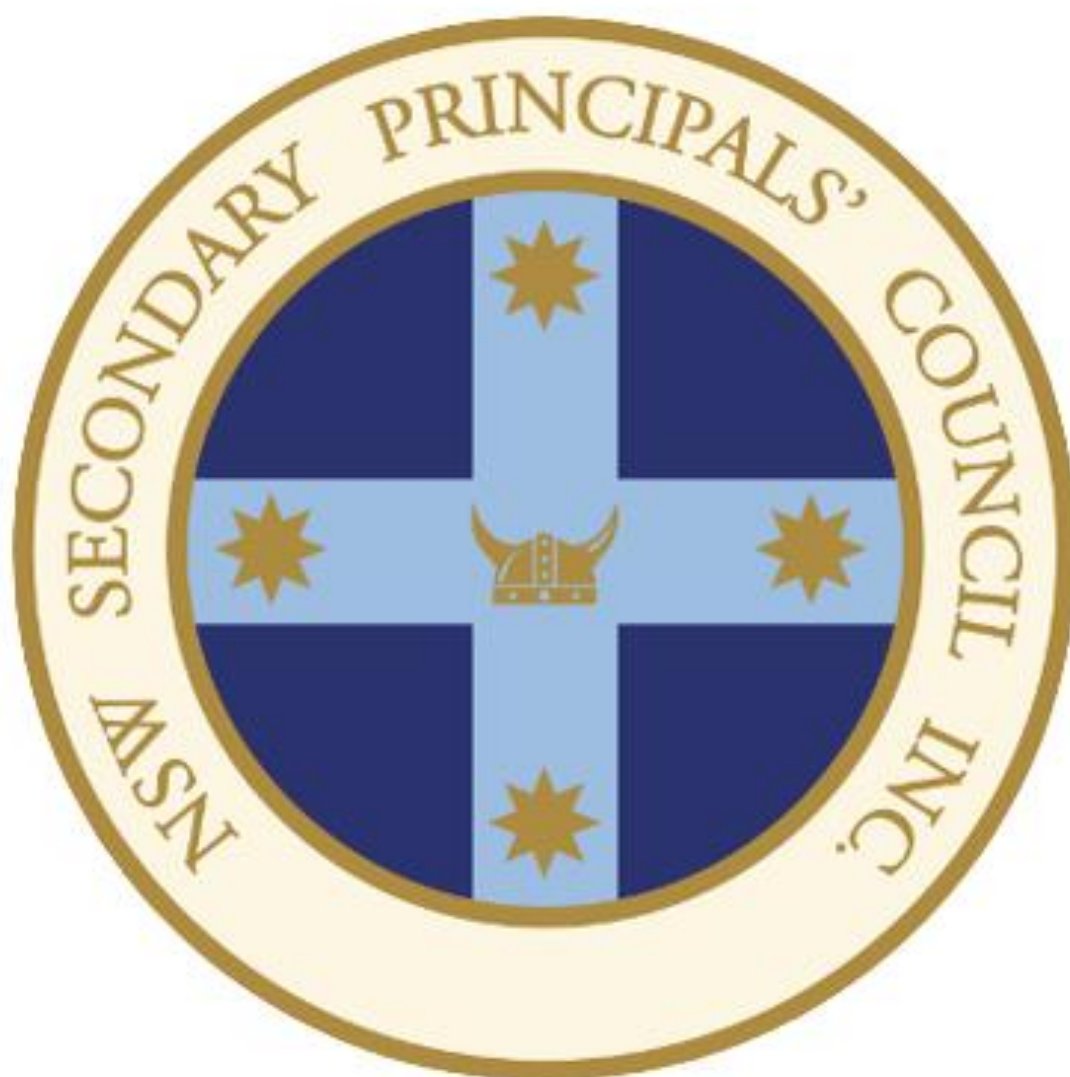


NSW SECONDARY PRINCIPALS' COUNCIL Inc.

**Procedures and Guidelines
2024-2025**



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1 OPERATION OF THE NSW SECONDARY PRINCIPALS' COUNCIL

The operation of the Council is determined by the Constitution of the New South Wales Secondary Principals' Council Incorporated (last amended 15 June 2023) and the Memorandum of Understanding between the NSW Secondary Principals' Council and the Secretary, NSW Department of Education (DoE).

For the purposes of this document, the terms "principal" and "secondary principal" refer to NSW public school principals who are principals of high schools, colleges, community schools (K-12), central schools, schools for specific purposes with secondary enrolments and other public schools with secondary enrolments, and secondary principals deployed or seconded within the Department of Education or other public education- related organisations.

2 THE ROLE OF THE NSWSPC

The role of the Council is to enhance the effectiveness of NSW public secondary school principals through

- advocacy
- support
- learning

This role will lead to improved learning outcomes for students in NSW public education.

Within DoE, the work of the Council includes:

- improving the effectiveness of principals
- providing a forum for professional discussion and debate
- representing the views of principals to The Secretary, DoE on policy and procedures
- co-ordinating meetings, professional learning and networks to assist principals to be informed and empowered school leaders in schools and learning communities
- effectively participating in local and state level decision making
- providing advice and welfare support for principals
- producing and distributing newsletters, bulletins, publications and other information to principals
- maintaining a website and social media accounts
- preparing and delivering programs, in collaboration with the Department of Education to meet the needs of principals within the framework of DoE and SPC priorities
- Supporting and developing the network of SPC retired members

Complementary to the Department of Education, the work of the Council includes:

- identifying and meeting professional, collegial and personal needs of principals and other school leaders
- representing the views of principals to the State and Federal Ministers, Shadow Ministers, media, relevant interest groups and other key stakeholders
- advocacy for secondary principals, public secondary schools and public education in general
- affiliation with and involvement in activities of the International Confederation of Principals (ICP)
- working with other professional associations and organisations to enhance the effectiveness of principals and support public education.

The policies and activities of the Council are informed by the Council's key documents. The policies and activities of the Council are also linked closely to its strategic plan. This strategic plan, in turn, is aligned with the 3 pillars of the NSWSPC (advocacy, support and learning) and generally covers a two-year period.

3 THE MEMORANDUM OF UNDERSTANDING

There has been a formal Memorandum of Understanding in place between the NSW Department of Education and the Council since 1996 and this forms the basis of the professional relationship between the two organisations. Details of the Memorandum of Understanding are available on the NSWSPC website. Most features of the Memorandum are included in the Constitution and in this document. Some important features are as follows:

- The Council is an organisation integral to the DoE. Its constitution is recognised by the DoE.
- Principals engaged in the business of the Council are Departmental officers on duty.
- Public comment by authorised representatives of the Council will enhance the quality and standing of the public education system and the professional standing of principals in the community.
- School funds can be used to support principal participation in Council activities including registration, accommodation and travel costs associated with the annual conference.
- Council supports the professional learning and leadership development policies and programs of the Department which are developed in consultation with the Council.

Costs for a range of Council meetings and activities are supported by membership subscriptions, sponsorships, fees for service and an annual DoE grant. The DoE grant may include contributions towards the President's salary, SPC administration and employed officer costs, resource support in the form of staffing supplements (e.g. for the schools of the President and Deputy

Presidents), casual ancillary relief, costs of travel to meetings and specific funding for reference groups, professional learning and state conference.

4 MEMBERSHIP

4.1 Eligibility for membership

Membership is open to all principals of NSW public schools with secondary enrolments. Membership is also open to secondary principals deployed or seconded with the NSW Department of Education or other public education-related organisations. Council members are also Associate Members of the International Confederation of Principals (ICP).

Relieving principals and co-principals are eligible for membership of the Council according to specific conditions.

Definitions:

Relieving principal - Where the appointed principal of a NSW school is currently on leave, or deployed or seconded on a full-time basis the person who replaces them is known as the relieving principal. The relieving principal has the responsibilities of the principal.

Co-principal - Where the appointed principal of a NSW school is currently deployed or seconded on a part-time basis, the person who is appointed in the part-time role is known as a co-principal. The co-principal assumes some responsibilities of the substantive principal at all times.

Membership is also open to principals of public secondary schools or other public schools with secondary enrolments from other Australian states and territories or overseas countries, who have been accepted for membership in the Council.

4.2 Membership subscriptions

Membership of the Council requires the payment of an annual subscription. The membership subscriptions are increased each time principals receive a salary increase and by the same percentage as the increase, rounded to the nearest dollar.

Membership subscriptions may be paid by direct debit from salary or from school funds. If the membership subscription is paid from school funds, the membership is not transferable and remains with the principalship at that school. In situations where the membership fee is paid by the substantive Principal, not the school, and the substantive Principal is in a seconded or deployed position, it is expected that the Relieving Principal or Co-Principal joins the SPC for the duration of the time they are in that position.

Principals appointed after the beginning of the Council financial year shall pay a pro rata subscription determined on a fortnightly basis for the remainder of the year. The subscription for principals of central schools, community schools (K-12) and schools for specific purposes (with secondary enrolments) is 66.6% of the High School subscription, provided the principal/school is also a financial member of the NSW Primary Principals' Association.

A member shall be deemed financial for the current year from the time that the membership subscription has been received by the Financial Officer. Financial members are entitled to attend Council activities, vote at Council meetings and hold elected and appointed office in the Council

A membership subscription form is available on the NSWSPC website. All new financial members are presented with a NSWSPC badge and pledge at the annual conference of the NSWSPC.

Financial members are entitled to sign the Council's Principal's Pledge Certificate and display this in a public location.

4.2.1

For periods of leave or secondment to principal-level positions within DoE of less than one school term, the relieving principal is granted Council membership when the principal has personal membership. In this case only the principal or relieving principal may attend the executive, state assembly and professional learning meeting at the member rate.

4.2.2

For periods of leave or secondment to principal-level positions within DoE in excess of one school term a principal (in the case of school membership) or relieving principal (if the principal has personal membership) may apply for membership of the Council. This also applies when a principal is removed for a period. In this case, the principal and the relieving principal may attend executive, state assembly and professional learning meetings at member rates.

4.3 Responsibilities of members

Members of the NSWSPC should contribute to and actively support the work of the Council. This can be achieved by:

- working to improve the effectiveness of principals and DoE
- attending NSWSPC meetings and professional development activities
- participating in principals' networks
- participating in reference groups and/or interest groups
- participating in local and state decision-making
- providing advice and welfare support of other principals
- reading and contributing to newsletters, bulletins and other publications where applicable

- accessing the NSWSPC website www.nswspc.org.au
- contributing to Share (The Share e-list allows SPC members to distribute information and questions to all members who can respond accordingly)
- representing the NSWSPC in local, state and regional DoE activities, committees and working parties.

Please note: A principal must be a current financial member of the NSWSPC to represent the NSWSPC on DoE committees, working parties, DoE reference groups and panels (including selection panels).

4.4 The NSW Secondary Principals' Council Pledge

4.4.1

The following pledge is affirmed by every member of the NSW Secondary Principals' Council upon their registration as a member of the organisation. The pledge rests as a statement of the prime responsibility and beliefs as individuals within the organisation.

- My prime responsibility is to do my utmost to serve the educational needs of each student within my school community. I will always act in what I believe are the best interests of the students under my care.
- I will practise my profession with conscience and dignity. The wellbeing of the students and staff at my school will be my first consideration.
- I will give to those from whom I have learnt the respect and gratitude which is their due. I will share such knowledge and expertise as is mine with colleagues and those who are to follow me.
- I will respect the hard-won educational gains of those educators in whose steps I follow.
- I will remember that there is an art to teaching and leading as well as a science, and that warmth, empathy, ethical decision making and understanding remain central to my work.
- I accept as an obligation the continual improvement of my professional knowledge and capability.
- I affirm to fulfil, to the best of my ability and judgment, this pledge.

4.4.2 Procedural issues

The pledge is processed by means of a certificate. This certificate is presented at the NSWSPC Annual Conference to new principals appointed that year and who have become members of the Council. Those new principals who have become members and are not in attendance will receive their Pledge by mail.

The certificate is professionally produced. It includes the common seal of the Council and a space for the certificate to be signed by the recipient,

It is recommended that each SPC member displays a framed copy of the certificate in their workplace office.

4.5 10, 15 and 20 year Service Badges

After 10 years of financial membership, principals are eligible for the ten years' service badge – a NSWSPC badge with a white scroll containing the words "10 years' service". These badges are presented generally as part of the Annual General Meeting each year and at State Assembly meetings.

Similarly after 15 and 20 years of financial membership, principals are eligible for the twenty year service badge.

4.6 Life membership

Members who have made an outstanding contribution to the work of the Council may be nominated for life membership or honorary life membership. Life membership and honorary life membership proposals can be submitted at any time to the executive, are voted on by the State Assembly in Term 2 and are conferred at the Annual General Meeting.

The criteria for life membership are:

- The member has occupied the position of principal for a minimum of ten years and has been a financial member of Council during that whole period.
- The member has served the Council with significant merit as a member of the Executive, member of a regional council or local council, regional delegate, leader of a Council reference group, interest group, project team or working party, or in some other significant Council leadership or contributing role for at least five years.
- The member has been an active contributor and participant in Council activities.
- In exceptional circumstances, the Executive of the Council may recommend the award of life membership to a member who has occupied the position of principal for a minimum of seven years and been a financial member of Council during that whole period.

The criteria for honorary life membership are:

- The person has actively supported public education, public schools and secondary principals, and
- The person has supported, enhanced and actively contributed to the work of the NSW Secondary Principals' Council over an extended period of time.

The procedure for conferring life membership is as follows:

- Nominations may be made at any time.
- A member may be nominated for life membership by two current financial members of Council, by a decision of a regional or local council meeting or by a decision of the Executive of Council.
- Nominations accompanied by supporting material in accordance with the life membership nomination forms (available in the members' area of

the website) shall be forwarded to the Executive via the Executive Officer.

- After confirming that the nomination has met the criteria for life membership, the Executive shall refer the nomination to the next State Assembly Meeting for decision by a secret ballot.
- To be accepted as a Life Member, the nomination needs to achieve a 75% majority of those present and eligible to vote.

The privileges of life membership are:

- The conferring of life membership and honorary life membership shall be marked by the presentation of a citation, the Life Member lapel badge and the presentation of an appropriate plaque.
- Life members and honorary life members may attend and speak at meetings and the AGM but are not entitled to vote or to hold elected office unless they are also eligible for ordinary membership.
- Life members and honorary life members may attend Council meetings and conferences at a fee no greater than that applicable to ordinary members.
- Life members and honorary life members may elect to receive bulletins, annual reports and other Council publications but are not entitled to be on the standard SPC Share e-list.
- Life Members have access to the specifically designated Retired Principals Share e-list and Principal Futures website.
- Life members and honorary life members may elect to retain their access to the NSWSPC website.
- Life members and honorary life members present at gatherings of principals shall be recognised and introduced as honoured guests.
- Life members and honorary life members may attend a special NSWSPC Life Members Dinner to be held with the NSWSPC Executive in either Term 2 or 3 (Week 5) in association with the State Assembly program.

Members wishing to nominate a principal for this award should use the life members' nomination form available on the NSWSPC website. (www.nswspc.org.au).

4.7 The Bill Kennedy Award

The Bill Kennedy Award was initiated at the 2008 Annual Conference of the NSWSPC to recognise the outstanding work of Bill Kennedy on his retirement from the position of NSWSPC Executive Officer. Bill was a long-standing member of the Council, including at one stage NSWSPC Deputy President and Deputy President of ASPA, prior to his retirement as Principal of Bulli High School. After Bill retired he took up the role of Executive Officer of the Council. Bill performed this role for ten years, giving further distinguished and sustained service to the Council. Major hallmarks of Bill's service included a passion for supporting the work of both the Council and principals for the good of NSW Public Education, provision of expert advice and wise counsel, and the tireless undertaking of his work in a positive, helpful and selfless way.

The Bill Kennedy Award will be presented to a member of the NSWSPC or a Life Member of the NSWSPC who has given significant service to the organisation over a sustained period of time. The person to receive the award must have given, in the opinion of the NSWSPC Executive, service of distinction and significant merit, in a manner that has invigorated and supported the principals of NSW public schools with secondary enrolments

Nominations for the Bill Kennedy Award will be called for by the NSWSPC President in Term 1 of each year. Any member of the NSWSPC can be nominated. Nominations should be forwarded to the NSWSPC Executive Officer. Consideration for this award will be undertaken by the NSWSPC senior executive. The nomination will include a one page statement addressing the following criteria:

- Current membership of the NSWSPC and/or holds Life Membership of the NSWSPC
- Significant distinguished service and contribution to the NSWSPC over a sustained period of time
- Service to the NSWSPC in a manner similar to that provided by Bill Kennedy.

The Bill Kennedy Award will not necessarily be awarded each year, but when given will be presented at the Annual General Meeting by the most previous recipient of the Bill Kennedy Award available.

4.8 Distinguished Service Awards, Certificate of Appreciation and Retired Principal Award

The Distinguished Service Award was instigated to recognise non-executive members of the NSWSPC who have undertaken high level activities and achieved excellence in this area e.g. preparation of a major position paper, organisation of conference or professional learning activities, representation on state or national education groups. The Executive may nominate up to 20 people to receive this award each year and the awards will be presented at the Annual General Meeting. A list of the recipients of Distinguished Service Awards is printed in the NSWSPC Annual Report.

The NSW SPC Certificate of Appreciation may be issued at any time by the Executive in recognition of support provided to the Council. It is also to be presented to members of the SPC Annual Conference organising committee at the conclusion of the Annual Conference. The Retired Principal award is presented to a person who has been a SPC member and has, post retirement from the NSW DoE, made a significant contribution to the SPC and / or to the SPC retired principal network.

4.9 Retired Principals

Retired principals who were previously financial members of the Council are able to participate in a retired principals' group set up by the Council. There is no membership subscription required of retired principals to join this group.

The Retired Principal group meets for a workshop and luncheon once per Term. The costs associated with the hire of the workshop room, and tea and coffee on arrival, is borne by the SPC. The costs associated with the luncheon are borne by individuals.

The SPC also provides the funding for the maintenance of the Principal Futures website which is accessible by retired SPC members and current financial members.

5 COUNCIL STRUCTURE AND ORGANISATION

Key elements of the Council's structure and organisation are set out in the NSWSPC Constitution and in the Memorandum of Understanding between the Council and The Secretary, DoE.

5.1 Regional organisation

Note: Even though the DoE does not organise its schools in regional groups, the NSWSPC has retained the regional structure to ensure principals can meet in groups of similar size and from similar localities across the State.

5.1.1 Regional Councils and Local Councils

Principals of schools with secondary enrolments should form a Regional Council, or where decided by the region's principals, sub-groupings within the region which are referred to as Local Councils. Each region should elect delegates to State Assembly. The number of delegates per region shall be 3, 4 or 5, based on a representational ratio between 1:10 and 1:14, depending on the number of principal positions in each region and as determined by State Assembly so that the total number of regional council and local council delegates does not exceed 40.

Regions should employ a system where half (or as close as practicable to half) of their delegates are elected each year for a two-year period. This election should occur at the first meeting in Term 1 each year. A special election may be required if a vacancy occurs. In the event that an elected delegate is temporarily unable to carry out his or her duties, an alternate delegate should be nominated by the elected delegate to represent the regional council or local council. Please note that the alternate delegate must be a principal who is a member of the NSWSPC.

Regions should also have a Regional Executive that acts as a key contact group and organising group within the region. Ideally the region's State

Assembly delegates should be either part of the Regional Executive, be the Regional Executive or be in constant close communication with the Regional Executive so that they can best represent their region at State Assembly.

Regions should confirm the names of the Regional Executive to the NSWSPC Executive in Term 1 each year. The role of the Regional Executive is to:

- act as a key contact group within the region
- plan meetings and training programs
- assist in implementing the various roles and functions as outlined in 5.1.2
- set up networks to respond to key issues and support principals
- effectively manage communication between the local, regional and state level.
- regularly meet with the appropriate DoE directors.

Regional and local councils should report to the NSWSPC Executive, State Assembly and the broader membership of the Council (as appropriate) on their discussions and activities (where relevant), especially where those discussions and activities are of wider interest. Regional and local councils should also maintain records of meetings, which should be made available to the NSWSPC Executive on request.

5.1.2 Regional meetings

Regional councils and local councils may meet up to twice per term. One of these meetings should occur before the end of Week 3 of each term to allow for regional/local issues and motions to be forwarded to the NSWSPC Executive Officer by the end of Week 4, in preparation for State Assembly in Week 5 or 6.

Regardless of the size of the preferred regional or local group, issues and motions are taken to State Assembly by regional delegates.

Meetings of principals at regional level have an important role in:

- enhancing the effectiveness of principals at the regional/local level by promoting collegiality, facilitating communication and identifying and meeting the professional, collegial and personal needs of members;
- nominating principals for representative roles on regional and state committees, including nominations of principals to be on merit selection panels. Membership of NSWSPC is a prerequisite for nomination to these roles;
- providing feedback and advice to DoE personnel via committee representation, regular meetings and participation in regional activities;
- providing feedback to regional principals' meetings on the work of regional committees;
- providing forums for professional discussion and debate and responses to key educational issues;
- providing advice, advocacy and support for principals;
- organising appropriate professional learning activities;

- reviewing and forming opinions and regional positions on draft policies and Council positions prior to the regional delegates voting on these at State Assembly.

Across the state, different structures have been developed to meet local needs. Some regional groups and local groups meet on a regular basis for a full or half day (possibly in association with other meetings held within the district).

For meetings that involve professional learning, regional groups organising regional conferences and professional learning may apply for funding to cover the costs of guest speakers and their travel. Please direct your enquiries to the Treasurer with responsibility for NSWSPC professional learning. Please note that such arrangements are subject to approval by Finance Sub-Committee.

Recommended financial management processes for regional groups. This is to support SPC Regional Presidents and Treasurers and to ensure strong financial governance and management at the regional level. It is recommended that:

Regional groups have an external bank account (CBA etc).

There are at least two signatories to the account and the expenditure of funds.

A financial report (including the latest bank statement) is presented at the regional meetings.

Any expenditure of funds is noted and approved in the regional meeting minutes.

5.1.3 Business Partners at Regional Meetings

The attendance of Business Partners at Regional Meetings is coordinated by the SPC Partnerships Manager. Business Partners have the right to attend each meeting of each regional group during the year.

They are entitled to speak at one meeting per year. Business Partners should be provided with dates of the meetings and invited to attend one meeting. They are entitled to:

- An area to display as the location permits;
- Right to present a sponsor session of 5–7 minutes at a general conference session once per year per region/area; and
- Exclusivity of product representation at such meetings unless the Business Partner chooses not to attend.

5.1.4 Sponsorship at Regional Meetings

Regional meetings may seek and accept sponsorship subject to 5.1.3 above. It is advisable that such activity is coordinated with the assistance of the SPC Partnerships Manager.

Regional SPC groups are able to access a payment in lieu of sponsorship that may have been lost due to the attendance of the NSW SPC Business Partners at regional meetings. This subsidy is available regardless of whether or not the Business partner does attend. All regional groups are eligible. The payment for 2019-20 has been set at \$2000/regional group. To access these funds the Regional group must send an invoice to the Treasurer.

5.2 State Assembly

5.2.1 State Assembly organisation

The State Assembly is the pre-eminent decision-making body of the Council in all matters except the Constitution, while the Executive coordinates the implementation of State Assembly decisions and Council policies and is responsible for the day-to-day leadership and management of Council.

The State Assembly consists of the elected delegates from each region, a delegate from central schools, a delegate from Schools for Specific Purposes, a delegate from the NSW Secondary Deputy Principals' Association, the Executive of the Council and the Council's nominee on the NSW Education Standards Authority (NESA), when such a nominee exists. The leader of each NSWSPC reference group should also attend State Assemblies but is not an elected delegate and hence does not have voting rights.

State Assembly meetings are held in Sydney once each term where possible in Week 6 (except in Term 2 when it is held in Week 5 due to the close proximity of annual conference). In addition to the usual business procedures, meetings of State Assembly normally include:

- Reports from Executive and Reference Group Leaders
- Motions from SPC Regional Groups, Reference Groups and Executive
- Discussion of emerging professional issues
- Guest Speakers

5.2.2 Responsibilities of State Assembly delegates

The State Assembly delegate is a senior Council position in each regional group/local group. Delegates are elected to represent their region and the views of principals in their region/local area at State Assembly. The process for election of regional delegates is outlined in detail in the Constitution and in Section 5.1.1 above. Welcome to new delegates will take place at the first State Assembly in Term 1 each year.

It is most important that regional delegates gain an accurate understanding of the opinions of principals on matters to come before State Assembly. Details of discussions and decision making relating to such matters should be retained in the formal minutes of regional/local groups.

In the support and advocacy role, delegates will normally act on behalf of the Executive and State Assembly of the Council in discussing issues at the

local level. Delegates are expected to support positions of Council ratified at State Assembly. If this is not felt appropriate, by either the delegates or the individual principal concerned, the matter should be referred to the President.

State Assembly delegates should, in association with the SPC Regional Executive:

- provide current and accurate advice to the Executive, Executive Officer, reference groups and State Assembly with regard to membership and member concerns and issues at a regional level
- advise the SPC professional officer about welfare or advocacy issues (particularly when principals are not well or are on long term leave)
- advise the Executive Officer of the election of new delegates and of new or relieving principals
- advise the Executive Officer of dates and locations of local and/or regional meetings, for inclusion in the state diary
- ensure local support for newly appointed and relieving principals
- ensure that the minutes and papers from State Assembly are brought to the attention of members when they are available on the website and/or when the Executive Officer distributes them
- send motions (see 5.2.4), as determined by regional and/or local meetings, to the Executive Officer by the end of Week 5 ensuring that the wording of the motions as to the action to be taken by the Council is consistent with Council policy and protocols)
- ensure that motions are submitted via the online form
- ensure that the outcome of motions moved in a regional meeting are sent to members as a follow-up to State Assembly
- represent the interests and views of local and/or regional Council members
- communicate state issues and State Assembly decisions to local and/or regional colleagues
- give informed guidance and advice to Council members in addressing issues
- communicate local and/or regional issues to Council reference groups, interest groups, State Assembly and/or regional DoE personnel
- express the position/views of Council and the regional membership on policy issues and matters of concern
- engage Council members in local and/or regional Council meetings, forums, professional learning programs and activities
- attend and participate in State Assembly for the full day program
- arrange a replacement State Assembly delegate if the elected delegate is unable to attend a State Assembly meeting.

5.2.3 Regional issues and concerns

Principals with regional issues and matters of concern should present these at regional/local meetings or, if the matter is more urgent, should directly contact the relevant regional delegate or reference group leader. The experience of others can often lead to a solution or strategy. Issues that are

still not resolved at the regional level, and those with systemic implications, should be passed onto reference groups or interest groups, State Assembly and the Executive via the Executive Officer.

Individual school issues not resolved in this manner might be handled by direct contact with the appropriate DoE manager or state office director. Reference group leaders can be very helpful in establishing contact with the appropriate DoE personnel.

5.2.4 Motions for State Assembly

Motions which are proposed and passed at regional or local meetings are sent to the Executive Officer for discussion and voting at State Assembly. They usually need to be sent before the end of Week 5 to be included in that term's State Assembly. It is essential that any motions developed for consideration at State Assembly clearly specify:

- what action is expected to be taken
- who is expected to take this action

State Assembly delegates should use the [Motions Form](#) that is available in the NSWSPC members' area to submit motions from their local and regional meetings.

The mover and seconder of the motion must be members who will be present at the State Assembly.

All members should be aware that Regional delegates should present the motion in a strong and positive manner, listen to debate and vote, taking into account the discussions which have occurred. It is not a requirement for Regional delegates to vote in support of a regional motion once they have listened to all debate.

5.3 SPC Professional Learning program

Professional Learning Days are held in Terms 1, 3 and 4 each year. Specific dates for Professional Learning Days and other professional learning forums are available on the NSWSPC website. These days address specific needs identified by principals and allow the sharing of expertise and the addressing of current issues affecting Council members and public education. A school's professional learning funds (TPL) are a legitimate funding source to cover the full cost of Professional Learning Days and additional NSWSPC learning events. Any surplus monies from Council professional learning activities are redirected into future professional learning programs.

An accommodation subsidy and a travel subsidy are available to non-metropolitan members who attend designated Professional Learning Days that are held once in each of Terms 1, 3 and 4. The accommodation must be requested through the Cvent registration process⁴ to gain a \$75 subsidy for one night's accommodation. This subsidy does not apply to additional SPC learning events beyond the designated Professional Learning Days.

Travel for the SPC Professional Learning Day must be arranged and paid by the principal. After the event, principals who meet the specified criteria should use the [online claim form](#) and attach the receipts. Non-metropolitan principals are entitled to claim for 75% of travel costs to a maximum of \$240.

5.4 Annual Conference and Annual General Meeting

5.4.1 Annual Conference

Annual Conference is held each year on the Tuesday, Wednesday and Thursday following the June long weekend. Upcoming annual conferences will be held as follows:

- 2023 New England
- 2024 South West Sydney
- 2025 Western NSW
- 2026 Western Sydney
- 2027 Hunter / Central Coast
- 2028 Sydney
- 2029 North Coast
- 2030 Northern Sydney

Each annual conference includes the Council's Annual General Meeting and a Council business session.

5.4.2 NSWSPC Annual General Meeting

The Annual General Meeting is the pre-eminent decision making meeting of the Council on constitutional matters. Notice of the Annual General Meeting must be given to all members at least 30 days before the Annual General Meeting.

Proposed constitutional changes are submitted in writing to the Executive Officer **who presents them to the Term 1 State Assembly for debate and recommendation**. Proposed changes are then forwarded to all members by the Executive Officer at least four weeks before the AGM. The AGM has the power to suspend a section or sections of the Constitution, provided notice of intent is given to members at least four weeks beforehand. The motion to suspend requires a simple majority of those present and voting.

It should be noted that NSW Fair Trading must be informed of any changes to the Constitution within four weeks of the AGM.

The AGM agenda includes:

- Confirmation of minutes of previous AGM
- President's Report (based on the Strategic Plan and Annual Report of the Council)
- Treasurer's Report
- Vote of thanks to previous Executive

- Introduction of new Executive
- Presentation of 10 year service badges, 20 year service badges
- Presentation of Distinguished Service Awards
- Presentation and naming of Life Members
- Presentation of the Bill Kennedy Medal
- Presentation of the Retired Principal Award
- Constitutional matters
- Other business appropriate to the AGM.

Ceremonial aspects of the AGM may be conducted at other times during the conference, including the welcome and presentation of membership badges and pledges to new principals.

5.5 The NSWSPC Executive

In addition to the roles and powers outlined in the Constitution, the role of the NSWSPC Executive includes the implementation of the Council's strategic plan, coordinating the implementation of State Assembly decisions, effecting Council policies and the day to day leadership and management of Council matters in between meetings of the State Assembly.

The Executive comprises the President, three Deputy Presidents, an Honorary Treasurer, ten other Executive members and one representative of central schools. All these people are elected to their positions. The Executive Officer and the Professional Officer are also part of the Executive.

The salary of the SPC President is equivalent to the P5 classification in the NSW DoE.

All elected members of the Executive are elected for a two-year term. These elections are conducted by an electronic ballot of all members before the Annual General Meeting.

Election and announcement of Executive members:

- The Executive Officer in their role as returning officer for the SPC Executive Elections will inform the President of the elected Executive following the completion of the vote
- The President will contact all candidates and advise them of the outcome of the vote and the make-up of the new Executive
- The President will make an announcement identifying the elected Executive at the Term 2 State Assembly to all delegates
- The President will distribute a media release following the Term 2 State Assembly
- The Executive will be introduced at the Annual Conference (AGM) from which time they take up their duties (Constitution 6.3.6)

Principals with special expertise may be invited to work with the Executive from time to time, but do not have voting rights. A person may not serve as President for more than two consecutive terms of office. There is formal

training for the members of the Executive at the first meeting of the new Executive at Annual Conference.

5.5.1 Executive roles

The main aspects of the role of President, Deputy Presidents and other Executive members are outlined below. Each list is an overview of the role and activities of each officer.

5.5.1.1 President

The President's role includes that outlined in the NSWSPC Constitution (6.4) as well as:

- providing proactive leadership of the Council and its Executive
- leading the development of Council's strategic planning, strategic directions and projects
- liaising with any national associations
- being the public voice of the Council, spokesperson and media contact
- linking with the Minister, The Secretary, DoE and Deputy Secretaries
- liaising with leaders of key educational stakeholder organisations
- supervising the work of the Executive Officer, Professional Officer, Administration Officer, Partnerships Manager, Director of Professional Learning and other project officers as required.

5.5.1.2 Deputy Presidents

The Deputy Presidents' roles include:

- deputising for and supporting the work of the President
- overseeing the implementation of the NSWSPC strategic plan
- implementing major projects undertaken by the Council, including joint projects with the NSW Primary Principals Association (NSWPPA) and other public education advocacy bodies
- working with other members of the Executive to develop operational procedures
- linking with relevant Deputy Secretaries, DoE and State Office managers
- running the various sessions at State Assembly
- working with members of the Executive responsible for reference groups and interest groups in designated portfolio areas
- monitoring and improving the effective operations of Council
- supervising the work of project officers as required.

5.5.1.3 Honorary Treasurer

In addition to the duties outlined in the NSWSPC Constitution (6.4.7), the Honorary Treasurer is responsible for:

- promoting Council membership and maintaining membership records
- preparing, in conjunction with the Finance Sub-Committee, a yearly budget

- presenting regular financial updates, financial statements and a yearly budget
- overseeing the work of the finance administration officer and the Finance Sub-Committee
- overseeing all financial claims and documents
- ensuring that the Council complies with audit and GST requirements
- providing advice on financial matters as required.

5.5.1.4 Other Executive members

Most members of the Executive have special responsibilities for a team of reference groups and/or interest groups and also act as a link between the Executive and regional/local groups. As a result their role includes:

- attending their regional or local meetings whenever possible
- liaising with, advising and supporting reference group and interest group leaders
- maintaining contact with key DoE personnel in their area of responsibility
- representing Council on working parties and in major decision making forums related to their area of responsibility
- setting up communication channels for reports of meetings and discussions
- compiling reports from each reference group for State Assembly and the Bulletin as necessary
- preparing an annual report for the area of responsibility and groups they oversee
- attending meetings between reference groups and relevant DoE directors
- being involved, where appropriate, in meetings with reference groups and interest groups
- providing advice to the senior executive on significant and emergent issues
- bringing together, where appropriate, reference and interest group leaders and assisting other Executive in the training of them
- organising projects on behalf of the Council's implementation of its strategic plan.

5.5.2 Roles of other Council officers

The Council has several positions for which a salary is paid. Each of these positions is advertised as described in the SPC Employed Officer Handbook

5.5.2.1 Executive Officer

The Executive Officer's role includes:

- acting as the central point of contact for Council members, external stakeholders and others on behalf to the NSWSPC Executive.
- working with the NSWSPC President and Senior Executive to produce SPC media releases about emerging educational issues and reforms.
- producing and distributing the NSWSPC Bulletin to members.

- producing and distributing the NSWSPC Annual Report to members
- organising Council meetings, including Executive meetings, State Assembly and Professional Learning days, including the preparation of agendas and organisation of venues,
- coordinating the collection of regional issues and motions for State Assembly
- liaising with external organisations such as the UBS Finance Academy to facilitate the provision of scholarships and sponsorships championed by the SPC.
- acting as the Returning Officer during SPC Executive election periods
- overseeing the necessary governance requirements as Public Officer of the NSWSPC
- managing the NSWSPC's records management system, including: records of the Council's State Assembly and Reference Group Leader database; taking and disseminating minutes from the meetings; and maintaining archive materials.
- working with the NSWSPC Executive and Regional Leaders to produce a yearly calendar of SPC meetings and events.
- undertaking and delivering projects as determined by the President and other members of the SPC Executive to support the effective operations of the SPC
- Provision of support to the Administration Officer
- Management of the SPC website and Share facility

5.5.2.2 Administration Officer

The Administrative Officer's role includes:

- managing attendance, catering, accommodation and transport arrangements for Executive meetings, State Assembly meetings, reference group meetings, professional learning activities and other events as required
- assisting with general communication links within the Council
- maintaining archive materials
- providing administrative duties as needed to support the Executive Officer, the Executive, State Assembly delegates and Reference Group Leaders.

5.5.2.3 Professional Officer

The Professional Officer's role includes:

- managing a 'help line' and developing strategies to support principals
- evaluating processes used for grievance, child protection and performance appraisal issues to ensure principals receive the same quality of advice they are expected to give their own staff
- reviewing research on stress and other problems affecting the performance of principals
- researching current and emerging issues, preparing papers and providing other services

- Coordinating the use of additional personnel with specific expertise to assist in case management
- Chairperson of SPC Executive Meetings
- representing Council and assisting working parties as required.

5.5.2.4 Website Manager

The Website Manager's role is currently incorporated in the Executive Officer role and includes:

- maintaining and updating information on the NSWSPC website, including placing of current documents on the website, and archiving of documents on the website
- collecting information from meetings and conferences and placing it on the website
- liaising with the website developer
- liaising with Council members about the website
- assisting members of the Executive as needed

5.5.2.5 Partnerships Manager

The Partnership Manager's role includes:

- developing and implementing a sound sponsorship strategy in consultation with the SPC Senior Executive. This policy should be then ratified by the SPC Executive.
- seeking and capturing sponsorship opportunities as related to the SPC sponsorship plan
- management of Business Partner agreements
- coordination of sponsors and business partners at Regional SPC meetings
- assistance provided to the Annual Conference Committee
- management of sponsors and Business Partners for and at Annual Conference

5.5.2.6 Financial Officer

The Financial Officer's role includes:

- maintaining the financial accounts of the NSWSPC
- producing financial statements for the Honorary Treasurer
- producing the quarterly BAS statements
- preparing the accounts for yearly audit
- producing invoices to sponsors for sponsorship fees
- liaising with members of the NSWSPC Executive in regard to financial matters
- maintaining the NSWSPC member database
- keeping a comprehensive membership list which is updated regularly in regard to membership payments, principal appointments, transfers and promotions
- tracking principals who are no longer in schools but have accepted promotion to positions in the DoE.

5.5.2.7 Director of Professional Learning

The Director of Professional Learning's role includes:

- working with the SPC Professional Learning Standing Committee in coordinating SPC PL Days.
- working with the SPC Professional Learning Standing Committee in coordinating Professional Learning activities for State Executive meetings and State Assembly.
- liaising with the SPC Professional Learning Standing Committee and the SPC Annual Conference Committee on developing the program for the annual conference/s to maximise learning through the keynote and concurrent sessions, and liaise with presenters to work through the topic and content of their presentations.
- developing a portfolio of presentations and resources relating to professional learning for school leaders.
- working with the SPC Professional Learning Standing Committee to design an overall strategic educational program for SPC members and other aspiring school leaders.
- developing a business plan which will enable the expansion of professional learning provision within the SPC.
- developing and deliver PL activities for school leaders on a cost recovery basis as a minimum.
- liaising with other PL providers to coordinate PL activities for school leaders on a cost recovery basis as a minimum.
- ensuring that as soon as possible the SPC becomes an endorsed provider in its own right at both state and national levels.
- working with other SPC employed officers to ensure high quality financial, promotional and administrative organisation occurs for all SPC professional learning events.
- reporting to the SPC Executive and Senior Executive.
- undertaking other duties as assigned by the NSWSPC Senior Executive.

5.5.2.8 Project Officers

Project officers can take one or more of the following roles:

<https://we.tl/t-GkP0XbVBZb>Project Officers are required to have an ABN and will invoice the SPC for hours worked. Invoices should include the date and nature of the activity and the number of hours worked.

5.5.2.9 Finance Sub-Committee

The Council forms a Finance Sub-Committee each year after annual conference at the behest of the Honorary Treasurer. This sub-committee consists of the Honorary Treasurer, President, a nominated member of the Executive plus one other nominee (usually the Financial Officer or Executive Officer).

The purpose of this sub-committee is to monitor ongoing expenditure and budgetary requirements.

5.5.3 Conflicts of interest

Members of the NSWSPC Executive, State Assembly delegates, Regional Executive members, reference group leaders and interest group leaders may accept an appointment or invitation to act in a position within the DoE or in other education-related organisations. In doing this they contribute valuable recent school leadership experience and expertise. However, when acting in these positions and on any other occasion of a similar nature it is essential that no conflict of interest, perceived or otherwise, must occur.

There may be circumstances, however, where there may be a conflict of interest and these should be declared to the NSWSPC President and Executive at the beginning of each year or as the circumstances arise. The NSWSPC President in conjunction with the Executive will determine if the conflict of interest is such that further action is required.

5.5.4 Filling vacant positions on the Executive

The following guidelines cover situations where:

- 1** there is a vacancy on the Executive as a result of a reason identified in the Constitution (see section 6.4.8)
 - a member of the Executive is on leave, ill, injured or otherwise not available
 - a member of the Executive steps down for a period of time as a result of a conflict of interest
 - a member of the Executive retires during the term of office
- If the President's position becomes vacant a Deputy President will assume the position of Acting President until the next AGM, by which time an electronic ballot of members prior to that AGM will have decided who will take over as President for the next two years. In the event that more than one Deputy President expresses an interest in Acting as President, the Executive will conduct a ballot from those nominees to elect the Acting President.
- If the President takes short term leave e.g. as a result of illness, injury or short term deployment, a Deputy President will assume the position of Acting President until the President's return. Short term leave would be regarded as less than 4 weeks. In the event that the period of time is more than 4 weeks, then the procedure in the previous point will apply.
- If a Deputy President's position becomes vacant or a Deputy President is on short term leave, the members of the Executive will be invited to express interest in the Acting Deputy President position. If more than one expression of interest is received the members of the Executive will elect an Acting Deputy President. The election of a new Deputy President, if required by the circumstances, should take place immediately prior to the next AGM.
- If the Honorary Treasurer's position becomes vacant or the Honorary Treasurer is on short-term leave, the members of the Executive will be invited to express interest in the Acting Honorary Treasurer position. If more than one expression of interest is received the members of the

Executive will elect an Acting Honorary Treasurer. The election of a new Honorary Treasurer, if required by the circumstances, should take place immediately prior to the next AGM.

- If an Elected Executive Member's position becomes vacant or an Elected Executive Member is on short-term leave, the President in consultation with the Executive will decide how the position will be filled. The election of a new Executive Members, if required by the circumstances, should take place immediately prior to the next AGM.
- If the Central Schools Representative position becomes vacant or the Central Schools Representative is on short-term leave, the Central Schools Representative or central schools principals as a group will nominate an Acting Central Schools Representative. The election of a new Central Schools representative, if required by the circumstances, should take place immediately prior to the next AGM.
- In the situations described above, the President (or Acting President) may reassign roles of Executive members and may recommend to the Executive that a principal with special expertise be co-opted for a period of time.
- Where a member of the Executive takes up a temporary non-school position with the Department in which he or she is representing the Council and is accountable to the Council, the Executive will determine whether a conflict of interest exists or is perceived to exist and will decide whether the above courses of action are necessary.
- Where a member of the Executive takes a deployment or secondment to a position in a directorate that involves his/her area of executive responsibility, the President, in consultation with the Executive, may appoint another member of the Executive or a relevant reference group leader or a principal with special expertise to take over that area of responsibility.
- The President, in consultation with the Executive, may fill vacant Executive positions on a temporary basis until the next AGM, by which time an electronic ballot of members prior to that AGM will have decided who will take over that vacant position for the next two years.
- Council officers and members of the Executive who are seconded or deployed are required to advise the Executive of any real or perceived conflict of interest between their temporary appointment and either their Executive or school responsibilities.
- Members of the Executive who are taking extended leave from their position as a Principal should seek temporary leave of absence from the Executive.
- Any member of the Executive appointed to a national or state position on a professional association, board, working party or committee which attracts reimbursement of any type must advise the President and Treasurer of this appointment to ensure that any costs to Council can be recouped.
- When any position on the Executive is vacated it is expected that a handover process occurs. The outgoing Executive member should provide all relevant contact details, calendar engagements and

provide a briefing to the incoming Executive member in relation to core working parties, issues and any information that would assist in an efficient transition.

5.6 State-level reference groups, interest groups, contact persons, project teams and working parties

The NSWSPC Constitution provides for the Council to establish state-level reference groups, interest groups, project teams and working parties as required. The number and nature of the various groups is decided by the Executive, taking into account the Council's key roles and priorities.

Please note that regional/local councils may also choose to develop their own regional/local reference groups, interest groups, project teams and working parties to perform similar roles at a regional level.

5.6.1 Reference Groups

State-level reference groups are formed by the Executive to provide consultation, advice and feedback both to the Council and the DoE on behalf of the Council. They usually relate to specific directorates or portfolio areas within the DoE, e.g. curriculum, student welfare, VET, Aboriginal education, staffing, asset management, finance.

5.6.1.1 Reference group role

The role of a reference group is to:

- establish and maintain close links with the specific directorate or portfolio area in which they are working
- maintain a proactive watch over this particular area of DoE/school operation
- engage in ongoing, collaborative consultation, advice and feedback with DoE directors, directorates and portfolio areas and/or other organisations, based on Council policy and priorities
- actively participate in the formulation of DoE policy and procedures wherever possible
- provide advice and feedback about their area of operation to the Council at state, regional, district and individual principal level
- develop advice, position papers and submissions based on Council policy, Council priorities and broad consultation across the reference group and membership in general, in association with the member of the Executive responsible for that portfolio area
- respond to and report back on NSWSPC district issues and concerns, including State Assembly motions
- provide information to State Assembly, Council Executive and Council members via State Assembly reports, Executive reports and bulletin articles.
- maintain strong lines of communication within the group and with the Executive

- promote the priorities of the NSWSPC and work in the best interests of secondary students, secondary schools and secondary principals.

It is important to understand that in any consultation with the DoE or any other organisation, reference groups are responsible for appropriately representing Council's stated policies and agreed viewpoints. Please see Section 6 of this document for more detailed guidelines associated with this role.

5.6.1.2 Reference group membership

Reference group membership is determined at least once every two years through a call to principals across the state after annual conference. In addition, principals may also volunteer for a reference group at any time by contacting the President, Executive Officer or leader of that group. In some instances principals with particular expertise will be targeted for inclusion in a reference group.

Principals can nominate for more than one reference group if they wish, but this will depend on the extent to which each principal feels they can make a quality contribution to each of those groups.

Ideally, reference groups contain representation from each region but this may not necessarily occur because of the self-nomination process that is used. In some regions it is common practice to ensure that at least one principal from the region is a member of each of the major state-level reference groups, to ensure adequate ongoing communication between the region and what is happening at state level.

There is no limit to the number of members on a Reference Group.

The role of a reference group member includes:

- maintaining an active interest in the area in which the reference group is operating
- participating in reference group meetings and responding to reference group emails, wherever practicable given the demands of also running a school
- providing advice and feedback to the reference group on particular issues and matters of policy based on their own expertise, views and local or regional context
- participating in the development of Council policy, position papers, submissions where necessary
- reporting back to their regional and local group on matters of interest
- working in the best interests of secondary schools and secondary principals.

5.6.1.3 Reference group leadership

Reference group leaders are a key contact point for the Council with DoE personnel and any other organisations with which Council is engaged in consultation.

Each reference group leader reports to a member of the Executive who has been designated as being responsible for that portfolio area. It is essential that the reference group leader liaises closely with this member of the Executive at all times.

The role of the reference group leader includes:

- working with the DoE, including
 - developing a close working relationship with the personnel related to the reference group
 - communicating with them on any matter which is considered urgent or important
 - arranging meetings between the director(s) and representatives of the group at least once each semester, or more often if required
 - representing Council at meetings and working parties
 - being prepared to respond quickly to requests for consultation and advice
 - giving positive feedback on successful DoE policies and programs
 - putting forward concrete and practical solutions to perceived problems
- working with the Council Executive, including
 - developing a close working relationship with the member of the Executive responsible for the portfolio area
 - including this member of the Executive in reference group meetings and activities
 - attending State Assembly each term
 - submitting a meeting report to the Executive after any important meeting of the group
 - providing a report on reference group issues and activities prior to Executive meetings and State Assembly
- working with your own reference group, including
 - maintaining contact with reference group members no less than once each semester through email, face-to-face meetings, teleconferencing and videoconferencing
 - keeping members up-to-date on current issues and concerns, and seeking to consult broadly within the group on these to obtain a full range of ideas and solutions
 - invitations to new principals to join the reference group
 - building group expertise and experience within the reference group
 - actively working to put in place a leadership succession strategy and ensure a smooth leadership succession into the future
- working with Council priorities and policies, including
 - being proactive in developing advice, position papers and policy based on broad consultation across the reference group and Council membership in general
 - liaising with the NSWPPA and other groups where necessary to ensure alignment of priorities
 - developing short and long term reference group action plans

- responding to issues and concerns raised by State Assembly, regional representatives, individual principals or the Executive, including
 - making prompt contact with regional representatives and/or individual principals to obtain a detailed briefing on the nature of any issue or concern referred to reference group
 - reporting back as required
- communicating with principals across the state, including
 - providing regular SPC Bulletin reports on current issues and activities
 - providing a written report as part of the Council's Annual Report each June.

Leadership of a reference group should be determined by a ballot of the members of that reference group, in consultation with the member of the Executive responsible for that portfolio area. The name of the reference group leader is then recommended to the Executive, for appointment by the President. In certain circumstances, however, the Executive may invite one of the reference group members to become the leader of the reference group.

Reference group leaders should be appointed for a two year period, except where a leader wishes to step down, or for some reason, the majority of the reference group members petition the President to replace the leader, or the Executive decides to change the leadership of the reference group. In the absence of any new nominations at the end of the two year period, the Executive may invite the current leader to continue in that role. Casual vacancies are usually filled by the reference group in consultation with the President and member of the Executive responsible for that portfolio area.

Reference group leaders are invited to attend each State Assembly to provide special expertise and advice, as well as giving them an opportunity to meet once each term with the member of the Executive responsible for that portfolio area.

5.6.1.4 Reference group meetings

Given the significant financial costs associated with holding reference group meetings, the NSWSPC will only fund reference groups **to meet face-to-face twice a year**, unless there are particular circumstances approved by the Executive that demand that the group meet face-to-face more than that. On all other occasions the group should meet virtually.

The costs associated with a reference group meeting are met by the NSWSPC, including travel and accommodation for country SPC members

It is always important to consider how to limit travel and accommodation expenses for face-to-face meetings. Some groups, for example, only have a small core of principals meet face-to-face with the other members of the reference group connected via teleconference or video conference. Other reference groups sometimes have one of their face-to-face meetings at annual conference, which also significantly reduces the cost to Council.

The member of the Executive responsible for a particular portfolio area, in consultation with the Treasurer, should ensure that each Reference Group operates within the above guidelines.

Assistance with the logistics of organising a reference group meeting is provided by the NSWSPC Administration Officer.

5.6.2 Interest Groups

While **reference groups** usually relate to specific directorates or portfolio areas within the DoE, **interest groups** consist of those principals in Council who have indicated their interest in a specific area of DoE or school operation that might span across a number of NSWSPC reference groups or DoE directorates, represent a particular group of schools with a common interest, focus on a particular aspect of the work of the principal or be a subset of a larger reference group. Some examples of this include, selective schools, multi-campus colleges, sports high schools, gender equity, the middle years of schooling, gifted and talented students, overseas trained teachers and international students.

The role of an interest group is to:

- maintain a proactive watch over their area of interest
- provide advice and feedback about their area of interest to the Council and to the DoE, where appropriate
- develop advice, position papers and submissions based on Council policy, Council priorities and broad consultation across the interest group and membership in general where necessary, in association with the member of the Executive responsible for that area of interest
- provide information to State Assembly, Council Executive and Council members via State Assembly reports, Executive reports, and bulletin articles
- maintain strong lines of communication with the Executive
- promote the priorities of the NSWSPC and work in the best interests of secondary students, secondary schools and secondary principals.

Interest group membership and leadership is determined in the same way as that used for reference groups.

The role of the interest group leader is in some ways significantly different to that of the reference group leader, given the difference in the roles and focus of the two groups. Interest group leaders are often an important contact point for the Council with the DoE and any other organisations with which Council is engaged in consultation. It is important to understand that in any consultation with DoE or any other organisation, interest groups are responsible for appropriately representing Council's stated policies and agreed viewpoints. Please see Section 6 of this document for more detailed guidelines associated with this role.

Each interest group leader reports to a member of the Executive who has been designated as being responsible for that portfolio area. It is essential that

the interest group leader liaises closely with this member of the Executive at all times.

5.6.3 Contact persons

Contact persons are appointed by Council in areas where reference groups or interest groups are currently not required but where it is desirable to have a single state-level contact person or a network of nominated regional contact persons to provide feedback and advice as issues arise.

Contact persons often find themselves in situations where they are representing the Council on committees or working parties. When this occurs it is important to understand that in any consultation with the DoE or any other organisation, contact persons are responsible for appropriately representing Council's stated policies and agreed viewpoints, and referring major matters back to the Executive for advice and feedback. Please see Section 6 of this document for more detailed guidelines associated with this role.

5.6.4 Project Teams

Project teams are usually formed to work on NSWSPC priorities or undertake significant strategic projects on behalf of the Council, as determined by the Council's strategic plan and directions. They are usually led by a member of the Executive. The role and composition of each project team depends on the nature of the project. This role and the guidelines under which they will operate are often formulated at the time of their establishment. They often have an agreed budget, including provision for the employment of one or more project officers to assist the team in their work. Project teams usually disband once their project is completed.

5.6.5 Working Parties

Working parties are usually formed to work on one or more smaller tasks within a larger task or project, or to respond to an immediate short-term need, e.g. to develop a plan as part of a larger strategy, to draw up draft guidelines for referral back to the larger group or to collate the results of a survey. Their operational guidelines are usually drawn up at the time of their establishment. Working parties usually disband once their task has been completed.

6 GUIDELINES FOR REPRESENTING THE COUNCIL

The following guidelines are designed to assist the Executive, reference and interest group leaders, reference and interest group members, State Assembly delegates, Regional Executive and general members of Council in representing the NSWSPC. They have been written to enhance the quality of the Council's work with DoE officers and other stakeholder groups. Members representing the Council need to:

- Develop an awareness of current policies and procedures that are applicable to the situation.
- Represent the Council's position. If there is no current official Council position at the present time, take steps to identify the key points that would be emphasised if the Council had an official position paper or statement on this matter. This might involve consultation with one or more members of the Executive including the President and/or member of the Executive responsible for that particular area of operation, one or more reference groups, regional delegates, State Assembly etc. Representatives should not rely solely on their own opinion of the situation or proposal. There may be a broad range of views across the state on this matter that need to be reflected in the Council's response.
- Discuss the role and responsibilities of any committee or working party with the member of the Executive responsible for that area of operation.
- Develop a relationship with the DoE directorate/unit.
- Request that agendas and records of decisions made be circulated to the committee/working party by the chair/executive officer. This allows reporting back to the Council of the agenda, key people involved, key decisions made and areas causing concern.
- Complete the online meeting report for circulation to the Council Executive or (where appropriate) for inclusion in the bulletin, indicating details of the meeting and its decision/outcomes.
- Request information from the committee/working party chair/executive officer on the timeline for items for the agenda of future meetings and the distribution of minutes.
- Ensure there is continuity from one meeting to the next by having an appropriate well informed chair and by asking that a member of the committee/working party chair the meetings when the normal chair is absent.
- Ensure continuity of Council representation by having the same well-informed people attend each time.
- Consider how any decisions made will impact on secondary school contexts, for example:
 - What are the resource implications?
 - Are the timelines realistic in terms of school planning (be aware of the generic school calendar issued by the Council)?
 - Is there a need for further consultation with Council before a decision can be made, and how will this be done?
- Determine what others (Council, schools, regional delegates and other DoE officers) need to know, and consider whether the communication links and processes are working.
- Ensure no conflict of interest, real or perceived, exists for the representative, secondary schools or the Council. Council members should declare any real or perceived conflict of interest, including if their representation could result in a decision to benefit themselves or the school they lead.
- Where representatives have knowledge that financial or contractual decisions made by a group might not be in accord with audit

procedures, this should be declared to the meeting and subsequently reported to the President.

- Seek advice from the Council's Executive if controversial issues arise or decisions need to be made,
- When faced with a difficult decision ask:
 - Is the decision or conduct lawful?
 - Is it in line with DoE policy?
 - What will be the outcome for schools, staff and students?
 - Can the decision or conduct be justified in terms of the interests of DoE, schools or students?
 - Would the action or decision withstand public scrutiny?
- Ask relevant questions about any areas of concern and ensure that both the questions and answers are minuted.
- Be alert to the implications of what is being proposed.
- In the case of DoE calling the meeting, the representative should identify whether the directorate/unit or Council is covering participation costs and how these costs will be recouped.

In addition, here are some guidelines for responding to draft memoranda, policies and other documents

- The emphasis in memoranda and policies should be on the DoE giving schools and principals guidance, trust, resources and considerable discretion and flexibility. As a guide:
- the use of words and phrases such as "suggested procedures", "guidelines", "should" and "may" should be encouraged
- the use of words such as "require", "mandated", "must", "will" should be used only if absolutely necessary and as infrequently as possible, reflecting only current stated mandatory requirements, legislation and regulations rather than allowing for the introduction of new/additional mandatory requirements on principals and schools
- each document should detail the responsibility of, and support available from, DoE officers in regions and state office
- each document should be supported, if needed, by a range of resources, e.g. support documents, website links, district/regional/state networks, consultants etc.
- The document should be distributed within the Council to reference groups leaders, reference group members, the Executive and State Assembly (if possible) to enable maximum input and responses from a broad range of members across the state.
- Accountability requirements should utilise existing school/principal accountability mechanisms and procedures rather than creating new accountability procedures, documents, reports etc.
- Where appropriate, each document should include a section detailing:
- the likely financial impact on schools and the availability of funds to meet these costs
- the increased or reduced workload on principals and staff, or details about an evaluation or monitoring to discover any change in workload.

In cases of increased workload, a WHS risk assessment should be undertaken before agreeing to the distribution of the memoranda.

7 GUIDELINES FOR ADVOCACY

One of the most significant roles of the NSWSPC is to advocate for students, teachers, communities and principals in public secondary education. Although every principal has an important role as an advocate for his or her school in various situations, it is also important to recognise that as a representative of the NSWSPC there is an obligation to set aside personal interest and advocate for the common good of all public schools.

Members have a corporate role in advocating for secondary education within and beyond the DoE. This advocacy can be political and be exercised at a local, state and federal level. Advocacy can involve lobbying, working with the media, influencing community organisations and promoting the successes of principals and public education.

As a member of the NSWSPC, principals should be familiar with Council policies and positions. Principals who choose to be Council members should not speak publicly in criticism of the organisation or its positions, except in lobbying through local, regional or state NSWSPC meetings for a policy change. Robust debate, disagreement and discussion within the organisation are actively encouraged as they ensure that the development of policies and positions is the result of considered, thoughtful and challenging processes.

When media issues arise and principals are asked to advocate or respond on behalf of the Council, the President or Deputy Presidents will provide briefing and advice. Principals invited to respond on behalf of SPC should make their position in speaking on behalf of SPC clear to any media person.

8 FINANCIAL PROCEDURES AND CLAIM GUIDELINES

The following guidelines are to be read in conjunction with the financial requirements of the Council's Constitution. As principals are employed by the DoE, all financial transactions should be conducted within the requirements and timbre of DoE financial procedures.

8.1 Approval of Expenditure

The Honorary Treasurer has the authority to approve expenditure up to and including the value of \$5,000, provided they comply with the requirements set down for expenditure within the financial procedures and claim guidelines outlined in this section

Any item in excess of \$5000 must be preapproved, where possible, under the following guidelines:

- Any single item of expenditure between \$5,000 and \$15,000 must be pre-approved by the Honorary Treasurer in consultation with a member of the Finance Sub-Committee not involved in the expenditure.
- Any single item of expenditure, any project or any other financial commitment where anticipated total expenditure is in excess of \$15,000 per annum must be pre-approved by a meeting of the Executive.

Where pre-approval of amounts in excess of \$5,000 does not occur, the matter must be referred by the Honorary Treasurer to the Finance Sub-Committee for amounts between \$5,000 and \$15,000, and to the Executive for amounts in excess of \$15,000.

Once approval for expenditure has been gained according to the above procedures, the Honorary Treasurer can pay claims associated with that approval, subject to the following guidelines:

- Any amount up to and including \$5000 can be approved by the Treasurer in consultation with the President
- Claims over \$5000 must be approved by the President in consultation with a member of the Finance Sub-Committee not involved in the expenditure

8.2 Reimbursement of expenditure

The Council can reimburse NSWSPC members for expenditure on a range of items including expenditure incurred by State Assembly delegates to attend State Assembly, subsidies for travel and accommodation to country members for various approved Council activities, and expenditure incurred by reference group leaders and the NSWSPC Executive in the performance of their Council roles and responsibilities.

To receive reimbursement, members should fill in the online claim form and attach receipts. The Executive Officer will then authorise the payment where appropriate. All claims for reimbursement should be made within 60 days of expenditure.

8.2.1 Definition of country members

Country members are financial members of the NSWSPC who have been appointed to a school that is located within a principal network north of the Central Coast subregion, northwest of the Windsor principal network, west of the Penrith principal network, southwest of the Campbelltown principal network and south of the Wollongong principal network.

8.2.2 Definition of metropolitan members

Metropolitan members are financial members of the NSWSPC who have been appointed to a school that lies within the area bounded by and including Central Coast Sub-region, Hawkesbury principal network, Penrith Valley

principal network, Campbelltown principal network and Wollongong principal network.

8.2.3 Reimbursement for NSWSPC State Assembly

The Council covers the cost of travel for all State Assembly delegates, members of the Executive and reference group leaders to attend State Assembly each term. In addition the Council will cover the cost of sustenance (if an overnight stay is required) and accommodation for country representatives if pre-booked and pre-paid by the Council.

Please note that upon receipt of State Assembly registration forms, accommodation for country representatives is pre-booked and pre-paid by Council. Other claims relating to attendance at State Assembly, e.g. travel, should be submitted via the online claim form

SPC members are welcome to attend the State Assembly as observers but will be invoiced for the cost of catering for the day. Observers to State Assembly must fund their own transport and accommodation.

8.2.4 Reimbursement for NSWSPC professional development activities

Subsidies for travel, sustenance and accommodation for NSWSPC state-level Professional Learning Days are only available to country members and are only for the designated Professional Learning Days that

are held once in each of the terms 1, 3 and 4. Subsidies do not apply to additional NSWSPC learning events and programs beyond the designated three Professional Learning Days.

The Council will cover 75% of the cost of travel (up to an amount of \$300), \$75 towards accommodation and pay a sustenance subsidy under the following circumstances:

- Travel subsidy only – If country principals travel down and return home on the same day from a Professional Learning Day
- Subsidy for travel, accommodation and sustenance – If country principals travel down for a Professional Learning Day and must stay overnight due to travel arrangement difficulties

In relation to travel, the airport bus or train should be used for travel to and from the airport where possible. Flights from Newcastle or Wollongong will not be paid.

NSWSPC members will be invoiced for the cost of accommodation following the Professional Learning Day. Country members seeking additional reimbursement for travel expenses should follow the procedure outlined in 8.2.3

Please note that the Professional Learning Day subsidy is only paid to financial members of Council, or in the case of a relieving principal or co-principal, if

the principal is a financial member of Council and is not attending the same activity as well.

8.2.5 Approval and reimbursement of travel expenses

Travel expense reimbursement can be sought for travel to State Assembly and NSWSPC professional development activities conditional on it meeting the financial procedures and claim guidelines outlined in Section 8 (see Sections 8.2.3 and 8.2.4 in particular).

Travel expense reimbursement can be sought by reference group members once per semester conditional on it meeting the financial procedures and claim guidelines outlined here in Section 8.

In relation to NSWSPC pre-approved special projects, project travel may be approved by the member in charge of the project so long as the costs fall within the project budget.

Travel for non-timetabled events or additional travel outside of project budget must be approved by the Honorary Treasurer in consultation with at least one member of the Finance Sub-Committee.

8.3 Details of reimbursements and subsidies

8.3.1 Car Travel

Car travel is paid at a rate of 68 cents per kilometre.

8.3.2 Air travel for DoE meetings

Where members are asked to meet with DoE personnel, they should ask whether that directorate will cover their costs. If the answer is no then approval from the Honorary Treasurer must be obtained first. The guidelines described in 8.3.3 then apply.

8.3.3 Air travel for NSWSPC meetings

The following guidelines apply to airline bookings for SPC authorised activities:

Where SPC member's flights are to be paid by the NSWSPC the member **must complete the airline booking form** that is located on the SPC website. The completed form is then emailed to the Administration Officer (administration@nswspc.org.au).²⁶ The Administration Officer will arrange flights and send a confirmation email regarding the booking.

SPC members should not book their own flights for Executive Meetings and/or State Assemblies. These flights may not be reimbursed.

8.3.4 Sustenance

Sustenance subsidy payments will only be paid to country members (see 8.2 for specific conditions). Meals have a set subsidy of \$15 for breakfast and lunch and \$30 for dinner. Please attach your receipts to substantiate the payment of this subsidy.

8.3.5 Credit Card Usage

NSWSPC financial policy permits holders of NSWSPC corporate credit cards to utilise the card for the following purposes:

- accommodation, travel and meal expenses relating to the performance of their role or official Council business
- attendance at conferences, seminars, association development programs and other similar activities associated with the performance of their role or other official Council business
- payment for the purchase of approved goods and services other than those identified above, related to the work of the Council or the performance of their role or other official business.

The cardholder must only purchase goods within their NSWSPC financial delegations and within their project budgets. Receipts must be kept and forwarded to the NSWSPC Finance Officer, with a form indicating the appropriate dissection codes for the expenditure.

The NSWSPC officers eligible for a NSWSPC Credit Card are as follows:

- the President
- the Deputy Presidents
- the Honorary Treasurer
- the Administration Officer

8.4 Membership requirements

8.4.1 Invitations for membership

Upon appointment as a principal, every person receives a letter from the NSWSPC that both invites them to join the Council and outlines the benefits and services provided by membership. A similar letter is also sent to all non-members at the start of each financial year.

Mailings are sent to all new principals and all non-member principals for one term. New principals and non-members may attend all meetings and Council activities during this time. At the end of this term personal contact and a second letter is sent that further invites membership.

If these contacts are unsuccessful, non-members are shown as Membership not Wanted, are not eligible to attend any Council meetings including local ones, and are not eligible to attend Annual Conference and other Council activities unless they pay an additional fee. They are not eligible for Council

representation, welfare support or advocacy. They also have their access to the Members' area of the website blocked.

8.4.2 Membership for relieving and acting principals

Where a Council membership has been paid for by a school, a relieving principal or acting principal or someone deputising for the principal may attend Council meetings and activities by paying the member's rate for that meeting or activity.

See 4.2.1 and 4.2.2 above for where a person is relieving or acting as principal in place of a Council member who has paid for their membership by personal cheque or salary deduction

For other types of temporary membership payments, see 4.2.1 or 4.2.2 or please seek advice from the Executive Officer.

9 LINKS BETWEEN THE NSWSPC AND OTHER ORGANISATIONS

The Council maintains links and working relationships with a wide range of organisations and people. The Council meets at least once each term with:

- The Secretary of the NSW Department of Education
- The NSW Minister for Education
- The New South Wales Teachers' Federation
- The NSW Primary Principals' Association
- The senior officers of the NSW Education Standards Authority (NESA)

The agendas for many of these meetings often include matters raised at State Assembly or at Executive meetings. The members of the Council most usually involved in these meetings are President, Deputy President/s, members of the Executive or other members of the Council best able to represent the Council on the matters to be discussed.

10 AFFILIATED ORGANISATIONS

10.1 International Confederation of Principals (ICP)

The NSWSPC is an Associate Member of the ICP.

The goals of the International Confederation of Principals serve to summarise their mission:

- Encourage closer relationships among principals of all nations.
- Promote and enhance the image and professionalism of the principalship.

- Promote the exchange of people and professional publications among the constituent groups and encourage participation in meetings and conferences across national boundaries.
- Foster school curricula that encourage international understanding and good will and a respect for human rights and dignity across all races and cultures.
- Promote the rights and responsibilities of principals and also their professional organisations and the material and ethical interests of the education profession.
- Promote and encourage equal opportunities for all young persons to learn and develop to their fullest potential in achieving a respectable and productive quality of life.
- Develop a program of activities consistent with the purposes of the organisation.

The ICP holds a world convention every two years. The SPC Senior Executive is expected to attend ICP and therefore they are fully funded for their attendance. In addition, there is provision in the SPC Budget for the attendance of 4 additional members of the SPC to attend at a subsidy of \$2500 per person (if required). The SPC Executive is able to vary this situation should specific circumstances occur but such changes should fit within the SPC budgetary considerations and be ratified at a SPC Executive meeting.

The ICP also produces an online journal of interesting articles for principals at <http://www.icponline.org>

11 SUPPORT AND ADVICE FOR PRINCIPALS

11.1 Principal, School Leadership

The role of Principal, School Leadership is to establish professional relationships with principals to assist in developing the mindsets and capabilities which result in organisational effectiveness and healthy, sustainable leadership practices.

The Principal, School Leadership reports to the Director, High Performance Unit in the Learning, High Performance and Accountability Directorate and has no responsibility for principal accountability processes or supervision. Principals are accountable to the Director Educational Leadership for the effective leadership and management of the school and achieving key accountabilities.

The Principal, School Leadership works in a complementary manner with the Director Educational Leadership. The Principal, School Leadership, being a principal colleague, has a fundamentally different relationship with the principal that does not directly involve performance management, assessment of supervision.

The Principal, School Leadership positions are located within local network and state office locations, as appropriate.

11.2 NSWSPC Professional Officer

The Council's Professional Officer is also available to assist all members of Council by phone, email or in person (either at your school or away from school). Contact details are available on the SPC website.

The Professional Officer can work closely with members and also suggest other people who might be able to help with any issues or concerns. Please note that priority is given to critical incidents and major problems.

These might include staffing, curriculum organisation or even finance and budgeting, as routine matters can be just as time-consuming and frustrating as higher order concerns.

The NSWSPC Professional Officer coordinates a small team of support personnel which covers various locations in the state as well as areas of expertise.

11.3 NSWSPC Principal Support Reference Group

The NSWSPC Principal Support Reference Group has a mandate to keep principal welfare on the DoE agenda, and to keep principal welfare on everyone's agenda!

The reference group systematically collects data from principals in relation to the issues impacting on their ability to undertake effectively their principalship. The longitudinal data collected from principal welfare surveys is used to effect changes in DoE systems and procedures, as well as to inform Council professional learning programs to address identified areas of need.

In terms of keeping principal welfare and well-being on everyone's agenda, the reference group on a regular basis produces and distributes flyers through State Assembly, the NSWSPC Bulletin and on the NSWSPC website outlining the range of support services available for NSW secondary principals and the relevant contact details. Consistently principals are encouraged to be vigilant in early recognition of colleagues in need of support. The reference group mantra, "It's OK to say I'm not OK" confirms to colleagues that seeking support is not a sign of incompetence nor weakness – it simply means that in this situation, at this time, they are in need of support and assistance.

Principals are also encouraged to utilise the support and capacity building services offered by the Principal, School Leadership and the NSWSPC Professional Officer.

11.4 When should principals seek advice?

It is recommended that principals contact the Professional Officer or Principal Support Reference Group:

- at any time when they believe that some expert advice and support would assist them in the handling of an issue
- at any time that they need advice on any school matters
- when they are first considering organising a school review, as they can be given help in negotiating the terms of the review and can help establish procedures that will maximise the long term outcomes
- if principals are involved in an investigation or a complaint which could develop further
- when principals have an appeal against an expulsion
- if their efficiency is being called into question.

The DoE has agreed to work with the Council to:

- assist principals in their workplaces to review their own operations
- develop early intervention strategies to assist principals under stress while they are still on the job, therefore reducing the need for leave and/or rehabilitation.

12 SPECIAL COUNCIL PROJECTS AND ACTIVITIES

From time to time the Council establishes or participates in special projects which are designed to promote the educational priorities supported by secondary principals in NSW.

13 COUNCIL COMMUNICATIONS

13.1 Communications

Council communication continues to undergo considerable change. Currently information to members is available via:

- **The Bulletin** – is distributed to members twice per term via Share. It is also placed on the SPC website. A Phone App text is sent to all those who have downloaded this App, advising that the bulletin has been published and is available. Members and Life Members have access to this App. The Bulletin is also distributed to retired Principals and Life Members via their dedicated P-Futures E-list. The Bulletin includes Executive and Reference Group reports, program updates and professional development opportunities, Material for the Bulletin should be emailed to the Executive Officer (administration@nswspc.org.au).
- **Share** – Members can use this service to post a message asking for a policy, procedure or best practice resource etc. Share is not a NSWSPC

publication but rather is a means for financial members, currently in Principal positions, to share ideas and to ask questions relevant to the principalship. (see 13.2)

- **Share Bits** – this is a fortnightly publication which highlights short term reminders and pieces of information.
- **E-Principals Futures Share** – this is a Share facility that has been established to specifically support our Life Members and retired Principals network. Current Principals are also able to access this distribution list.
- **The NSWSPC website** members.nswspc.org.au is now being used as an essential means of providing documents to members and a document archive. Changes to the website are effected by the Executive Officer. New members will be registered for the Members' area and will receive a welcome email with their login details. The website is regularly updated.
- **The NSWSPC Annual Report** – contains reports from all members of the NSWSPC Executive, NSWSPC reference group leaders and employed officers. The reports include achievements and challenges over the last 12 months and recommendations for the year ahead.
- **The NSWPPA website** – Members may also wish to refer to the NSW Primary Principals Association website at www.nswppa.org.au
- **Surveys through Survey Monkey** are increasingly used to obtain quick feedback from principals on a range of matters – principals are alerted by email to go to a website and complete a short survey.
- **Meeting Reports** – Council members, especially co-ordinators of reference groups and interest groups who are involved in meetings with the DoE or other organisations have a special responsibility to prepare a brief report of any meetings held. This requires information such as date, name of meeting, who it was called by, location, time, topic, outcome, outstanding issues still to be resolved, participants, who needs to be notified of the meeting details/content. The online report form (in the members' area) should be used. It is automatically submitted to the President and the executive officer who will distribute it further to other members of the SPC Executive.
- **Video conferences / Zoom / Teams meetings** – Where members choose not to use to the DoE's online provisions, members can request that a Zoom meeting set up through the SPC's Zoom account

13.2 Share Services

Members can use this service to post a message asking for a policy, procedure or best practice resource etc. Share is not a NSWSPC publication but rather is a means for current principals (of schools with a secondary enrolment) to share ideas and to ask questions relevant to their principalship.

Access to the standard Share list is for principals who are financial SPC members and currently in a Principal position. The expectation is that when someone is in a seconded position as a principal, and maintains their membership of the NSWSPC, they maintain all access to Share. However

when someone is in a non-principal seconded position, they should be suspended from access to Share.

There is also a Share e-list facility for retired Principals which is related to our Principals' Futures Project.

13.3 Etiquette for Share

Members are reminded that no internet communication is completely secure. Email can be forwarded on by anyone to anyone. Messages can be edited before forwarding etc. For these and other reasons the following **Etiquette Policy has been developed by the NSWSPC Executive and is binding on all NSWSPC members.** While it will not guarantee inappropriate use of this facility, it is published as a safeguard. All members are asked to apply this policy when using the NSWSPC Share facility.

13.3.1 Etiquette Policy

- Share is a closed discussion line that has been set up for members to exchange information, ideas and request for assistance about professional matters.
- A strong sense of professional and personal trust underpins the facility and members should respect this.
- Share posts should not be forwarded, under any circumstances, to a non-member without the permission of the author(s) of that post (including other posts that may be contained within that post).
- Only NSWSPC members can subscribe to the system.
- Members must not post messages on behalf of non-members
- It is considered highly inappropriate for members to use the system to spread rumours or to post messages which could in any way damage the reputation or standing of any other member of the NSWSPC, the public generally or our employer (DoE).
- Confidentiality and the right to privacy rules apply as does the DoE Code of Conduct.
- Share is not to be used to promote businesses for personal gain or financial benefit.
- Promotion of external professional learning courses on Share must be approved by the SPC Professional Learning Reference Group or the SPC President before publication

13.3.2 Netiquette

Netiquette primarily involves any communication you may send out or receive from the internet. The following recommendations are provided for your information:

- Messages should be concise and relevant to the group
- Adhere to the same standards of behaviour online that you would follow in real life

- Keep private messages private, don't post to the group as well
- Don't include the entire contents of a previous posting in your reply
- Don't rely on the ability of your readers to tell the difference between serious statements and satire or sarcasm
- Do not use tags indicating confirmation of receipt of your message is required

13.3.3 Using Share

The address to post a message is share@mailmanlist.net.au. You will receive a confirmation email when your post is successful. Please note that this will work only from the email address registered on the SPC Members' website - normally your @det.nsw.edu.au address.

For more information refer to the members area of the NSWSPC Website.

14 SPECIFIC MEMBERSHIP ISSUES

14.1 Members' liabilities

The liability of a member of the NSWSPC to contribute towards the payment of the debts and liabilities of the Council or the costs, charges and expenses of the winding up of the Council is limited to the amount, if any, unpaid by the member in respect of their membership of the NSWSPC and any unpaid invoices resulting from the member's attendance at, or involvement in, professional learning activities or other Council activities.

14.2 Internal disputes

Where at all possible, disputes between members of the NSWSPC (in their capacity as members of the Council) should be resolved through the *Charter of Respect and Dignity* and by the current DoE dispute resolution procedures. Where resolution does not occur through these procedures, the matter should be referred to a community justice centre for mediation in accordance with the Community Justice Centres Act 1983.

At least 7 days before a mediation session is to commence, the parties are to exchange statements of the issues that are in dispute between them and supply copies to the mediator.

14.2.1 Disciplining of members

Members of the NSWSPC have an obligation to the Council *per se* and to all other members of the Council to abide by the Constitution and the procedures and guidelines identified in this booklet.

A complaint may be made by any person to the NSWSPC Executive that a member of the NSWSPC has:

- persistently refused or neglected to comply with the provisions of the Constitution or these Procedures and Guidelines, or
- persistently and wilfully acted in a manner prejudicial to the interests of the NSWSPC.

On receiving such a complaint, the Executive:

- must cause notice of the complaint to be served on the member concerned, and
- must give the member at least 14 days from the time the notice is served to make submissions to the Executive in connection with the complaint, and
- must take into consideration any submissions made by the member in connection with the complaint.

14.3 Right of appeal of a disciplined member

A member may appeal to the President of the NSWSPC against a resolution of the Executive within 7 days after notice of the resolution is served on the member, by lodging with the Executive Officer a notice to that effect.

The notice may, but need not, be accompanied by a statement of the grounds on which the member intends to rely for purposes of the appeal.

On receipt of a notice from a member (see Paragraph 1), the Executive Officer must notify the President who will make a determination or appoint a third party who will investigate the matter and make a decision.

The President of the NSWSPC will inform the member of his/her determination or of the appointment of a person to investigate the matter.

The investigator shall not be a member of the NSWSPC but may be employed by the DoE.

14.4 Removal of a member

Where a principal (or his/her school) is not financial and they do not wish to join the NSWSPC, their name will be removed from the membership list of the NSWSPC.

Where a principal has been found to have persistently refused or neglected to comply with the provisions of the NSWSPC Constitution or these Procedures and Guidelines, and/or persistently and wilfully acted in a manner prejudicial to the interests of the NSWSPC, their membership of the NSWSPC may be cancelled and their name removed from the membership list.

The decision to remove a member should be made by the NSWSPC Executive.

Each year principals are contacted regarding their wish to join the NSWSPC. Upon payment of the necessary subscription amount, the school or the

principal will be financial and the principal will become a member of the NSWSPC.

Non-financial members or members who have been removed from the Council will be deemed not to be a signatory to the Principals' Pledge and will not be entitled to display the Pledge in any public place.