

President's Report - 2014

Please accept my report about the activities of our association during this year

Jan Paterson, President

Our statement of purpose remains central to our intent.

SASPA advocates and networks for public secondary education; enhancing the profession, building the capacity of leaders, and leading the continuous improvement of teaching and learning in secondary schools.

The Board devised its 2014 Strategic Plan in line with this overall purpose and each of our strategic directions groups have had a critical role to play. Each of the groups developed their strategic plans to drive their work.

In 2014 the key strategic directions groups were:

- Curriculum and Pedagogy
- Human Resources
- Professional Learning
- Resourcing

“SASPA’s 2020 Education Roadmap”, which is on our website, was updated in February by the SASPA Board and remained the reference point for the Board and the Strategic Directions groups.

It encompasses our beliefs about best practice, and our observations about organisational and school based changes required to enable this practice. We carefully grounded the paper in both research and our shared experience and while there is much change surrounding us in education we are still to realize much of the change we consider essential to support schools as they strive for improvement.

We have undertaken an analysis of our membership because we wanted to be sure that we have a broad based representation from across the state’s schools with a secondary enrolment. We have 234 members, 4 organisational members, 2 associate members and 5 life members.

We have membership in

- 93% (60/64) of secondary schools
- 78% (11/14) of R-12 schools
- 67% (12/18) –of Area schools (with secondary enrolments over 100)

Our aim is to have people from all schools with significant secondary enrolments amongst our membership. Our drive for membership has been successful but we will need to continue to target newly appointed leaders and again seek to attract membership from the few schools in which, to date, we don’t have members. We are also looking to expand our base particularly through the associate membership category.



In 2014 we have continued to strengthen SASPA as a key contributor to SA public education. Members have contributed to a range of committees and working parties both locally and within DECD centrally. Our opinion is sought by media and throughout the department.

We are continuing to push forward with the view that principals and leaders in schools are part of the leadership density of the department and as such should be part of developing new ideas for and across the department. We want to keep pushing a shift from being seen as the passive recipients of policy to part of the generative work of policy development, positively contributing our ideas alongside those who better understand what may be other parameters set for instance, by government or public accountability rules.

Change continues to be a dominant factor in education. Schools are being scrutinized more closely and while none of us would disagree with the premise that accountability is essential, we would like to see some fundamental principles apparent in the reality of our work – eg – transparency not just for schools but also across the organisation, wider ranging public accountability measures and real consultation rather than token or non-existent involvement in policy affecting school operations. In 2014 we have been able to see real growth in more healthy connections and contributions in some sections of DECD but it is still an area that needs careful watching. With the new DECD change plan, “Building a High Performing System”, the opportunities for SASPA to contribute in a positive and forthright way have become key parts of our immediate business.

SASPA has been very active in supporting leaders’ work. We have sought views from our members on a range of topics and then present these views in many different forums. It is SASPA’s resolve to open up educational debate and have leaders from school proactive in the design of policy, generating open debate and discussions. A major success of the organization has been the way we have harnessed and promoted the sharing of ideas and best practice between schools. In 2014 we again ran a very successful series of workshops and a major Expo as well as reintroducing an annual conference. Our Professional Learning Events attracted 132 registrations and the Annual Conference gained a registration of 189. Feedback from all our events has been very positive and constructive. We have followed through on suggestions from members trying to ensure increasing accessibility and relevance.

SASPA has faced the reality of needing to generate more funds in order to continue with a full-time president and office support. We implemented a business plan that has achieved its goals and we now have seven major business partners, which is an increase of 5 partnerships over the last 2 years.

It is in all leaders’ best interest if the different groups/associations/unions which support leaders work together and maintain healthy communication and discussion over points of difference. Of particular importance has been the work with SAPPA, and their new president, Pam Kent. Many of the issues affecting secondary leaders are also of concern to primary leaders. Strengthening such collaborations, finding the points in common and actively seeking connections that benefit our work has been a critical part of the President’s work, one all Board members have also played a role in supporting.



We are also connected to the federal arena and this is a very important facet of our work. Clearly the national agenda influences what happens in our state. As President I serve on the Australian Secondary Principals Association Board. And through ASPA we are able to influence and work with many important national and international connections.

REPRESENTATION

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

- AITSL Evaluation of Standards Group
- Australian Secondary Principals Association (ASPA) Executive
- ASPA Talking Heads Forum
- Coalition of Principals' Associations; South Australia
- DECD Aboriginal Employment Reference Group
- DECD Australian Curriculum Reference Group
- DECD Assessment & Reporting of A-E in Australian Curriculum Working Group
- DECD Change Teams **
- DECD Human Resources Consultative Committee
- DECD Information Technology Working Group**
- DECD Instrumental Teachers Review Steering Committee
- DECD Literacy Expert Working Group
- DECD Numeracy & Literacy Working Groups
- DECD Senior Secondary Reference Committee
- DECD Transport Policy Review Group
- DECD Working party & numerous consultations refunding to schools for Utilities/Energy
- INTERSPECC - cross sector secondary principals advisory group
- Intersectoral Child Protection Reference Group
- National Principals' Conversation, Canberra
- Numeracy Expert Working Group
- Principals Australia Institute
- SACE Accreditation, Recognition and Certification Committee **
- SACE Planning, Finance and Performance Committee **
- SACE Principals Partnership Strategy Group
- SACE Board **
- UniSA School of Education Advisory Group
- UniSA Professional Experience Advisory Group
- UniSA and Flinders University Behaviour at School Study (BASS) Reference Group
- Workforce Development Reference Group
- Wyatt Foundation – expert advisor – (president in her own right)

(** SASPA members serve on these committees NOT as representatives of SASPA but in their own right as DECD principals. SASPA has, however, encouraged leaders to consider such membership and has active connections with these people)



INFLUENCE

The SASPA Board, and each of its Strategic Directions Groups, has worked to influence the ongoing development of public secondary education. Key areas of influence include:

Jointly managed Projects

The major partnership SASPA has continued in 2014 is the Leading SACE Improvement Project. We have played an active role in shaping this project, bringing on board schools which have shown they are making a difference and then sharing the work through a very successful and highly attended Expo. (see page 5,6 for more detail)

The trust, expertise and knowledge generated in this project, working alongside the DECD team, has expanded to further work they are undertaking in the senior years. The project has been seen by DECD centrally as being a very useful model for the future. This is because we have capitalised on evidenced based best practice, connected schools together, used the project to expand best practice from one school to many and deliberately targeted different schools from around the state. So, this project has become a way to test ideas that then have a state-wide impact.

21st Century Symposium

SASPA has again utilised a practice of generating leading work which we then ask DECD, centrally, to work with us about. In this case Peter Mader, the 2014 Vice President, led a group of SASPA Board members (Tony Green, Jayne Heath, Wendy Johnson) to develop a paper that would act as a catalyst for DECD actually defining for schools what is meant by 21st schooling. Our belief is that generating a coherent statement would allow schools to have a common basis for their curriculum development. In late October a jointly inspired symposium about this idea was hosted by Jayne Johnston, the Chief Education Officer, and attended by principals/leaders from SASPA and SAPPA, as well as DECD directors and invited university colleagues. The task is now to take those deliberations into the next stage.

Consultations

SASPA has been involved in numerous consultations across the year spanning many topics. In some cases we have instigated these meetings and in other cases we have been asked for opinion on developments in DECD. We have also contributed, where appropriate, written responses. These do not usually involve ongoing meetings.

The following is a sample of the consultations that occurred in 2014:

- Adelaide Uni VC & Education Team consultation
- AEU re leaders' issues
- AITSL consultation
- Criminal History Checks
- DECD Plan, "Building a High Performing System", which is the 13 point change plan
- Implementation of the Numeracy/Literacy Plan in Secondary schools
- Integrated Support Services
- Principal queries/issues
- One child One Plan in DECD
- Managing Significant Underperformance
- Enterprise Bargaining Agreement
- Breakdown, Electricity etc.
- Impact of the Federal Budget on SA - interview with state researchers
- Regular meetings with the minister's advisers



- Meetings with the Minister
- Meetings with Chief Executive – Tony Harrison
- Meetings with Jayne Johnston
- Independent Public Schools in SA
- Instrumental Music Teacher Review
- TfEL in secondary schools
- School Reviews
- Public Education Coalition
- Issues from Individual members and situations that have emerged in their contexts
- School Finance commitment reporting
- SASIF Balances
- VET into the future

SASPA Strategic Directions Groups' Work

Across our four strategic Directions groups we have representation from **31 different schools** and **48 members** work on these groups. The President serves on all groups. SASPA continues to emphasise ensuring a wide range of members' views and through the committees we have the voice, opinion and experience of members from a range of contexts which paid dividends in the work we have undertaken and in guiding discussions of the directions for future work. Each convenor has played an enormous role in bringing people together and ensuring the participation of all group members. We sought to better improve our connections with our country members and this is an area we know we need to continue as a focus. The following are summaries of each group's work.

Curriculum and Pedagogy

OUTCOME: SASPA will provide strong leadership and advocacy in enhancing student learning and wellbeing

There are currently 20 members of this group.

Key priorities for 2014

- Leading Teaching and Learning
- Australian Curriculum implementation – Years 8 – 12

Key areas of work and achievements in 2014

The *Leading SACE Improvement Project* continued in 2014, building on the 2013 success. This project has been developed by DECD Teaching and Learning Services in collaboration with the SACE Board of SA and the South Australian Secondary Principals Association (SASPA) to support SACE improvement in DECD schools.

The Leading SACE Improvement Project team considered a range of evidence including school data indicating SACE Improvement and school capacity in consultation with SASPA and the SACE Board to address the remaining foci identified in the 2012 SACE Evaluation report.

Two of the eight project schools selected in 2013 were invited to continue their work on Quality Assurance. Two of the eight project schools were invited to continue their work with a slightly modified focus based on feedback and ongoing priorities. These foci are: Numeracy and Sustaining SACE Improvement through leadership change.



Improvement foci and funded sites in 2014 were:

Improvement focus	Schools
Challenging Young People to Exceed their Potential	Heathfield High School
ECD Local Partnership & Networks	Grant High School (and partners)
Numeracy	Salisbury High School *
Quality Assurance & Evidence of Improvement	Australian Science & Mathematics School** Glenunga International High School**
Sustaining Improvement through Leadership Change	Paralowie R – 12 School * Seaton High School
Using Digital Technologies to support SACE Improvement	Adelaide High School

* Host sites continuing from 2013 to 2014 but with a new focus.

** Host sites continuing from 2013 to 2014 but with extended focus and deliverables 2,3,4,6 only.

Deliverables for the *Leading SACE Improvement Project* sites were to:

1. Plan, advertise and host a minimum of two observation visits to their sites for SACE leaders and teachers in DECD schools (SACE improvement in action).
2. Review, refine and annotate a range of resources that illustrate effective learning design and SACE improvement practices.
3. Establish communities of practice (face-to-face or virtual) focussed on Leading SACE Improvement.
4. Present a state-wide professional learning opportunity (e.g. at a state conference).
5. Provide a Leaders' Narrative (the Leader's role in SACE Improvement).
6. Participate in a Leaders' Forum / Expo in February 2015.

This work has been well supported by attendees and feedback on usefulness continues rate highly. A Formal evaluation will be completed after the February Expo, which SASPA organised.

TfEL in Secondary Schools – SASPA gained the support of Margot Foster to investigate with DECD how to facilitate a more effective take up of TfEL in secondary schools. Common themes, barriers and suggestions were highlighted though Anne Wilson's research, as well as successes. A summary paper is in development. There is an opportunity over the next years while the Australian Curriculum is being implemented in the senior years, to produce resources that target these years.

Australian Curriculum was a topic of each meeting. A project re: Assessment in year 7/8 Maths and Science was discussed with Deonne Smith, and concerns continue to be raised about ensuring that all students are served by revisions to Literacy and Numeracy enabling subjects in the future.

The Committee also gave advice on **SASPA 21 C Learning paper**, the new Workplace Learning Guidelines, A-E Reporting and DECD Policy organisation

Rod Nancarrow (**Numeracy and Literacy Strategy**) and Hassan Mekway (**Institute of Educational Assessors – SACE Office**) presented current work and sought feedback from the group.



Several of the members of the C&P group represent SASPA on DECD committees and Working Parties, as well as on SACE Board groups. At our meetings information is shared from these groups and the representatives seek broader input into any of the discussions that are occurring.

Brenda Harris, convenor

Human Resources

OUTCOME: Ensuring quality teaching & leadership to all students in all schools

There are 12 members of this group.

Key priorities for 2014

- Leaders' Workload
- Managing underperformance strategically and advocating for improvements in policy/processes
- Autonomy to make HR decisions in the future
- Succession planning for principals and leaders
- Certification of Principals/Leaders
- Increased profile and consultative role to influence future negotiations
- Supporting members' queries

Key areas of work and achievements in 2014

The central work of The SASPA Human Resources group across 2014 has been to provide advice and seek to influence DECD HR policy direction and to ensure the implementation implications of any new HR policy or practice at the school level are well thought through BEFORE they are announced. As such the group or members of the group have:

- Provided input into changes to PAT placement processes
- Reviewed and provided advice and feedback to Site HR regarding changes the 2014 Staffing Process
- Provided advice to DECD regarding Managing Significant Underperformance processes and associated training
- Provided feedback on DECD Complaint Resolution for Employees Policy
- Developed priority areas for SASPA focus regarding the next Enterprise Agreement
- Provided clarification for sites, and feedback to DECD, regarding issues such as:
 - Impact on sites of Retention Leave and Long Service Leave
 - Improvements to VSP
 - Improvements to Online Student Teacher claims
 - Workload issues

Richard Abell, convenor



Professional Learning

OUTCOME: SASPA effectively enhances the profession and builds the capacity of leaders to improve teaching and learning for secondary students

There have been 6 members of this group in 2014.

Key priorities for 2014

- Providing quality professional development for leaders/SASPA members
- Supporting secondary leaders to improve learning outcomes for secondary students
- Providing/building Professional Learning networks and resources for leaders
- Supporting leaders use of the national professional teacher standards and integrating these into their performance management/development processes
- Engaging critically with the new Principal Professional Standard
- Ensuring a strategic approach to SASPA professional learning
- Developing a consistent approach to SASPA professional learning
- Undertaking a Quality Assurance role for SASPA's professional learning

Key areas of work and achievements in 2014

3 Professional Learning events were held in 2014, thanks to the contributions of members.

- Leading SACE Improvement Expo
- High Tech High
- Let's Talk Partnerships

Significantly, 2014 saw the re-introduction of the annual [SASPA Conference](#) and this has been the main work of the Professional Learning team. Putting together a major conference was considerable work for all the team and for many of us was our first such venture. With 189 registrations the “*New Territory of Leading Learning - The Ungoogleable*” conference featured internationally recognised presenters including Professor Yong Zhao & Tim Costello AO, as well as numerous interactive workshops facilitated by SASPA members. SASPA Board decided to employ Kym O’Loughlin full-time in the SASPA Office, with a major aspect of her role assuming the important job of Event Manager, something for which she is eminently qualified. Kym’s work and that of our MC and experienced supporter, Jo Mason from PAI, was enormously valued by the team.

We were pleased with the mix at the conference – 30 from country schools, 121 from metro schools, and 38 from DECD/universities. We also opened up the conference to fellow leaders from catholic and independent schools and we have decided to continue with this idea in 2015. Success of the conference was clearly evident in the social media interactions as well the 70 registrants’ providing feedback, which was positive. We have also utilised the feedback as part of a review process in order to re-shape and further improve our planning for next year’s conference.

SASPA’s commitment to holding an annual conference has been a major element of attracting increased interest in Business Partnerships with us which, in turn, has enabled us to confidently begin planning for our 2015 event.

Jayne Heath, convenor



Resources

OUTCOME: Resourcing that enables the effective, efficient delivery of high quality 21st Century + public secondary education

There are currently 10 members of this group.

Key priorities for 2014

- Funding for 21st Century Learners (Gonski, State funding, plans for model review etc)
- Impact of Partnerships & \$\$\$ allocations
- How to Reduce SASIF Accounts: Financial Tools to Support School Leaders (this discussion will lead to Budget Management Autonomy – how to progress this concept?)
- Management Issues (Resolve outstanding issues eg utilities & how to move forward in future. Feedback on red tape reduction impact)
- Sustained & Effective Resourcing Support eg – IT, School Support Grants

Key areas of work and achievements in 2014

- Jan Paterson in her role as SASPA President has worked with SAPPAs Presidents and State Office leaders with members of Resourcing Group to address the dilemma of schools having to pay management costs (eg utilities) from their curriculum budgets while SASIF accounts continue to grow. The work in this area is ongoing. It involves considerable frustration as it seems to almost be resolved but then changes occur and we seem to be back to the start of the process. We have been querying why schools with deficit budgets are immediately supported by DECD intervention and yet there is no intervention or even queries around schools with large and growing SASIF accounts without obvious explanations.
- Much of the work of the Resources Group has focussed on working in partnership with Chris Bernardi, DECD Chief Finance Officer to improve financial management in schools. A paper was presented to SEG as a result of these consultations with the following outcomes:
 - SAIEL is developing a set of training modules for new and aspiring leaders and sites have been invited to participate in the development of these modules.
 - The review of the funding module and accountability arrangements forms part of the Change Priority which the Chief Education Officer is leading. She plans to invite associations to send representatives to be involved in the development of the new model.
 - Liz Schneyder has been seconded into State Office as a Principal on Assignment to work on the technology plan including the financial and HR requirements. It is hoped that a 'thin' version of a software package will be provided to all schools containing the information that DECD needs, but that supported and optional packages will be able to interconnect seamlessly so schools that have invested in packages such as timetabling and learner management systems will still be able to use these packages. Secondary leaders need a system that links finance and HR. Many schools would like access to the 'Glenunga' system and Glenunga would like to share the system which links finance and HR but this collaborative work appears to be on hold pending the outcome of the Technology Group's investigations into an EDSAS replacement.



- Chris' group is now working on improvements to the preparation and finalisation of the annual financial statements.
- Management issues such as utilities, cleaning etc and sustained and effective resourcing are ongoing with a meeting scheduled for late November with Ross Treadwell to try to address schools' concerns.

Wendy Johnson, convenor

Australian Secondary Principals Association (ASPA)

SASPA continues to be an active participant in the agenda of the Australian Secondary Principals Association (ASPA). Assuming the role of Executive Director in 2014 was Rob Nairn, formerly president of the WA Secondary Principals Association. Key areas of ASPA's work and influence over the last year have been

- school funding;
- the role of leaders in school improvement
- Public education
- Local leadership/autonomy
- Australian Curriculum
- Federal/state education policy interplay

SASPA Board 2014

I would like to sincerely thank the SASPA Board. Contributing to the Board on top of a full-time leadership role is demanding. I believe our Board is highly functioning – focusing on purpose and broadly representative of the widespread contexts and views within our membership. All members of the Board share a common intent of making our Board and our organisation supportive of members, relevant to all our members' roles and supportive of improvement in our state secondary system.

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| ● Jan Paterson — President | |
| ● Peter Mader — Vice President | <i>Hamilton Secondary College</i> |
| ● Kim Hebenstreit — Treasurer/Secretary - | <i>Thebarton Senior College</i> |
| ● Jayne Heath — Deputy Vice President & Professional Learning | <i>Australian Science and Maths School</i> |
| ● Susan Cameron — Curriculum & Pedagogy (<i>up until August 29th</i>) | <i>Unley High School</i> |
| <i>Brenda Harris</i> | <i>Marden Senior College</i> |
| ● Richard Abell — Human Resources | <i>Seaton High School</i> |
| ● Wendy Johnson — Resourcing - | <i>Glenunga International High School</i> |

ELECTED REPRESENTATIVES

- | | |
|--|--------------------------------------|
| ● Stephen Clark | <i>Salisbury East High School</i> |
| ● Sue George-Duif | <i>Charles Campbell College</i> |
| ● Tony Green | <i>Pt Lincoln High School</i> |
| ● Grant Keleher | <i>Kadina Memorial High School</i> |
| ● Rob Knight | <i>Clare High School</i> |
| ● Steven Phillips (resigned end of term 3, retiring) | <i>Grant High School</i> |
| ● Nanette van Ruiten | <i>Parafield Gardens High School</i> |

CO-OPTED MEMBERS

- | | |
|--|------------------------------|
| ● Lynne Symons (regretfully resigned Oct 24 th Board) | <i>Mark Oliphant College</i> |
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SASPA SECRETARY/TREASURER'S REPORT - 2014

Kim Hebenstreit – Secretary/Treasurer

SASPA Memberships for the 2013-14 financial year decreased from 245 to 234. This is mainly due to the number of members that retired over this period. Establishment of a retired member's category will help maintain connections with these members moving forward.

In 2014 two other new membership categories were established, Organisational and Associate. These categories allow for school sites and aspiring leaders (coordinators) to become members. While the take up of these membership categories was slow (4 Organisational and 2 Associate members) they will be developed further in 2015 which will also add to replenishment of total membership numbers.

Encouraging new leaders to join will continue as an ongoing membership drive to ensure that SASPA represents a full cross section of educational leadership in South Australia. SASPA has a total of five Life Members.

As a member of the Australian Secondary Principals Association we paid \$22,936.00 to them. They pay for the involvement of the SASPA President in their meetings.

The members' chat list provider continues as Learnlink (DECD).

The SASPA website has been used for all communications including bulletins and event registrations. The IT platform it uses allows Kym O'Loughlin, as SASPA's Business Manager, to maintain and update many more aspects of the material included in it.

The SASPA Conference website was established in 2014. This website is dedicated to all information regarding the annual major SASPA conference. The website has the ability to take online financial transactions for payment of registrations.

SASPA will continue to develop the utility and functionality of these websites to ensure they are meeting the needs of members while being user friendly and efficient. SASPA will also continue to develop its use of social media such as twitter and Facebook as a means of communication and as part of its ongoing marketing strategies.

SASPA Sponsorship has considerably broadened in 2014 and SASPA now manages a strong group of business partners. The ongoing management of this area has been managed by the President and Business Manager collaboratively. Business meetings are held with all potential and on-going sponsors to ensure these important relationships continue to grow and strengthen.

SASPA Finances

SASPA has been registered for GST from 1 July 2011. Throughout the 2013/14 financial year we have continued to lodge a quarterly BAS statement, prepared by JSA Accounting, the firm who are also our auditors. Financial management tracking was done through software program *Cash Flow Manager* (until 30th June 2014). From July 1st 2014 SASPA moved to a new accounting software package, Reckon to enable more efficient management of funds including better tracking of invoicing and employee records.

At each Board meeting an up-to-date cash position showing income and expenses against a forecast budget for the financial year is presented. These ongoing financial records, along with all our ongoing accounts, have been efficiently managed by our Business Manager – Kym O'Loughlin.

An asset register has been created on advice from our auditors and will be updated as needed by the SASPA Business Manager.

Financial reports have been prepared and audited by JSA Accounting and in summary they have noted the following:

This year the annual operating result was in surplus although, as noted by the accountants in our annual audit, some of that surplus was due to delays in liabilities that came through in July. Overall we do still remain in a fiscally sound position and have turned around previous predictions of annual operating losses in 2013/14 to surpluses, putting the organisation on a sounder footing for the future.

Supporting SASPA's work into the future

The Board has reaffirmed its decision that for SASPA to play the kind of role members seek, it is essential for us to maintain the president. It is also an imperative to make sure the organisation is able to financially support this decision. Currently the annual operating budget forecast supports our financial capacity to do so. As part of the Board's fiscal oversight, however, it decided on the conservative approach of making the secondment of the President into a full-time role an annual decision. Mr Peter Mader the incoming President has agreed to this arrangement and this has been agreed to by DECD. As long as the finances remain strong the annual secondment will be confirmed by the SASPA Board and notification sent to DECD by June 30th each year.

The SASPA Board has also decided to support SASPA's continuing developments by again employing a full time Business Manager in 2015. This decision will be reviewed annually as the Board continues to closely monitor SASPA's financial position and ensures that this decision can also be supported.

One motion is being presented to the 2014 Annual General meeting seeking support to expand our membership base through one new membership option (Retired Members) and thus support SASPA's ongoing work by continuing connections with this membership type.

We thank Kym O'Loughlin for her tireless work in maintaining the financial and meeting records of our Association as well as contributing to the development of business connections and undertaking the event management of our annual conference.

