



SASPA

South Australian
Secondary Principals'
Association

Operational Governance Framework
(previously Operations Manual)

**THE SOUTH AUSTRALIAN SECONDARY
PRINCIPALS' ASSOCIATION**

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SASPA Operational Governance Framework

SASPA's Operational Governance Framework is designed to expand on the Constitution and Rules and the current practices operating within SASPA. Accordingly, where possible the document reflects the order of the Articles of the Constitution and Rules and relates to its content.

The Operational Governance Framework is intended to be a guide to SASPA operations for the guidance of Board, committee members and staff. It contains statements and explanations of what has evolved as accepted practice. As such, it is not a static document like the Constitution and Rules and is subject to review annually or as necessary.

Background Information & Purpose

The South Australian Secondary Principals Association is a professional association established to support, develop, and strengthen school leadership in South Australian government schools with secondary enrolments. The purpose of the organisation is to help shape the future of state education in South Australia through influential and progressive high-quality leadership, ensuring that all students receive the highest quality education as well as provide advocacy and a public voice for state secondary school leaders.

It works towards building a strong united voice on key issues, based on positions informed by a research and evidence base which will determine policy.

SASPA is governed by an Executive Board, consisting of elected members and ex officio staff. The SASPA Advocacy Board consists of elected and appointed members.

SASPA will review its priorities annually and committees will be formed to promote those priorities. All SASPA members will be entitled to serve on committees. SASPA will be guided by an overarching strategic plan that will be formulated in collaboration with members on a regular basis. (3 yearly rotation at the time of writing).

SASPA's Tagline:

Empowering secondary public secondary school leaders through collaborative advocacy.



SASPA Executive Board

The SASPA Executive Board consists of elected members: President, Vice President, Deputy Vice President, Treasurer as well as ex-officio members. The Executive Board has legal and fiduciary responsibility for SASPA and will:

- Undertake an organisational leadership role to ensure the effective functioning, operation and governance of SASPA. This includes general oversight of SASPA, including its Advisory Board planning, SASPA organisational changes, and financial decision making.
- Provide oversight for the work of any appointed officers to SASPA
- Determine the representation of SASPA on the national principals' body (ASPA)
- Work to represent SASPA's views to Department for Education officers, government, and other relevant bodies
- Take a proactive approach to any emergent issues, particularly those that occur between Board meetings and take action as required.
- Contribute to SASPA's organisational leadership, including reviewing the role statement of any Office holder as required
- Review operational processes and procedures as required
- The Executive Board will confer with the SASPA Advisory Board for advice on priorities and strategic actions.
- SASPA Executive Board members are to be mindful of the SASPA Code of Conduct, Protocols for Board members and SNG/Convenors handbook, along with any other SASPA governance or operational document.

Casual Vacancies

Subject to the SASPA Constitution the Executive Board may at any time appoint a person to the Executive Board to fill a casual vacancy. The Board Member so appointed in the case of a casual vacancy holds office until the next election cycle for that position takes place.

If a casual vacancy occurs in the office of President, the Vice President shall fill the position until the Board is able to conduct an election. In this event, the Deputy Vice President shall fill the role of Vice President, and an Acting Deputy Vice President shall be elected by the Executive Board.

Deputy Vice President Eligibility

- The Deputy Vice President will be a current Deputy or Assistant Principal (or equivalent position with a different title) to be eligible to nominate for election of the position.
- If during their tenure the Deputy Vice President is no longer a Deputy or Assistant Principal (or equivalent position with a different title), they will be required to vacate their position at the end of that calendar year.

SASPA Advisory Board

The SASPA Advisory Board is responsible for effective advice and input on SASPA's strategic priorities, the organisation's strategic plan and related actionable work.

The SASPA Advisory Board exists to provide strategic insight, independent perspective and sector expertise to strengthen the Association's long-term impact. While it does not hold fiduciary or legal responsibility for the organisation, it plays a critical role in shaping strategic direction and supporting sound governance practice.

The Advisory Board offers considered advice on the Association's purpose, strategic plan, priorities and emerging risks. It acts as a strategic sounding board with a multi-perspective, representative viewpoint for the Executive Board and Chief Executive, contributing to forward planning, policy direction and key

initiatives. Members bring contemporary knowledge, professional expertise and external insight to inform evidence-based decision making.

The Advisory Board may review strategic documents, monitor progress against agreed priorities, provide guidance on public education trends and stakeholder engagement, and support evaluation of major projects or initiatives.

Through constructive challenge and collaborative dialogue, the Advisory Board enhances strategic clarity, strengthens accountability and supports the organisation to remain focused on delivering its purpose and advancing outcomes for its members and the broader education community.

SASPA Advisory Board members are to be mindful of the SASPA Code of Conduct, Protocols for Board members and SNG/Convenors handbook, along with any other SASPA governance or operational document.

Composition of the SASPA Advisory Board

The SASPA Advisory Board comprises of up to a maximum of 20 members, made up of the following:

- The SASPA Executive (President, Vice President, Deputy Vice President, and Secretary/Treasurer)
- Seven members elected by and from the membership (in addition to elected Vice President, Deputy Vice President and Secretary/Treasurer), at least four of whom must be Principals.
- Up to five members to be Convenors of Strategic Direction Groups, nominated by the President and endorsed by the Executive Board
- Up to a maximum of four additional co-opted members. The term of office for Co-opted Board members shall be one calendar year .
- At least two members of the Advisory Board should be country representation
- At least four members of the Advisory Board should be Deputy or Assistant Principals (or equivalent position).
- At least five members of the Advisory Board should be Principals

Appointment of Convenors and Co-opted Advisory Board members

Considerations to be made when appointing:

- Experience and engagement with SASPA
- Experience in area of proposed responsibility
- Any apparent gaps in representation of the elected Advisory Board members
 - Geographic location
 - IoED
 - Size of school
 - Gender and diversity

Protocols for SASPA Advisory and Executive Board members

Refer to appendix 7

All Board members will

- attend Board meetings, or apologise if unable to attend and follow up on business missed
- attend at least 80% of Board meetings each year
- maintain appropriate confidentiality of Board meeting discussions and documents
- prepare for meetings and undertake any pre-reading as required in order to contribute to frank debate at meetings
- take a proactive approach to any emergent issues and raise these with relevant SASPA officers
- be solutions oriented in contributing to the business of the Board
- contribute to the work of SASPA either through committees or working parties or events
- promote public secondary education by speaking with one voice and publicly supporting decisions of the Board

- work collaboratively for the positive wellbeing and professional growth of members.
- Take note of the SASPA Code of Conduct (*Refer Appendix 1*)
- advise on appropriate research and outsourcing

SASPA Advisory Board Meeting Agendas

The agenda of the Advisory Board meeting shall be set by the SASPA Executive in consultation with the SASPA Chief Executive.

Written notice of Board meetings will be sent to all members of the SASPA Advisory Board at least 6 business days prior to the meeting.

Advisory Board Meeting Chair

The SASPA President or in their absence the SASPA Vice President shall preside at Advisory Board meetings. In the absence of the President and Vice President, the meeting shall elect a Chairperson.

Role of the Advisory Board Chairperson

The chairperson facilitates the meeting, including monitoring the tone to ensure positive and respectful participation of all Board members.

The Chair has responsibilities to formally call votes and provide clear summary of discussion outcomes for clear minute recording and to support Executive discussion.

Eligibility – Advisory Board Member

Full financial members of SASPA shall be eligible to nominate for the SASPA Advisory Board

Term of Office & Appointment – Advisory Board Members

Seven elected members: 2-year tenure elected by the SASPA membership

Four Co-opted Board members : Appointed annually by the SASPA President

Five Convenor Board members: Appointed annually by the SASPA President

Removal of an Advisory Board Member

The SASPA Executive Board may suspend or remove a Member of the Advisory Board from that Member's duties. Where such action is taken, the Board shall document the reasons for doing so and shall supply a written copy to the affected Board Member. The SASPA Constitution removal rule 3.2 will be followed in this circumstance.

Vacancy of an Advisory Board Member

The office of a Board member is vacated if the Board Member:

- Becomes of unsound mind of a person whose estate is liable to be dealt with in any way under the law relating to mental health.
- Is not present without consent of the Board for no less than 20 percent (20%) of all Board meetings and the President resolves that the Board Member's office be vacated.
- Resigns the office of Board Member by written notice to the President.
- Is removed in accordance with above Removal of a Member clause or rule 3.2 in the SASPA Constitution and Rules
- Otherwise ceases to be, or becomes prohibited from being, by virtue of the Associations Act or is removed from office as a Board Member by a resolution pursuant to the Associations Act.

Advisory Board Quorum

A quorum for SASPA Advisory Board meetings will be one more than half of the members of the Advisory Board.

Meetings shall, subject to the presence of a quorum, start at the time set out in the notice of the meeting, and shall continue until all business on the agenda is disposed of.

If there is no quorum present at Board meetings within 30 minutes of the starting time as set out in the notice of the meeting, the meeting will continue without any official motions.

Proxies – Advisory Board

Attendance at meetings of the Advisory Board by persons other than members of the Advisory Board shall be by invitation of the Chief Executive, President or Executive of SASPA. Visitors shall have speaking rights but no voting rights.

Minutes

Minutes are to be kept of all meetings. The minutes should be an accurate record of actions and/or resolutions of the meeting. These will be kept electronically by the SASPA Office and circulated to Board members within 1 month of the meeting.

The minutes must contain a list of those present, apologies, names of guests or observers, outcomes of business in the order it was dealt with, copies of reports and state the date and time of the next meeting.

Use of Technology

A SASPA Advisory Board meeting may be held using any technology provided by SASPA and agreed by the Chair of the meeting. SASPA Advisory Board meetings may be held with SASPA provided technology only.

SASPA Advisory Board Voting

A motion is required to have a proposer and a seconder, and to be put to the meeting for consideration. A motion shall lapse if there is no seconder.

The Chair shall read out the motion before a vote is taken. The vote will be by show of hands. The Chair has a deliberative and a casting vote in the event of a tied vote.

If a member abstains from voting they have exercised their right to refrain from voting. A decision on the motion is arrived at by those persons present and voting.

Conflict of Interest

A member of the Advisory Board who has a direct or indirect interest, including a pecuniary interest, in a contract or proposed activity with the Association must disclose the nature and extent of that interest to the Board and must not vote on, or be present during consideration of, that matter.



SASPA Organisational Structure

SASPA President

Appendix 6 outlines the SASPA President Role Statement

The SASPA President is the principal leader of the Association and is responsible for its overall governance and strategic direction. The role chairs the Executive and Advisory Boards, ensuring effective and compliant decision-making in line with the Constitution. The President works in partnership with the Chief Executive to lead organisational priorities and represents SASPA across the education sector.

Appointment process of the SASPA President

- Process for Appointment of a President will ideally take place in Weeks 5 – 10 of Term 2 of the last year of current presidential tenure.
- The SASPA Executive will appoint a Nominations Committee that includes the SASPA Business Manager/Director to conduct the process of appointing a President
- The Nominations Committee will include up to two (2) Executive Board representatives, as well as the SASPA Chief Executive and one Advisory Board member.
- Any full member in a current Principal position may nominate for the position of President by expressing interest to the Nominations Committee
- The Nominations Committee will ask interested members to submit a supporting statement/cover letter (up to 1 page) with two referees for consideration.
- The appointment announcement for President will be held in term three of the year preceding the commencement of the term of office

SASPA Chief Executive

Appendix 4 outlines the SASPA Chief Executive Role Statement.

The Chief Executive is recruited by the SASPA Executive Board and employed by SASPA to lead and manage the organisation's strategic business. The Chief Executive will aim to attend all committee meetings and will present a report of the previous year's activities to the Annual General Meeting.

Appointment Process of the SASPA Chief Executive

Unless otherwise specified by the Board, the SASPA Chief Executive will be appointed for a 3-year term.

Selection Process:

- 6-9 months prior (or as soon as practically possible) to the position known as falling vacant the Board calls for expressions of interest for the role of a Chief Executive.
- A minimum 3-person sub-committee from the Board, including at least 1 SASPA Advisory Board member and 2 Executive Board members is elected to oversee the selection process. A chair will be nominated for sub-committee.
- The chair of the sub-committee is responsible for communicating its decision to SASPA groups and membership.
- Should there be no member recommended for the role the Executive Board may choose to run another expression of interest process outside of SASPA membership.
- It is recommended that recruitment procedure be as follows:
 1. Request a cover letter and CV
 2. Short listed candidates be invited to interview
 3. Referee check (if required).

An existing Chief Executive contract may be extended by the SASPA Executive Board.

Employment of a Chief Executive

1. The role of the Chief Executive is filled by the process outlined in this Operational Governance Framework

2. The position of SASPA's Chief Executive is a salaried position.
3. The SASPA Executive Board will determine the term of the Chief Executive's contract of employment, usually for a maximum of up to 2 terms, at the discretion of the SASPA Executive.
4. All other terms and conditions of employment will be determined by the SASPA Executive Board.
5. The SASPA Executive Board through the SASPA President will oversee the Chief Executive's work and provide formal and informal feedback.
6. Outcomes of the Chief Executive will be reviewed annually by the SASPA President with input from SASPA Executive Board members.
7. The Chief Executive and the SASPA Executive Board each have the right to terminate the contract of employment of the Chief Executive with a minimum of four weeks' written notice, subject to the Fair Work Act.

Employment of SASPA Office Roles

1. SASPA Office positions are salaried positions unless otherwise determined by SASPA.
2. The SASPA Executive Board determines the SASPA Office position role statement and conditions for employment which include length and type of contract, and salary.
3. The Chief Executive oversees the work of SASPA employees and provides informal and formal feedback, with support from the Business Manager/Director where appropriate.
4. The Board encourages SASPA employees to access professional development that benefits them and SASPA.
5. The contract of employment between SASPA and the employee is reviewed regularly. The Chief Executive is responsible for managing this review, with support from the Business Manager/Director.
6. The SASPA employees and the SASPA Executive Board each have the right to terminate the contract of employment with the appropriate minimum notice period, subject to the Fair Work Act.
7. SASPA Employee individual contracts outline each role's conditions in detail.
8. Appendix 8 sets out SASPA's employee grievance process



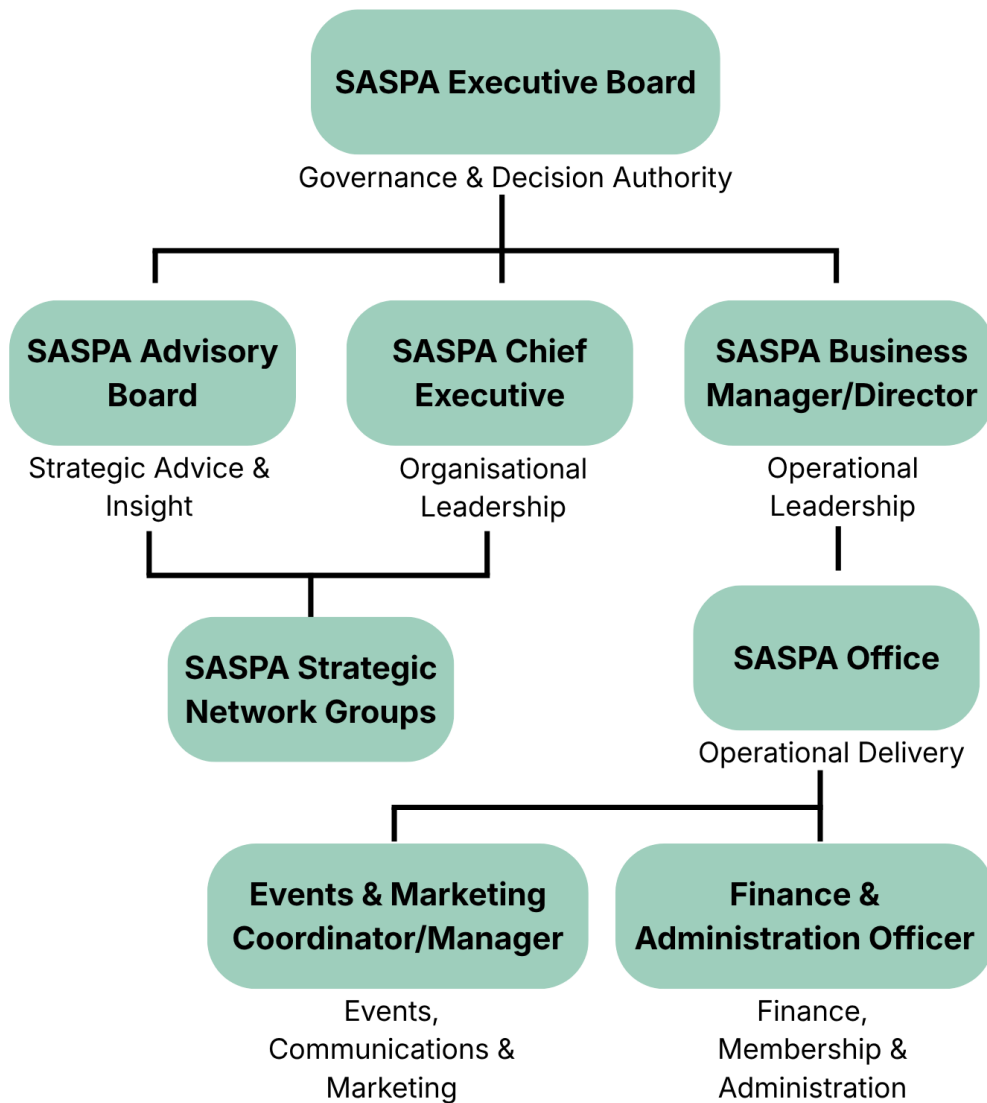


SASPA

South Australian
Secondary Principals'
Association



Organisational Chart



SASPA Membership

Membership Subscriptions

- Subscriptions will generally be paid by payroll deduction (PRD) on a signed authority from the member
- Members not on the Department for Education payroll may arrange to pay the subscription annually in advance by invoice.
- Membership subscription can be paid for by the member's school with permission from their site leader
- Other payment options for subscriptions will be considered on request.
-

Types of Membership (Refer Rule 2 in the SASPA Constitution & Rules)

- Associate
- Full
- Retired
- Life

See [SASPA Membership Benefits](#)

Applications for membership will be submitted online at www.saspa.com.au and be received by the SASPA Office. The form must contain the member's name, phone, email, employment ID Number, position details, worksite and payment preference. If PRD is selected on membership form, an email request will be sent to Shared Services SA (with the new member cc'd) completed by the SASPA Office.

Membership activation process

- Membership applications will be acknowledged by e-mail by the SASPA Office along with an emailed welcome letter from the Chief Executive.
- Members will be emailed a copy of protocols for the SASPA chat list (Managed by DfE's Connected platform) and added for use (refer appendix 3).
- If member has not made a Connected account, SASPA Office will provide instructions.
- Member details will be added to SASPA databases and applicable distribution lists.

Membership resignation process

- members to fill out ceased membership request online <https://saspa.com.au/membership/manage-my-membership/ceased-membership/>
- If membership paid via PRD the SASPA Office will send email correspondence to Department for Education Payroll Services (Shared Services) with the member cc'd into the correspondence
- remove member from SASPA chat list and all databases and distribution lists once their removal from the PRD report is confirmed
- note date and details of resignation on membership database.

Membership continuation process

(For those who elect to remain SASPA members after they retire or move out of school leadership positions – refer Rule 2.2 of the SASPA Constitution)

- arrange for continuation of subscription payment (by invoice in advance if PRD cannot continue)
- enter updated details on SASPA database and applicable distribution lists.

Department for Education payroll deductions are reconciled each fortnight to the SASPA Membership database to ensure currency of membership. Amendments to SASPA membership will be made after correspondence and confirmation with the member. Monthly membership reports will be available to the SASPA Executive.

End of financial year member statements

- Members can receive a statement of subscriptions made to SASPA for inclusion in their tax returns on their request to the SASPA office.
- Department for Education end of financial year payslips can also be used for this

Change of details

<https://saspa.com.au/membership/manage-my-membership/change-membership-details/>

A change of details form is available to members on the SASPA website and will be received by the SASPA Office for updating when submitted by a member. Examples of use are change of site, change of position etc.

Life membership process

Nominations for Life Membership of SASPA are made by Board members, on nomination and motion from a Board member on the basis of outstanding contribution to SASPA for at least five (5) years (see rule 2.6 in the SASPA Constitution).

Life Members may attend and speak at meetings but are not entitled to vote or hold office unless they remain financial members. Life members do have access to the chat list.

SASPA Strategic Network Groups (SNGs)

Please refer also to the SASPA Convenor & SNG Handbook

Strategic Network Groups (SNGs) are representative leadership forums within SASPA.

The SASPA Executive Board, with input from the SASPA Advisory Board will determine which Strategic Network Groups and/or committees will be formed to assist the strategic purpose and operation of the association. SASPA's current Strategic Network Groups are:

- Teaching & Learning
- Workforce
- Leader Development
- Inclusion & Wellbeing
- Digital Systems & Technologies

The Convenor/s of each Strategic Network Group and/or committee will be appointed by the President, subject to approval of the Executive Board.

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.

They exist to:

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

The SASPA Convenor & SNG Guidebook (see listed Reference Documents) provides detailed operating principles for Strategic Network Groups.

Representatives on DfE working parties and committees

- The Chief Executive will appoint members in consultation with the relevant Strategic Network Group Convenor to represent SASPA on DfE and other working parties and committees as considered appropriate, with regular updates provided to the Executive & Advisory Boards.
- Representatives will be linked to either a Strategic Network Group Convenor or the Chief Executive to ensure their views are consistent with the views of SASPA.

Representatives will

- attend the committee or working party on a regular basis, and if unable to continue, notify the Board

- determine SASPA's policy or views as necessary, and represent those views to the committee or working party
- maintain contact with the Board about issues as they arise, decisions the committee is making and suggest a process to inform SASPA members of the work of the committee.

SASPA Elections

Election of Vice President, Secretary/Treasurer & Deputy Vice President

- The Board will appoint a Nominations Committee that includes the SASPA Business Manager/Director to conduct the process of election of the Vice President, Deputy Vice President and Secretary/Treasurer.
- Any full member may nominate for the positions of Vice President and Secretary/Treasurer and full member in a current Deputy or Assistant Principal position may nominate for Deputy Vice President by expressing interest to the Nominations Committee
- The Nominations Committee will ask interested members to develop a supporting statement with a photo that will be provided to the membership
- The Nominations Committee will conduct the election by electronic voting
- The vote tally will be calculated using 'first past the post' system
- The elections will be held in term three of the year preceding the commencement of the term of office
- Candidates will be notified of the result of the ballot before the result is announced to the membership

Election of Advisory Board members

- Board elections will be held during term three of the year preceding the commencement of the terms of office
- Intending candidates must be Full financial members of SASPA
- The Advisory Board will appoint a Nominations Committee that includes the SASPA Business Manager/Director to conduct the process of electing Advisory Board members.
- The election will be conducted by electronic ballot
- The vote tally will be calculated using 'first past the post' system
- Candidates will be notified of the result of the ballot before the result is announced to the membership
- The number of votes obtained by any candidate will remain confidential, with the exception of Executive Board discussion.
- An election nominee can request to know only their own election result.
- Announcement of the winning candidates will be posted by SASPA electronic communication.
- An election timeline will be published to members through the SASPA electronic communications.
- Nominations must be lodged in writing by the stated closing date to the Returning Officer outlining the position nominated, name of the nominee, contact details and present position, supporting statement (150 words) and photo.
- Of the seven elected Board members, at least four shall be Principals, and at least four shall be Deputy or Assistant Principals.
- The SASPA Executive Board has the flexibility to appoint up to four co-opted members to ensure representation in areas not covered by the seven elected Board members. If the number of nominations equal the number of Board positions no election will be necessary.
- If more nominations are received than positions available, an election will be held.
- The retiring Board will hand over to newly elected Board members at the changeover of calendar year.

Appendix 1 outlines SASPA Code of Conduct

Appendix 7 outlines SASPA Board Protocols

Timeline for SASPA Elections

Term Three

- Call for nominations – early week four of third term
- Close of nominations – end of week five of third term
- Declaration of election result – week seven of third term, OR nominee’s details and voting procedure distributed to members
- Close of voting – end of week eight
- Declaration of election result – early week ten.

**This timeline will be amended by SASPA office as required*

Financial Management

Please see Appendix 5 - Financial Control Policy

- The Business Manager/Director has authority to maintain the financial records of the Association.
- The Business Manager/Director develops a budget for the coming financial year, in consultation with the Secretary/Treasurer and the Chief Executive.
- The SASPA Executive Board will approve the annual budget.
- Executive Board members will be provided with monthly financial reports for approval, including budget reports. Other financial reports will be provided as requested by the Executive Board.
- The Business Manager/Director and Secretary/Treasurer will oversee the proper financial recording of transactions of the association.
- Signatories to the association’s accounts will be the Chief Executive, Business Manager/Director, and Finance Officer, any two of whom can authorise transactions from the account.
- Additional signatories may be authorised by the Executive Board.
- A credit card in the name of the Association shall be issued to the Chief Executive and Business Manager/Director for authorised Association spending. Other credit cards may be issued at the SASPA Executive’s discretion.

SASPA Employee Reimbursements

All SASPA employees shall present all invoices for reimbursement of expenses to their Line Manager using the SASPA claim form. E.g. Mobile phone bills/shopping receipts/parking receipts/meeting receipts.

Data and Member Privacy

SASPA is committed to protecting the privacy and integrity of member information and ensuring that personal data is managed responsibly, securely and in accordance with applicable legislation and good governance practice.

Purpose of Data Collection

SASPA collects and maintains member information for purposes including:

- administering membership
- communicating with members
- supporting professional networks, events and programs
- informing advocacy and sector engagement activities
- meeting reporting or governance requirements of the Association.

Only information reasonably necessary for these purposes will be collected.

Management and Security of Information

Member information will be stored in secure systems and managed in a manner that protects confidentiality and integrity. Access to member information will be limited to authorised SASPA staff and office holders who require access to perform their duties.

Appropriate safeguards will be applied to protect information from unauthorised access, disclosure or misuse, including secure digital storage

Access and Use of Member Information

Member information may be accessed by authorised SASPA staff and relevant office holders for legitimate operational purposes. Committees, panels or advisory groups will only be provided with the information necessary to support their functions.

Where possible, aggregated or de-identified information will be used for reporting, planning or strategic purposes.

Sensitive Information

Where SASPA collects sensitive information, including voluntary identification such as Aboriginal or Torres Strait Islander status, such information will only be collected with the member's consent and will be used solely for the purpose for which it was collected.

Data Sharing

SASPA will not disclose member personal information to external parties without the consent of the member unless required by law or necessary for the administration of the Association.

Member Data Handling Protocol for Committees

To protect the privacy and security of SASPA member information, the following protocols apply to committees, panels, advisory groups and other governance or operational bodies of the Association.

1. Access to Member Information

Committees and working groups may access member information only where it is reasonably necessary to support their approved activities or functions.

Access to member data will be coordinated through authorised SASPA staff.

2. Minimum Necessary Information

Where member information is required, only the minimum information necessary will be provided.

Where appropriate, information should be aggregated or de-identified rather than providing full member records.

3. Distribution of Member Lists

Full membership lists will not be routinely distributed to committees or external parties.

Where lists are required for operational purposes (such as event invitations or network engagement), they will be provided through controlled distribution by the SASPA office.

4. Secure Handling

Any member information provided to committees must be handled securely and used only for the purpose for which it was provided.

Member information must not be:
shared outside the approved committee or group
used for personal or unrelated purposes
retained beyond the required use.

5. Storage of Information

Member data should not be downloaded or stored on personal devices unless authorised.
Where files are shared for operational purposes, they should be stored in approved systems with appropriate access controls.

6. Responsibility of Office Holders

All committee members and office holders share responsibility for maintaining the confidentiality and integrity of SASPA member information and must act in accordance with the Association's governance protocols.

Connecting for Equity & Community

A Foundational Artwork for SASPA, Gifted by Annette Williams

Connecting for Equity & Community by Annette Williams was gifted to SASPA in 2023 and painted during the 2023 Annual SASPA Conference. The artwork depicts the importance of connection amongst our education community.

The original painting is on display in the EDC Associations office (where the SASPA office is located) on Level 2, EDC building, 4 Milner Street Hindmarsh SA 5007.

There is a licensing agreement for the artwork held between SASPA and Annette Williams. Any use of the painting or/and its image must be through explicit agreement of SASPA and Annette Williams. Please direct queries to the SASPA Business Manager for more information.

On request SASPA can provide the full artist's statement from Annette Williams.



Connecting for Equity & Community – Annette Williams 2023

Summarised artwork description:

“We are transitioning and transforming overtime experimenting with new ways of knowing, being, connecting and relating which is and will continue to impact positively on the lives of our children and young people. In doing this we are together building our nation. A nation where diversity and inclusion for all is simply what we do and who we are.”

APPENDICES

- Appendix 1 SASPA Code of Conduct
- Appendix 2 SASPATalk protocols
- Appendix 3 Statement of contributions
- Appendix 4 Chief Executive Role Statement
- Appendix 5 Financial Control Policy
- Appendix 6 President Role Statement
- Appendix 7 Protocols for SASPA Board Members
- Appendix 8 SASPA Employee Grievance Process

Reference Documents:

SASPA SNG/Convenors Handbook





Our Code of Conduct clarifies the standards of behaviour that are expected of the Executive and Advisory Boards, and the Strategic Directions committees in the performance of their duties for SASPA.

To enable the Board to effectively achieve its purpose, all Executive and Advisory Boards, and Strategic Directions committee members must actively invest in building a culture of speaking up respectfully as a critical cornerstone in enabling an ethical culture to flourish.

Respectful conduct includes:

- Communication that is respectful, inclusive and focussed on the strategic priorities of SASPA
- Discussion that leads to decisions is:
 - Robust
 - Solutions focussed
 - Seeks to elicit perspectives representative of all site contexts
- Participating in grievance processes to resolve differences between board members if required
- Promoting public secondary education by speaking with one voice and publicly supporting decisions of the SASPA Board.

Revised: January 2025

Guidelines for Use of SASPATALK – “The Chat List”



SASPATALK is designed for members of SASPA to share thoughts, ideas, opinions and anecdotes about the many issues, simple and complex and the daily 'goings-on' in the media, central office and/or schools. It is also a forum for getting assistance from one another on some practical matters.

The chat list is available for all members of SASPA to communicate with other members about educational issues. The chat list is a free service for members and is operated and administered by the SASPA Business Manager/Director. As we are conscious of the high email flow to principals/leaders we will endeavour to limit emails to the chat line from the SASPA office to ones that we believe are valuable or informative.

Please be warned, SASPATALK (the chat list) is not secure. Often messages are forwarded to non-members and so materials published need to be carefully written.

To send an email/message to the SASPA Talk chat list send the message to:
DFESA-saspatalk@ConnectedCommunity.org

Guidelines

It is important that no member publish any material that could be construed as defamatory to any individual, group, organisation, initiative or program. Members are advised they risk legal action being taken where a person considers that their reputation or standing has been maligned.

Purposes of the chat line include:

- collecting information and ideas from colleagues in other schools to inform policy and practice
- promoting official SASPA events, activities and conferences
- providing a forum for members to express an opinion on current issues
- surveying members about topical issues
- promoting the SASPA sponsors (and potential sponsors)
- delivering and promoting ASPA newsletters and information
- informing members of SASPA's committee or representative discussions
- providing useful professional information via website links or attachments
- disseminating other information deemed relevant and beneficial to members and at the discretion of the President.

Please do not use the chat line for:

- promoting commercial organisations outside of SASPA sponsorship arrangements
- promoting non SASPA events and activities*
- formally advertising positions in schools and/or sites*
- disseminating information from other organisations*
- distributing general information from DfE*

****Unless you have prior approval from the SASPA President or Chief Executive***

Appendix 2



**STATEMENT OF CONTRIBUTIONS
FROM 1 JULY 202# TO 30 June 202#**

PERSONAL

Member name:
Member email:
Contributions received: \$

Kym O'Loughlin
Business Manager/Director, SASPA
Phone. 08 8463 5810
Email. kym.oloughlin@saspa.com.au

10th July 202#

Please check your details above and notify any changes to the Business Manager:

*Mail: SASPA, Level 2 EDC Building, 4 Milner Street Hindmarsh SA 5007
Email: kym.oloughlin@saspa.com.au*

*Contributions to the South Australian Secondary Principals Association are tax deductible.
Contribution rate per fortnight:
Full member - \$35 per fortnight
Associate member - \$12 per fortnight*

Chief Executive Role Statement



Role Description:	Chief Executive, South Australian Secondary Principals' Association
Role Location:	SASPA Office
Remuneration:	Payment is tied to the remuneration provided annually by the Department for Education to its principals at its highest classification level. (At the time of publication, this is Site Classification 6.)
Tenure:	Selection panel process for 3-year tenure (with option to extend).

Role Statement:

The Chief Executive is employed by SASPA to lead and manage the organisation's strategic business and is responsible for communicating its progress. The Chief Executive attends all Board and Strategic Directions committee meetings, presents a report of SASPA activities for each calendar year to the Annual General Meeting and represents the Association's interests at stakeholder meetings¹. The Chief Executive is the public face of the Association for media purposes and is authorised by the Board to speak on their behalf. The Chief Executive undertakes work for the Department as "quid pro quo" for the SASPA grant payment.

Key Roles

The Chief Executive:

- leads and manages the organisation's strategic business (including the priority work set by the Board).
- oversees all operations undertaken by the SASPA Office, including the management of its staff, and ensures that this work is consistent with the Association's strategy and statement of purpose.
- manages the Association's communication strategy.
- promotes the Association's work within the educational community and the wider community.
- provides professional learning programs for the membership.
- provides supports to members - individually and/or in established networks or alliances – upon request.
- represents the Association on a range of meetings convened by stakeholders (including regular meetings with the Minister for Education and the Department for Education).
- Undertakes media management and commentary

¹ Stakeholders include a broad range of educational organisations including however not limited to: the Minister for Education, the Department for Education, ASPA, universities, SACE Board of SA, AEU, SASSLA, SAPPa and Educators SA.

Appendix 4

SASPA FINANCIAL CONTROL POLICY

1. Objectives

Primarily relate to the Board's financial planning and monitoring on behalf of the Association enabling the Executive Board to exercise its fiscal responsibility.

Broadly these include:

- Vetting operational budgets
- Monitoring financial performance and financial health on a regular basis.
- Determining and monitoring investment guidelines and protection of assets
- Approval of any changes to membership fees and benefits for AGM approval

3. Responsibilities

The following items identified are not intended to be a comprehensive checklist but rather an abbreviated summary of the major items for the attention of the Executive Board in its exercise of financial control.

- Review of the annual budget
- The Executive must approve any amount of capital expenditure that exceeds the annual budget.
- Budgetary impact of changes to the budget, including however not limited to Association staffing levels.
- Monitoring the level of specific expense items including:
- Employee related costs (e.g. salaries, travel, entertainment, professional development)

4. Delegated Authorities

- Expenditure
 - Budgeted and scheduled expenditure may be approved by the Chief Executive and/or Business Manager/Director
 - Unbudgeted and unscheduled expenditure to be submitted & reported to the Executive Board, with consultation of the Secretary/Treasurer
- Cheque/Internet Banking Signatories
 - The arrangement with the Association financial institution currently is Credit Union of SA
- Current cheque signatories are
 - SASPA Chief Executive
 - SASPA Business Manager/Director
 - SASPA Finance Officer

Financial Support to SASPA Executive Members

Provision is made within the budget to support Executive Office Bearers (President, Vice President, Deputy Vice President and Secretary/Treasurer). These funds are intended to offset costs incurred by members' schools in supporting SASPA responsibilities, including relief cover, administration support and related expenses (e.g. parking and stationery), as approved by the Chief Executive.

Reimbursement is processed via submission of receipts or school invoices with a SASPA General Claim Form.

Appendix 5

President
Role Statement

Role Description:	President, South Australian Secondary Principals' Association
Role Location:	School
Remuneration:	The President's school will receive 0.1 (FTE) of a B6 salary to be used for site-based work that enables the principal (or deputy principal) to be released for official SASPA responsibilities.
Tenure:	Appointed by the SASPA Executive in collaboration with the President nomination committee for a 3-year term.

Role Statement:

The President is the principal leader of the Association and has overall responsibility for its governance. The President provides leadership and direction to the Association's Board and Executive and is responsible for working with them to develop strategic directions and priority work. The President provides line management for the Chief Executive.

Key Roles

The President:

- Assumes the role of Chairperson of SASPA Executive Board presiding over approx. 8 short meetings per year.
- Assumes the role of Chairperson of SASPA Advisory Board and presides over 8 full day meetings per year.
- Accepts responsibility for overseeing the affairs of the Executive Board and Advisory Board, with support from the SASPA Office (i.e., the Chief Executive and the Business Manager/Director).
- Ensures the Executive and Advisory Boards work within the SASPA constitution to fulfil governance roles effectively and toward SASPA's strategic agenda
- Leads the strategic planning of the Association, including the setting of its priority work.
- Must put the interests of the Association ahead of her/his school's interests.
- Along with SASPA's Chief Executive, represents SASPA in the education community (including attending meetings with the Minister for Education and with the Department for Education's Chief Executive)
- Will work collaboratively with the SASPA Chief Executive.



Protocols for SASPA Board Members

- Prompt and regular attendance, apologise if unable & follow up on business missed.
- Follow up on actions agreed by the Board.
- Maintain appropriate confidentiality of Board Meeting discussions.
- Prepare for meetings and undertake any pre-reading as required.
- Be solutions oriented and contribute to the business of the Board.
- Contribute to the work of SASPA through Strategic Directions Groups or through short-term specifically designed working parties.
- Take a proactive approach to any emergent issues and alert/raise these with relevant SASPA officers.
- Contribute to frank and fearless debate.
- Speak with one voice and publicly support decisions of the Board.
- Contribute collaboratively to the positive wellbeing of all members through positive contributions to shared professional growth and satisfaction.
- Promote public secondary education.

These protocols apply to both Executive and Advisory Board members

Appendix 7



Employee Grievance and Resolution Process

SASPA is committed to maintaining a respectful, safe and professional working environment for all employees. Staff members are entitled to raise concerns or grievances relating to their employment, workplace conduct, or organisational practices without fear of victimisation or adverse consequence.

Where possible, concerns should first be raised directly with the employee's line manager or the Chief Executive. The line manager or Chief Executive will seek to resolve the matter promptly, fairly and confidentially.

Where:

- the grievance relates to the Chief Executive; or
- the staff member does not feel comfortable raising the matter with the Chief Executive or Business Manager/Director; or
- the matter remains unresolved,

the staff member may raise the concern directly with the SASPA President or any elected Executive Board member.

Upon receipt of a grievance, the President or Executive Board member will:

- acknowledge the concern promptly;
- ensure the matter is treated confidentially and respectfully;
- upon receipt of a grievance escalate the complaint to either the President or a second Executive member for triaging
- determine an appropriate course of action, which may include informal resolution, mediation, or formal review by the Executive Board (excluding any conflicted parties);
- ensure natural justice principles are applied.

All grievance matters will be handled in accordance with relevant employment legislation, the Fair Work Act, and principles of procedural fairness.

No staff member will be disadvantaged for raising a genuine concern in good faith.

The Executive Board may develop a more detailed Staff Grievance Procedure to support this clause

Appendix 8