



# SASSPA STRATEGIC DIRECTION – 2021-2024



## SASSPA CHARTER

SASSPA is a highly valued contributor to the professional development of administrative staff in NSW public schools

Vision	Purpose	Identity	Values
<ul style="list-style-type: none"> <li>• To promote and stimulate the achievement of professional growth</li> <li>• To develop dynamic leaders with a little bit of SASS</li> <li>• To create a smooth and positive influence and impact on schools, teachers, students and whole school community</li> <li>• To develop partnerships with all stakeholders</li> <li>• To be the conduit to Department of Education</li> <li>• To be a valued and influential voice in education</li> </ul>	<ul style="list-style-type: none"> <li>• To strive to provide members with skills and capabilities</li> <li>• To build capacity by offering professional development</li> <li>• To build confidence and belief that all staff are worthy of respect</li> <li>• To raise awareness and add value to administrative staff and services</li> <li>• To improve learning and educational outcomes in schools</li> <li>• To be a voice on behalf of SASS to build the quality of our contribution, reputation and image</li> <li>• To safeguard provision of a range of cross departmental services</li> <li>• To raise the profile of SASS.</li> </ul>	<p>SASSPA is</p> <ul style="list-style-type: none"> <li>• A professional organisation to enable professional growth</li> <li>• Like-minded people promoting personal and professional growth and expansion</li> <li>• A highly valued contributor to Department of Education focus groups</li> <li>• A provider and director of information and professional development</li> <li>• An advocate of positive change</li> <li>• Seen as integral to school and student outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Communication</i>: relevant timely communication with all stakeholders.</li> <li>• <i>People</i>: constructive interaction</li> <li>• <i>Customer Service</i>: build relationships and connect with customers</li> <li>• <i>Roles</i>: think outside the square to be innovative and creative leaders.</li> <li>• <i>Teamwork</i>: work collaboratively for benefit of members</li> <li>• <i>Professionalism</i>: develop a culture of continued learning</li> <li>• <i>Quality leadership</i>: enhance skills and capabilities of leaders and aspiring leaders.</li> </ul>



## Strategic Framework

<b>GOALS AND IDENTITY</b>	<b>BUSINESS OPERATIONS</b>	<b>STRATEGIES, STRUCTURES, SYSTEMS</b>
<p><b>PROFESSIONAL DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Relevant and current professional development</li> <li>• Developing capacity/capabilities</li> <li>• Financial management – reporting and accountability</li> <li>• Asset and infrastructure management</li> <li>• Workforce planning and management</li> <li>• Governance</li> <li>• Managing change and planning</li> <li>• Staff wellbeing</li> </ul> <p><b>MARKETING</b></p> <ul style="list-style-type: none"> <li>• Raise SASSPA profile and increase membership</li> <li>• Generate direct contact with principals and administrative staff</li> <li>• Use multi media to contact members and distribute information</li> </ul>	<p><b>GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>• Develop partnerships with all stakeholders</li> <li>• Compliance with legislation</li> <li>• Sustainable, achievable growth</li> <li>• Roles, responsibilities and liabilities</li> <li>• Due diligence, risk management and accountability</li> </ul> <p><b>MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Sustainable achievable growth</li> <li>• Effective communication</li> <li>• Self assessment</li> <li>• Financial management / probity</li> <li>• Effective transparent management</li> <li>• Accountability (to members, stakeholders and DoE)</li> </ul>	<p><b>PEOPLE AND ROLES</b></p> <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Talent management – internal professional learning, team development</li> <li>• Continuous improvement</li> <li>• Constructive interaction</li> </ul> <p><b>ENGAGEMENT &amp; COLLABORATION</b></p> <ul style="list-style-type: none"> <li>• Connectors by inspiring and creating professional development</li> <li>• Considered to be a valued and influential voice supporting learning</li> </ul>



## Goals and Identity

### PROFESSIONAL DEVELOPMENT

<b>Overall Objective:</b>	<b>Develop a culture of growth and continued learning for individual SASS to enhance career development</b>				
<b>Purpose</b>	<b>Budget/Investment</b>		<b>Targets</b>	<b>Deliverables</b>	<b>Evaluation</b>
	<i>Fiscal</i>	<i>People</i>			
Deliver quality learning programs to enhance and support career development			Engage professional presenters for seminars throughout the State <ul style="list-style-type: none"> <li>• Leadership seminars</li> <li>• Team development</li> <li>• Legal matters</li> <li>• Wellbeing, support resilience</li> <li>• Investigate electronic delivery of seminars and professional learning to rural and remote areas</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Conference</li> <li>• Seminars in Sydney and Metropolitan area</li> <li>• Seminars in country areas</li> <li>• Network Groups</li> <li>• Wellbeing and resilience</li> <li>• On line learning to members – develop various platforms</li> </ul>	
Embed quality leadership and organisational practice			<ul style="list-style-type: none"> <li>• All SAMs, BMs and SAOs be given opportunity to undertake tertiary education</li> </ul>	<ul style="list-style-type: none"> <li>• Continue partnership with Deakin University and Teachers Mutual Bank to facilitate EBL Graduate Certificate</li> <li>• Investigate other tertiary courses for SASS</li> </ul>	
Develop a culture of growth and continued learning			<ul style="list-style-type: none"> <li>• SASSPA support mechanisms for mitigating costs of learning programs</li> </ul>	<ul style="list-style-type: none"> <li>• SASSPA continue to mitigate costs of fees wherever possible</li> <li>• DoE study leave applications</li> </ul>	
Develop dynamic leaders to increase learning and educational outcomes in schools			<ul style="list-style-type: none"> <li>• Promote career opportunities</li> <li>• Add value to administrative staff and services</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate management and leadership development</li> <li>• Communication – publicity</li> <li>• Liaise with PPA, SPC, PLNTS</li> </ul>	



## MARKETING

<b>Overall Objective:</b>	<b>Increase Membership and raise profile of SASSPA</b>				
<b>Purpose</b>	<b>Budget/Investment</b>		<b>Targets</b>	<b>Deliverables</b>	<b>Evaluation</b>
	<i>Fiscal</i>	<i>People</i>			
Develop and implement marketing program			<ul style="list-style-type: none"> <li>• Increase membership</li> <li>• Raise SASSPA profile</li> <li>• Increase attendance at seminars/conferences</li> <li>• Evaluate members satisfaction</li> <li>• Ensure financial viability</li> <li>• Disseminate information to members and schools using electronic media</li> </ul>	<ul style="list-style-type: none"> <li>• Use multi-media – DoE, email, website, social</li> <li>• Develop promotional videos for                             <ul style="list-style-type: none"> <li>○ Value of Deakin EBL Course</li> <li>○ Positive outcomes for schools and students</li> <li>○ SASSPA activities</li> </ul> </li> <li>• Online virtual training</li> <li>• Promote and develop videos of SASSPA activities</li> </ul>	
Diversify meeting locations to areas outside Sydney CBD			<ul style="list-style-type: none"> <li>• More meetings to regional areas</li> <li>• Open discussion with members (informal and regularly)</li> <li>• Understand criteria of feedback</li> <li>• Analyse and action members' feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Look at map where members are located</li> <li>• Listen to members</li> <li>• Seek and analyse more feedback from members</li> <li>• Use feedback for future activities</li> <li>• Widen our connection and involvement with members</li> </ul>	
Generate direct contact with schools and staff			<ul style="list-style-type: none"> <li>• Investigate possible personal contact with administrative staff and principals (electronic or in person)</li> <li>• High quality feedback</li> <li>• Good SASS/Principal perception</li> </ul>	<ul style="list-style-type: none"> <li>• Publicise SASSPA's future plans for professional development</li> <li>• Seek more feedback from members and potential members</li> </ul>	



## Business Operations

### GOVERNANCE

<b>Overall Objective:</b>	<b>Ensure good practice and appropriate mechanisms of corporate governance</b>				
<b>Purpose</b>	<b>Budget/Investment</b>		<b>Targets</b>	<b>Deliverables</b>	<b>Evaluation</b>
	<i>Fiscal</i>	<i>People</i>			
Build and maintain strong structure and operation			<ul style="list-style-type: none"> <li>Develop shared aspirations for successful growth</li> <li>Build stronger people relationships / partnerships</li> <li>Ensure good practice and appropriate mechanisms of corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Be innovative and creative leaders for the benefit of members</li> <li>Review the way in which the committee governs</li> <li>Develop strong sub committees</li> <li>Financial reporting</li> <li>Annual audit</li> </ul>	
Develop dynamic people and partnerships and align priorities			<ul style="list-style-type: none"> <li>Establish firm schedule of regular meetings of executive and committee members</li> </ul>	<ul style="list-style-type: none"> <li>Communicate openly</li> </ul>	
Risk Management			<ul style="list-style-type: none"> <li>Increase transparency</li> <li>Financial responsibilities to meet the needs of professional learning</li> </ul>	<ul style="list-style-type: none"> <li>Committee meetings</li> <li>Annual general meeting</li> <li>Election of office bearers</li> <li>Reports to Dept of Fair Trading and Dept of Education</li> </ul>	
Code of Conduct and Constitution			<ul style="list-style-type: none"> <li>Develop Code of Conduct for committee members</li> <li>Committee Confidentiality</li> <li>Maintain Constitution</li> </ul>	<ul style="list-style-type: none"> <li>Ensure committee understands and accepts content</li> <li>Issue Code of Conduct to all new Committee members</li> <li>Keep Constitution up to date</li> </ul>	
Intellectual Property			<ul style="list-style-type: none"> <li>Identify, record and manage the intellectual property assets that are essential for business success</li> </ul>	<ul style="list-style-type: none"> <li>Secretary to maintain record of intellectual property</li> </ul>	



## MANAGEMENT

<b>Overall Objective:</b>	<b>To enable SASSPA to operate cost effectively through efficient management</b>				
<b>Purpose</b>	<b>Budget/Investment</b>		<b>Targets</b>	<b>Deliverables</b>	<b>Evaluation</b>
	<i>Fiscal</i>	<i>People</i>			
Ensure SASSPA continues to develop and grow			<ul style="list-style-type: none"> <li>• Establish priorities</li> <li>• Improve member services</li> </ul>	<ul style="list-style-type: none"> <li>• Use multimedia to contact members</li> </ul>	
Apply good business practice and comply with legislation			<ul style="list-style-type: none"> <li>• Good communication between executive and elected members</li> <li>• Regular meetings of executive and committee</li> <li>• Constitution to comply with guidelines for non-profit organisation</li> </ul>	<ul style="list-style-type: none"> <li>• All committee members participate in discussion and decisions</li> <li>• Establish sub-committees</li> <li>• Proposed changes to Constitution be approved at Annual General Meeting</li> <li>• Update Constitution as required</li> </ul>	
Ensure good Administration and Financial Management			<ul style="list-style-type: none"> <li>• Comply with Legislation</li> <li>• Good financial management</li> <li>• Accountability to all stakeholders</li> <li>• Meet Industry Standards</li> <li>• Value adding</li> </ul>	<ul style="list-style-type: none"> <li>• Seek legal advice if required</li> <li>• Examine return for dollar spent</li> <li>• Annual financial audit by qualified auditor</li> <li>• Complete annual financial acquittal for Department of Education</li> <li>• Present audited annual financial statements to Annual General Meeting</li> </ul>	



## Strategies, Structures & Systems

### PEOPLE & ROLES

<b>Overall Objective:</b>					
<b>Purpose</b>	<b>Budget/Investment</b>		<b>Targets</b>	<b>Deliverables</b>	<b>Evaluation</b>
	<i>Fiscal</i>	<i>People</i>			
Role Statements			<ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Team development</li> <li>• Committee feedback</li> <li>• Good communication</li> <li>• Confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>• Role statements</li> <li>• Constructive interactions</li> <li>• Communicate openly</li> </ul>	
Open discussion			<ul style="list-style-type: none"> <li>• Be innovative and creative leaders for the benefit of members</li> <li>• All committee members contribute to meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Respect and consideration given to all committee contributions towards discussion</li> </ul>	
Accountability to members and Department of Education			<ul style="list-style-type: none"> <li>• Good administration and financial management/probity</li> <li>• Chairperson, Secretary and Treasurer prepare annual reports</li> </ul>	<ul style="list-style-type: none"> <li>• Treasurer to prepare and table financial statements to Annual General Meeting</li> <li>• Chairperson and Secretary present reports to Annual General Meeting</li> </ul>	
Election to Committee			<ul style="list-style-type: none"> <li>• To be in accordance with Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Team members and executive elected at Annual General Meeting</li> </ul>	





## ENGAGEMENT & COLLABORATION

<b>Overall Objective:</b>	<b>Manage external variables that impact and sometimes determine the operation of SASSPA</b>				
<b>Purpose</b>	<b>Budget/Investment</b>		<b>Targets</b>	<b>Deliverables</b>	<b>Evaluation</b>
	<i>Fiscal</i>	<i>People</i>			
Engagement Increase market share and present positive perception			<ul style="list-style-type: none"> <li>• Annual increase in membership</li> <li>• Private school membership</li> <li>• Implement adequate assessment process</li> <li>• Local schools local decisions</li> <li>• School budgets</li> <li>• Change management</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce school membership to complement individual membership</li> <li>• Invite private schools to become members</li> </ul>	
Collaboration Develop affiliations and align customer services with vision or purpose			<ul style="list-style-type: none"> <li>• Develop affiliations with PPA, SPC, ASBLA and Department of Education directorates</li> <li>• Explore possible teamwork with other groups to present professional learning for administrative staff</li> </ul>	<ul style="list-style-type: none"> <li>• Formal and informal communication</li> <li>• Join affiliated groups</li> <li>• Networks at all levels of the organisation and with external groups</li> <li>• Invite DoE staff and directors to attend and participate in meetings when appropriate</li> </ul>	
Provide high quality professional learning and presentations at Conferences			<ul style="list-style-type: none"> <li>• Continue using new technology to enhance presentations</li> <li>• Engage expert facilitators to present</li> <li>• Investigate possible Virtual presentations for rural and remote members</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor feedback at all events and from member surveys</li> </ul>	