6.2 Hybrid Delivery

The Office manages hybrid meeting infrastructure to ensure equitable participation.

This includes:

- multi-device setup to manage presentation, chat, and online visibility
- support for online participant engagement
- technical troubleshooting during meetings
- briefing presenters/ guests on hybrid requirements

Hybrid participation expectations include:

- cameras on where possible for online attendees
- notification via chat if stepping away
- advance indication of online or in-person attendance where feasible
- consideration of moving fully online if attendance is predominantly virtual

Clear norms support professionalism and inclusion. Convenors restating these norms at the beginning of SNG meetings will support embedding the expectations.

6.3 Minutes and Documentation

The Office takes the minutes, supported by approved AI tools.

Minutes capture:

- decisions and Positions
- agreed SASPA feedback
- Actions with owner and deadline
- key themes at a high level

Minutes are not verbatim transcripts.

The Office:

- reviews and edits draft minutes for accuracy and confidentiality
- circulates draft minutes for convenor review
- finalises and stores approved minutes centrally

Central storage protects institutional memory and supports continuity.

6.4 AI Recording Protocols

Only SASPA-approved AI tools may record or transcribe SNG meetings.

Other participant AI bots are not permitted.

At the start of meetings, it is made explicit that:

- approved AI minute-taking is in use
- the purpose is to capture outcomes and Actions
- additional AI bots must leave

This protects consent, privacy, and meeting integrity.

Transcripts are treated as temporary working documents and are deleted at the end of each term once minutes are finalised.

6.5 Attendance and Engagement Monitoring

Active participation underpins representative legitimacy.

The Office:

- tracks attendance across in-person and online participation
- provides attendance summaries to convenors
- supports follow-up where members repeatedly do not attend or apologise

Members absent without apology for two or more meetings may be contacted and may be removed from invite lists.

Consistent participation strengthens credibility.

6.6 Governance and Escalation Support

The Office supports governance discipline by:

- advising when matters may require an escalation pathway
- assisting with preparation of documentation for an escalation pathway to be considered supporting formatting and structure of Rapid Positions and strategic Position Statements
- maintaining version control of formal positions

The SNG determines content and direction. The Office ensures process integrity.

6.7 Cross-SNG Coordination

The Office supports system-level alignment by:

- identifying recurring themes across SNGs
- reducing duplication of work
- supporting convenor meetings for issue triage
- maintaining access to prior SASPA feedback and Positions

Coordination strengthens influence.

6.8 Planning Rhythm

The Office supports a consistent cycle that spreads preparation across the term and reduces last-minute pressure.

Within one week of the meeting, the Convenor, Co-convenors, and Office hold a short debriefing and planning conversation to:

- Discuss decisions made, actions agreed, unresolved issues, items to carry forward
- Draft a loose agenda structure
- Identify guest needs early
- Assign consultation and preparation tasks

Between one and two weeks before the next meeting, a planning discussion confirms:

- The purpose of each agenda item
- The desired end state for each item
- What pre-reading is required
- How members will be primed to contribute
- All requirements & detail for provision by the SASPA office for support

- Agendas to be circulated to the group approx. 1 week prior to the SNG meeting.
- Confirms guest attendance
- Finalises agenda wording
- Ensures materials are ready for circulation, assigns tasks with a timeline for SASPA office to receive and distribute

6.9 Role Clarity

The Office is there to be of service.

The Office provides:

- infrastructure
- minutes
- systems
- coordination

Convenors provide:

- leadership
- facilitation
- representation
- judgement

Clear partnership strengthens effectiveness and continuity.

6.10 Minutes and Action Protocol

Timely circulation of minutes supports momentum and follow-through.

- Draft minutes are circulated within 48 hours of the debriefing meeting.
- Convenors need to provide any feedback for minutes at the debriefing meeting.
- If no corrections are received, minutes are taken as confirmed.
- Minor amendments can be handled under business arising at the following meeting rather than delaying distribution.
- Actions should not stall while waiting for formal approval of minutes.

6.11 Guest Engagement Standard

Guests contribute most effectively when they understand why they are attending and what the group needs from them.

Guests should be identified as early as possible in the planning cycle.

Early invitation allows time for thoughtful preparation and reduces the likelihood of cancellations or incomplete material.

When inviting a guest, be clear about:

- The purpose of the discussion
- The level of authority required
- Whether the group is seeking information, feedback, or a decision

Respectful lead time strengthens relationships and improves the quality of contribution.

Section 7

Roles and Shared Leadership Model

Clear roles strengthen capability, consistency, and succession planning.

This section distinguishes between:

- Convenor
- Co-Convenor (shared leadership and possible succession to Convenor role)

7.1 Lead Convenor

The Convenor is the accountable leader of the SNG.

Core accountabilities:

- design agendas with clear outcomes in collaboration with co-convenors and SASPA office team
- facilitate meetings effectively and professionally
- move discussion toward Position, Action, or Escalation pathway where required
- keep the SNG focused on system-level priorities
- ensure all voices are heard
- prevent domination by individuals
- create a safe space for issue raising and professional sharing
- represent agreed group views with discipline
- act as a conduit between the SNG, the SASPA Office, and governance pathways

Representation and diversity responsibilities:

- seek diversity of perspective within the SNG
- ensure the full picture of school experience is reflected, including:
 - gender
 - regional and metropolitan contexts
 - school size and complexity
- invite contributions from quieter or less represented voices
- avoid over-reliance on a narrow set of contributors

7.2 Co-Convenor

Co-Convenors hold the same leadership responsibilities as Convenors, shared by negotiated agreement. Co-convenors will be considered for the role of convenor, in line with the Operational Guidance Framework, when this opportunity becomes available.

Co-Convenor responsibilities may include:

- co-design agenda intent and outcomes
- co-facilitate meetings and lead agenda items
- step in when the Convenor is unavailable
- contribute to issue triage and escalation judgement
- support hybrid facilitation and online engagement
- share judgement on triage, prioritisation, and escalation
- share responsibility for representation discipline
- act as a conduit between the SNG and the SASPA Office

Co-Convenor is not an administrative role. It is a leadership role.

7.3 Shared Leadership in Practice

Distributed leadership is deliberate.

Convenor leadership teams should:

- agree division of facilitation roles before meetings
- allocate ownership of specific agenda items and outputs
- debrief after meetings on outcomes, Actions, and escalation decisions
- coordinate follow-up so commitments are completed and documented

Shared leadership strengthens capability and reduces burnout.

7.4 Escalation Judgement

Convenors and co-convenors use professional judgement to determine:

- what remains within the SNG
- what requires cross-SNG coordination
- what should be raised in convenor meetings
- what should follow an escalation pathway

Escalation decisions should consider:

- system impact
- strategic alignment
- implementation risk
- reputational implications
- need for formal endorsement

7.5 What Good Looks Like

Strong SNG leadership is characterised by:

- disciplined agendas and clear outcomes
- inclusive facilitation and balanced participation
- clear Positions and timely Actions
- proportionate escalation
- consistent representation of collective views
- visible development of emerging leaders

SNG leadership remains collaborative, but it is directional.

Section 8

Advocacy and Department Engagement

SNGs are mechanisms for disciplined, evidence-informed influence.

Advocacy requires:

- clarity of Position
- structured SASPA feedback
- proportionate escalation
- professional judgement about tone and timing

8.1 From Consultation to Influence

Consultation alone does not guarantee impact.

Influence requires:

- clear articulation of system impact
- synthesised feedback rather than individual commentary
- documented Positions where appropriate
- follow-through and accountability

SNG engagement should result in:

- Information sharing with defined implications
- SASPA feedback that is structured and captured
- agreed Position where required
- clear decision about immediate Action or an Escalation Pathway is more appropriate

8.2 Evidence-Based Advocacy

Credible advocacy is grounded in patterns, not isolated examples.

SNGs should:

- identify recurring themes across schools
- distinguish local issues from system-level risks
- articulate implementation challenges clearly
- propose practical alternatives where possible
- reference existing SASPA Positions where relevant

Evidence strengthens credibility.

8.3 Preparing for Engagement

Department engagement should be deliberate.

Before engagement:

A) Making a decision to engage

- Does the suggested engagement align with the SNG identified priorities?
- Does the suggested engagement align with emerging SNG priorities AS IDENTIFIED by SNG members?
- Is the suggested engagement better aligned with the Advisory Board, the Board or other affiliated group?

B) Engagement Decided

- clarify whether the outcome is SHARE, FEEDBACK, or POSITION
- identify key questions and risks
- agree on the intended output

During engagement:

- manage time and move beyond Information sharing
- synthesise contributions into structured SASPA feedback
- confirm what elements remain open to influence

After engagement:

- document agreed feedback
- confirm timelines and next steps
- determine whether an Escalation Pathway is required

8.4 Consultation Follow-Through and Accountability

Where proposals or programs are presented, representatives should seek clarity about:

- how SASPA feedback will be considered
- which elements are open to change
- the decision timeline
- whether a revised version will be shared before finalisation

Useful sentences for convenors and representatives:

- “How will you let us know which elements of our feedback have been incorporated?”
- “Will we see the next iteration before it is finalised, with our feedback reflected?”
- “What parts are still open to influence, and what parts are already locked in?”
- “What is the decision timeline from here?”
- “What is the process for confirming changes made in response to consultation?”

Professional follow-up strengthens accountability.

If feedback is acknowledged but not reflected in outcomes, Convenors should consider whether:

- further structured SASPA feedback is required
- a Position should be formed
- escalation is proportionate

8.5 Calibrating Tone

Effective advocacy is:

- firm
- respectful
- evidence-informed
- strategically timed

It is not:

- reactive
- personal
- unstructured

Useful sentences for maintaining an assertive and professional tone:

- “We understand the intent. Our concern is implementation impact in schools.”
- “From a school operations perspective, the risk is...”
- “What would need to change for this to be workable?”
- “This is not a minor adjustment for schools. The impact is material.”
- “We can support the direction, provided these elements are addressed.”
- “We want to work with you to get this right before it is finalised.”

Tone contributes to influence.

8.6 Picking Your Battles

Not every issue warrants escalation.

Escalation should be considered when:

- multiple schools are materially affected
- implementation risks are significant
- feedback has been repeatedly ignored
- long-term policy direction is at stake

Escalation is not warranted when:

- issues are minor or localised

- concerns can be resolved through dialogue
- the strategic cost outweighs likely benefit

Useful sentences for naming proportionality:

- “This is important, but it may not be the best use of escalation.”
- “Let’s treat this as feedback first and see the next iteration.”
- “If this remains unresolved after the next step, we should consider escalation.”

Discernment strengthens credibility.

8.7 Escalation Pathways

When escalation is required, options include:

- raising the matter at convenor meetings
- coordinating cross-SNG input
- developing a formal Position
- Escalate to Board and / or Advisory Board for endorsement or oversight
- Escalate to Chief Executive

Useful sentences for signalling escalation without inflaming:

- “This is significant enough that we may need to escalate through SASPA governance.”
- “We will capture this feedback formally and advise whether it requires Board and/or Advisory Board endorsement.”
- “Given the scope and risk, we will consider escalation to the Board and / or Advisory Board.”

Escalation should be proportionate and documented.

8.8 Strategic Persistence

Influence is cumulative.

Where change is partial or incremental:

- document prior advice
- maintain consistent messaging
- reference earlier SASPA feedback
- continue structured engagement

Useful sentences for persistence:

- “We raised this in the previous discussion. Can we confirm what has changed since then?”
- “We would like to see how this has been incorporated in the revised version.”
- “This remains a concern across multiple schools. We need to keep it live.”

Professional persistence builds long-term credibility.

8.9 Representation Discipline

When speaking externally, representatives:

- articulate agreed SNG Positions
- avoid substituting personal opinion for collective view
- clarify when a view is emerging rather than settled
- accurately reflect the diversity of member experience

Advocacy is a leadership responsibility grounded in preparation, clarity, and disciplined judgement.

Section 9

Continuity and Succession

SNG leadership must be sustainable. Continuity is achieved through shared leadership, deliberate handover, and disciplined documentation.

9.1 Leadership Development

Co-convenors are leadership succession roles.

Co-convenors should be:

- given structured opportunities to chair
- involved in agenda planning
- included in post-meeting reflection
- exposed to governance and escalation processes
- supported to contribute to advocacy actions

Co-Convenors are active leadership roles, not symbolic positions.

9.2 Deliberate Handover

Leadership transitions should include:

- handover of templates and key documents
- access to historical SASPA feedback and Positions
- briefing on current priorities and live issues
- clarity on governance and escalation pathways
- introduction to key contacts, including the SASPA Office

Institutional memory should sit within systems, not individuals.

9.3 Sustaining Participation

Sustainability is strengthened when:

- meeting discipline is consistent
- leadership is shared
- Actions are followed through
- documentation is centralised

Consistency across years builds credibility with members, the Board, Advisory Board, the Department and the Government.