

# WAPPA Annual Report 2016

LEADERSHIP | PROFESSIONALISM | SUPPORT | PARTNERSHIPS



WESTERN AUSTRALIAN PRIMARY  
PRINCIPALS' ASSOCIATION



Our vision

Shaping the future of  
**education** through  
effective, progressive  
**leadership.**

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Western Australian Primary Principals' Association (WAPPA) exists to promote primary school education by supporting the needs and advocating the collective views of primary principals across our diverse state.

#### Our purpose

To **promote** primary school **education** in Western Australia.

#### Our mission

The **sustainable enhancement** of the profession of primary education in Western Australia through member support, leadership development and advocacy to **influence educational outcomes**.

#### Our values

**Respect | Excellence | Integrity | Empathy | Inspiration | Inclusivity**

WAPPA is an independent peak body with over six decades experience working with public primary school leaders. The Association has a grass roots understanding of the challenges primary school education presents and the value of having quality leaders in schools. To promote primary school education in Western Australia, WAPPA delivers services to members to strengthen their ability to lead high performing schools.

We share our member's passion for delivering excellence in education and we help them achieve this by providing professional support and resources on a wide range of matters from legal advice to professional capacity building.

We serve our members by meeting their individual educational needs and providing in-school consultancy services and whole school curriculum delivery methods.

We embrace technology to broadcast WAPPA TV and webcasts across the state to ensure our regional members remain current and abreast of educational innovation.

WAPPA also provides a united voice for primary principals; a voice that is clearly heard and respected by policy makers. This is thanks to our long and continued relationships with stakeholders from government and non-government organisations and our rich foundation in advocacy. WAPPA remains committed to serving its members and promoting the principal class.

# From the President

Colleagues,

I am delighted to present the 2015 -2016 Annual Report for the Western Australian Primary Principals' Association (WAPPA).

Over the past year, WAPPA has continued to work with members and stakeholders at the state level to address and help meet the many challenges experienced by school leaders in the primary school landscape.

WAPPA has made various submissions and formal representations to the Department of Education on a range of topics including curriculum development, policy review and protecting the health and wellbeing of school leaders. In May 2016, WAPPA also made a formal submission to the Parliamentary Inquiry into Independent Public Schools.

WAPPA commissioned two major research projects to be announced at the 2016 annual conference.

Kaya Consulting was engaged for the first project which included three phases to formulate a comprehensive and practical blueprint which outlines what needs to happen in the Western Australian public education system over the next ten years. Phase one required the development of an 'evidence paper', synthesising the research from high-performing education systems and thought leaders about the attributes that make a high-performing system. This paper *A High-Performing Public Education System: Ideas from Research* was released in October 2015. Subsequently a consultation process formed the basis of the second discussion paper which did not provide recommendations but rather a synopsis of clear themes that emerged throughout phase two. Phase three delivered *A High-Performing Public Education System* which contains seven recommendations at a strategic level that are designed to influence the debate about maintaining Western Australia as a high-performing system.

WAPPA also worked with Dr Phil Ridden, Dr Sandy Heldsinger and Dr Paul Swan to produce a position paper on Curriculum Assessment, to address the importance of teacher on-balance judgements as compared with high stakes tests such as NAPLAN. The paper makes eight assertions about assessment. WAPPA will support members and schools through the provision of workshops derived from the evidence.

WAPPA is in continual contact with members throughout the year offering advocacy, professional learning and collegiate support. Our commitment to professional learning was showcased last June when over 412 delegates and 46 exhibitors attended the 2015 Abacus Educational Suppliers / WAPPA Conference, Connected Leaders, Connected Schools. The success of the conference demonstrated our ever strengthening partnerships and the guidance and hard work of the Conference Committee. I look forward to the 2016 Conference which is focussed on Mindful Leadership.

We remain appreciative of our partners and the support they provide. Developing a strategic partnership and marketing program has allowed WAPPA to provide tailored sponsorship arrangements to promote greater exposure of the services the partners provide.

There is no doubt that leadership within school education remains very complex. As we move forward, the need for highly skilled school leaders who can lead dynamic school environments is growing. WAPPA's challenge is to continue to advocate, provide current professional learning and support our existing and future leaders.

The growth pattern of the Business Centre is well set and together with the Board of Management, robust governance frameworks, strategic management, financial oversight and risk mitigation are regularly practiced.

This Annual Report will be my last as I plan to retire as President in December 2016. It has been an immense privilege to serve as President since 2007. Reflecting on the last nine years, I recall many memories of visiting inspirational schools and discussing education with dedicated and enthusiastic school leaders. I have witnessed schools embrace the new structural reform agenda and I have seen school leaders and teachers working tirelessly to enhance student outcomes. During my WAPPA journey I have been extended immeasurable kindness from a huge number of people and I would like to take this opportunity to thank the Board of Management, past and present, for their leadership and vision, the Chapter Chairpersons for their invaluable support and the employees of the Business Centre for their professionalism and dedication. The Business Centre prides itself on delivering the best possible service to our valued members.

But most importantly I thank you, the members, for granting me the opportunity to assist colleagues in the educational journey of primary schooling in Western Australia.

I trust, when I leave in December, that I can confidently say that WAPPA is a strong, viable and relevant professional association, focused on supporting and serving its members for the betterment of education across Western Australia.

**Stephen Breen**

President



# From the Business Centre

It is with great pleasure that I present my first report from the Business Centre. WAPPA is a dynamic professional association with more than 1100 members across the state of Western Australia. The Association is administered by the employees of the Business Centre who work effectively as a team to provide professional learning, advice and collegial opportunities with the aim of growing strong school leadership to advance primary school education.

Over the last seven years, members have been greeted as they walk through the door or call on the phone by Kaye Hughes. Not only does Kaye know each member by name, she brings a wealth of experience and knowledge of how the Business Centre has grown under the leadership of Joan Weston and Tonia Swetman. When Kaye is not dealing with membership applications, bookings and administration, she efficiently organises the President's busy schedule. I extend my thanks and great admiration to Kaye who welcomes us all and makes us laugh.

Margaret Last is another veteran of the Business Centre who started her role in Administration and was soon promoted to Finance Officer. Her commitment to further education has benefited WAPPA greatly as she currently is responsible for the banking, accounts, payroll and financial administration of the Association. Margy is highly efficient and takes pride in providing accurate and timely accounts. I commend her motivation to continually learn and remain current as the Association and its financial obligations evolve.

The Business Centre relies heavily on technology to communicate and support our members and we are fortunate to have the expertise of Leon Miller on our team. Not only has Leon built the WAPPA website, he films and edits the fortnightly editions of WAPPA TV and manages the member database. Leon is never too busy to assist anyone at the Business Centre and no problem is too large or small for him to solve. I extend my congratulations to Leon for designing and managing the first online election process which was very well received by the members.

How WAPPA communicates to its members is of vital importance. Jasmin Slingsby, Communications Manager, initiated a formal process to ensure credible and consistent communications throughout the Association. Jasmin created a flexible platform whereby WAPPA could offer tailored sponsorship opportunities to maximise exposure for our loyal and supportive partners both at the conference and also at events through out the year. This year Jasmin has been joined by Communications Assistant, Krithika Ramnarayan who graduated from Curtin University in 2014 with a Bachelor of Commerce, Public Relations and Advertising. Together with the Conference Committee they have planned and successfully executed the 2016 WAPPA / Abacus Educational Suppliers Conference which promises to provide professional learning and networking opportunities.

The Professional Capacity Building (PCB) team consists of David Hewitt (Manager) and Katrina Bonetti (Consultant) who facilitate professional learning workshops both at WAPPA and in schools. They also offer a customised service where they work directly with the school to address the specific needs of the staff in delivering quality teaching and learning programs. To take advantage of this customised service please refer to page 6 for more details.

Each day we welcome one of the support line advisors to the Business Centre and together with our General Counsel Liesl Quince, they provide professional advice and support to members. This service is unique to Western Australia and we thank them for committing to sharing their experience and wisdom with our members. See page ten for more details.

I would also like to acknowledge my predecessor Tonia Swetman who coordinated the refurbishment of the Business Centre into the modern and contemporary space we all enjoy today.

As General Manager I have been well supported by the President, Stephen Breen. Stephen is a remarkable man and his leadership will be greatly missed as he concludes his term as President in December 2016. I am fortunate to continue to manage the Business Centre into the next year and serve the Board of Management to implement the strategic plan into the day to day operations of the Association to ensure it remains relevant to its members. Together with a strong governance framework and sound financial management, we will continue to maintain our focus on providing outstanding services and support to our valued members.

## **Paige McNeil**

General Manager



# Board of Management

The board meet nine times during the year on a voluntary basis to ensure WAPPA remains a strong, viable and relevant Association which acts to provide professional support to its members and to that end, advance primary school education in Western Australia. The board works to:

- » Create and continually evaluate the strategic direction.
- » Ensure and maintain a robust governance framework.
- » Provide financial and operational oversight.
- » Identify and manage risk.



**Stephen Breen President**

Stephen Breen's first school leadership position was as acting principal at Lake King in 1978. In 1987 after classroom teaching in a number of schools he took up his first substantive position at Dumbleyung District High School, followed by Boyup Brook District High School and North Tom Price Primary School and then a number of city schools. In 2005, Stephen held the position of General Manager of the Western Australian Government Schools Leadership Centre and in late 2007 became President of WAPPA. Stephen currently sits on the Board of the Australian Primary Principals Association (APPA) and is an executive member of the Australian Government Primary Principals Association (AGPPA). He is a member of Millennium Kids, and a Board member of Nature Play WA and Chairman of the Smart Future Foundation. He was awarded a Fellowship of ACEL in 2015.



**Ian Anderson Vice President**

Ian Anderson is an experienced school leader, with 38 years working for the Education Department across the State, spending 30 years as a principal or deputy principal. In 2013 he was appointed Principal of Forest Crescent Primary School. Ian has been a Board Member for 13 years, member of the Executive for 11 years and Vice President. Ian has been the convenor of successful WAPPA Conferences since 2008 and currently represents WAPPA on several state and national committees, ensuring that the primary voice, and the position of WAPPA, is clearly heard. He currently chairs WAPPA's Professional Capacity Building Committee. In 2010 he was presented with the WAPPA Service Award and became a Fellow in 2013. He was also awarded a Fellowship of ACEL in 2012.



**Keryl Caird Vice President**

Keryl Caird has contributed 30 years to public education and has fulfilled the roles of deputy and principal over 15 years. She is currently the Principal of Willandra Primary School. She has served on State and National Curriculum Advisory teams for The School Curriculum and Standards Authority and currently serves on the Primary Principals' Advisory Group and is the primary representative on the Standards Committee for the School Curriculum and Standards Authority. Keryl has served as a WAPPA Board member since 2012, became Vice President and has continued as a member of Executive. She received a Fellowship Grant to study school assessment in the UK, was named as Finalist for a National Inspiration in Teaching award and was the winner of APPA's National John Laing Award for Professional Learning and excellence in School Leadership.



**Lisa Criddle Executive Member**

Lisa Criddle is a dedicated educator with 27 years' experience, nine as a principal and five years as a network principal. She is currently the Principal at Allendale Primary School in Geraldton. Lisa was a Chapter Chairperson for three years prior to joining the WAPPA Board on which she has served for two years as an Executive member. Lisa believes that all students deserve the opportunity to achieve their personal best and she is passionate about involving students in sport. Lisa has a strong interest in technology, early childhood education and literacy. She continues to support aspirants in leadership development and has a special interest in supporting regional leaders and women in leadership.



**Peter Beckingham Executive Member**

Peter Beckingham draws on over 28 years' experience as an educator and is currently the Principal at Halls Head Primary school. Peter is a loyal and long serving member of WAPPA for over 20 years. He joined the Board in 2014 and serves as an Executive Member. Peter extends a sincere commitment to advocating and supporting the principal class as leaders. Peter joined the board in 2014 and is also a councillor on the Principals' Federation of Western Australia and Senior Vice President of the Australian Principals' Federation. He honed his skills in many educational districts and regions with his primary leadership experience being as Deputy Principal of Roeburn Primary School.





#### **Niel Smith Board Member**

Niel Smith has a career spanning 22 years and he has held level three to six positions. He is currently a Level five Principal at Inglewood Primary School and in recent years has been a Consultant Principal with both Statewide Services and the Institute for Professional Learning. He has been a WAPPA Board member for five years and a Chapter Chair for five years. Prior to that Niel spent a number of years in regional schools and in 2009 he won the WAPPA Country Representative Award for services to regional areas. He is passionate about primary government education, with strong interests in 21st Century learning, pastoral care and student centred learning approaches.



#### **Gary Crocetta Board Member**

Gary Crocetta is currently the Foundation Principal of Tuart Rise Primary School, which opened in 2015. Gary has been principal of many country and metropolitan schools since 1993. He has worked in schools in the Wheatbelt, Pilbara and South Metropolitan areas. His experiences include level three to six schools. Immediately before Tuart Rise, Gary was involved in mentoring, advising and coaching newly appointed principals. He supported colleagues in enhancing their instructional leadership and supported them to develop an understanding of their own leadership styles. Gary has been a member of WAPPA since 1993 and member of the Board since 2010.



#### **Ashley King Board Member**

Ashley King is currently the Foundation Principal at Meadow Springs Primary School. He has worked in both the private and public education sectors for 26 years and has been a school principal for 19 years. He joined the board in January 2015. Ashley's experience throughout his career has mainly been in areas of low socio-economic disadvantage, hence his passion for providing equal opportunities for all students and educators throughout the state. Ashley is fervent about the sharing of practical knowledge, experience and support with other school leaders. The core of this passion is the development of principal's executive leadership and the promoting and supporting of health and wellbeing of leaders within the sector.



#### **Neil Spence Board Member**

Neil Spence has worked for the Education Department for 23 years as a principal or deputy principal. He is currently Principal at Kelmscott Primary School. Neil has held roles as Principal of East Victoria Park Primary School and Network Principal of the Curtin Education Community. He volunteers as a facilitator of the Institute of Professional Learning - Aspirant Leaders program. Neil has been a Board member for two years, has convened the Students with Special Needs Sub-Committee and participated as a member of the PCB Committee. Neil is a strong advocate of the principal class and has recently become a Council member of the Principals' Federation of Western Australia. In 1999, he was the inaugural recipient of the Wooldridges level three Innovation Award.



#### **Katrina Bonetti Board Member**

Katrina Bonetti has had 10 years' experience as a school administrator in a number of schools within the Swan District, including Acting Principal at North Morley Primary School. Katrina has presented professional learning at school, district and state levels on various topics, mostly in the area of literacy and assessment. Katrina has engaged and led learning models and curriculum reform over the last ten years, in a variety of positions and settings. Katrina brings recent school experience and an understanding of the issues currently facing schools. As a consultant with WAPPA, she is in schools on a weekly basis. Katrina joined the WAPPA Board in 2016.



#### **Cameron Lindley Board Member**

Cameron Lindley has been an educator for ten years with school leadership experience spanning remote, rural and metropolitan schools across the State. He is currently the Deputy Principal at Cloverdale Primary School and is a member of the WAPPA Professional Capacity Building and Conference committees. Cameron actively supports deputy principals who play a critical role in the leadership of schools. He is well placed to represent their views and concerns at the Board level. Cameron brings a contemporary, dynamic and challenging point of view that increases the strength and diversity required to ensure sustained success of our association.

# Professional Capacity Building

WAPPA's professional capacity building programs provide leadership support and development across three main areas:

- » Leadership of Schools (leading education).
- » Leadership in Schools (leading the schools).
- » Leadership of Curriculum (leading the learning).

Over the past twelve months, WAPPA's Professional Capacity Building (PCB) program has provided a range of services and support to WAPPA members directly, as well as indirectly to the delivery of education across the state.

Exemplifying WAPPA's links to the international education community was Alma Harris' keynotes and workshops delivered to the annual WAPPA conference. Following on from this, one of the key highlights of the year, was the presentation to WAPPA members by Andy Hargreaves of his thoughts and research from his book *Uplifting Leadership*.

## Professional Capacity Building Workshops

To achieve the purpose of advancing primary school education, WAPPA offers a comprehensive suite of workshops, which can be tailored to suit your schools specific needs and facilitated conveniently at your school or the WAPPA Business Centre.

### Whole School Numeracy Planning

Based around the work and experience of Dr Paul Swan, participants are provided with a framework for developing a Whole School Numeracy Plan.

The workshop introduces effective numeracy practices for teachers, with the aim of improving outcomes and practices for students.

### iSTAR

This workshop offers opportunities for participants to understand the iSTAR model. Participants will learn how to apply iSTAR when working collaboratively on learning design, delivery and improvement within classrooms and across the school.



### Whole School Literacy Planning

The workshop provides an overview framework containing the key recommended components for developing a Whole School Literacy Plan.

Participants have the opportunity to develop an action plan utilising the day's information, which can be implemented immediately into the classroom environment.

### Brightpath Assessment

WAPPA has partnered with Brightpath Assessment to present workshop content to enable schools to make effective use of the Brightpath Assessment Software. Teachers' Rulers are available to purchase from WAPPA.



### Assessment

These planned workshops will focus on eight key assertions, elaborated in WAPPA's Position Paper on Informative Assessment.

Along with addressing the recommendations, the workshops will provide a mindframe for assessment as well as several practical tools for auditing assessment within your school.

## In-School Consultancy

WAPPA offers tailored, in-school professional capacity building programs, specifically designed to meet the needs of individual schools across Western Australia. The initial free meeting is designed to encourage school leaders to evaluate the broad needs of the school/staff and then refine the priorities that require focus and action.

Next, WAPPA develops a formal proposal, outlining the key deliverables within a negotiated budget. The scope of the program is totally flexible and WAPPA is available to travel to regional and remote locations during term or school holiday periods. Once the program commences, regular contact is maintained to monitor and evaluate the implementation phase. During this period, alternative requirements may be exposed and the WAPPA consultant is able to respond by reshaping the proposal to address more immediate challenges.

Consultancy services may focus on particular areas such as whole school self-assessment, strategic planning, connected practice in whole school literacy and/or numeracy, methodology such as iSTAR, whole school wellbeing and more.

WAPPA developed this consultancy model to offer customised support to engage members in longer-term change management strategies to enable high performing leaders to deliver enhanced educational outcomes.



## Testimonials

### Grovelands Primary School

Grovelands Primary School began the 2016 school year with a one day workshop on iSTAR, after agreeing on this as our whole school instructional model in term 4 2015.

David Hewitt's informative, interactive and structured workshop was delivered with warmth and humour. He had all staff onside with him very early in the day. This important workshop was the catalyst for the collaborative and supportive way my staff have adopted the philosophy of iSTAR and have begun the process of working together in their teams to incorporate iSTAR as the structure to their Literacy & Numeracy Blocks.

**Mark Bradshaw**, Principal  
Grovelands Primary School

***"This important workshop was the catalyst for the collaborative and supportive way my staff have adopted."***

**Mark Bradshaw**,  
Grovelands Primary School

### Harrisdale Primary School

Harrisdale Primary School is in its first year of operation so it's imperative for us to work with our new staff to set clear directions for our school.

We've enlisted the services of Katrina Bonetti from WAPPA to support our journey. She has delivered an ongoing series of workshops with our Phase of Learning Leaders in Early Childhood. This has now gathered momentum and she has been working with the entire staff to develop whole school approaches, connected practice, curriculum delivery and lesson design.

Katrina's professional knowledge, backed by current research, has been outstanding. She openly invites professional discourse and has the evidence to support her position, and that of WAPPA or the Department of Education. She is well prepared and has excellent presenting skills.

She has really helped our teachers to reach an agreement on whole school approaches and to align their strategies and practices so that we're all on the same page at Harrisdale Primary School and we're delivering high quality and purposeful teaching to our students.

**Karen Duncan**, Principal  
Harrisdale Primary School

***"She has really helped our teachers to reach an agreement on whole school approaches and to align their strategies and practices so that we're all on the same page"***

**Karen Duncan**,  
Harrisdale Primary School

***"The opportunity to reflect and dissect on how we develop our school improvement planning processes was invaluable."***

**David Paine**,  
Roebourne District High School.

### Roebourne District High School

The Professional Service Capacity program facilitated and tailored training to the needs and context of our school. The opportunity to reflect and dissect on how we develop our school improvement planning processes was invaluable. This process will be used again in our next strategic planning cycle to continue our development as an outstanding school. As we are located in the Pilbara, having David travel to us provided the convenience to connect the program directly into how we work at Roebourne District High School.

**David Paine**, Principal  
Roebourne District High School

# Professional Support Line and Legal Assistance

The Support Line was established in 2005 under the leadership of Colin Pettit to provide support to members experiencing day to day issues. The aim was to offer an experienced mentor to facilitate an ongoing induction into the Principalship and specifically provide a state wide service that could be easily utilised by remote and regional members.

The service has grown over the last 11 years and the complexities of some situations called for legal expertise especially in the area of complaints and misconduct.

WAPPA Support Line Advisors are retired principals with a wealth of knowledge to share and they keep abreast of changes to policies to ensure current and relevant advice.

While all discussions are confidential, the topics and frequency of calls provide valuable data for WAPPA to assess and address the current needs of school leaders.

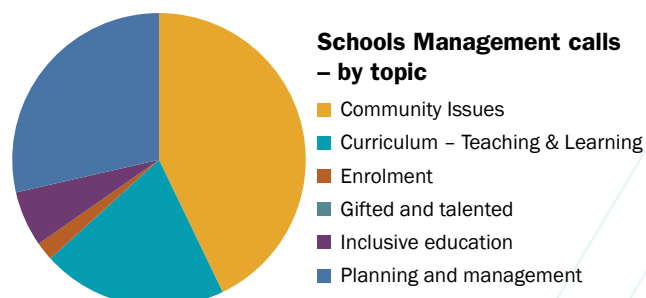
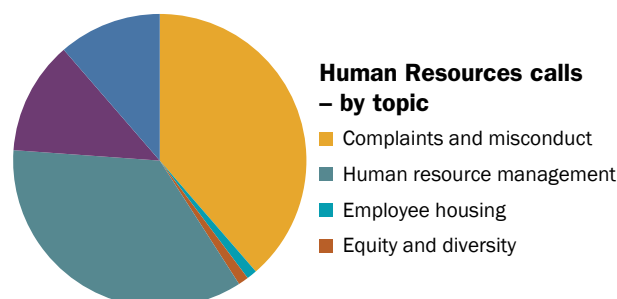
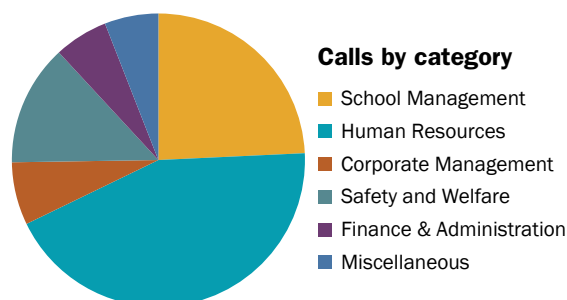
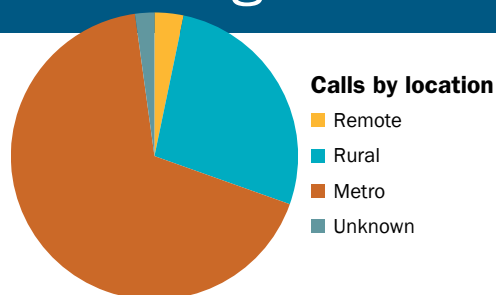
As demonstrated in the graph (top right), the service is widely valued across the membership base and acts to connect those members in rural or remote schools with current school leadership experience.

The issues discussed vary, however Human Resources and School Management remain the most popular issues concerning school leaders.

Further analysis of the Human Resource category shows that calls relating to complaints and misconduct are at the forefront of contention.

The School Management category highlights Community Issues as a problematic area, closely followed by curriculum issues.

The Professional Support Line is open from 9.30am to 12.30pm every school day, for WAPPA members.



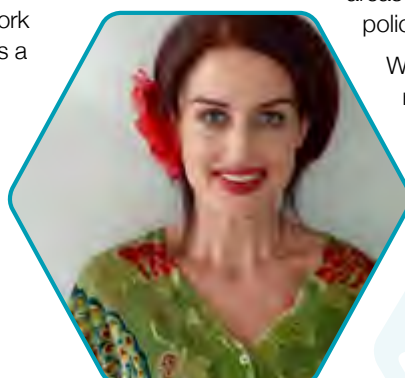
## General Counsel

Liesl Quince acts for WAPPA as General Counsel and provides legal support in three main areas:

- » Individual member advocacy.
- » WAPPA Board/Business centre legal issues.
- » Regulation guidelines.

During the reporting period individual legal assistance was provided to 37 members to assist with work related issues. Legal support was given across a broad range of matters challenging principals including complaints/grievances from parents or staff, Standard and Integrity Inquiries, Equal Opportunity Claims, defamation, governance, risk management issues and workers compensation claims.

A continuing issue is the increasing vulnerability of school leaders and their heightened exposure to risk and complaints.



Member requests for assistance in these areas came from school leaders with a broad range of experience including recently appointed principals and those with 30 years in the position. Metropolitan and regional members were equally represented.

Board and Business centre matters covered a variety of areas including intellectual property licensing, policy advice and charitable registration.

WAPPA continued to respond to member requests for guidance on “big issues” in the complex school environment, releasing a Social Media and Defamation Regulatory Statement. In 2016, a new Regulatory Statement on the duty of care in schools will be released.

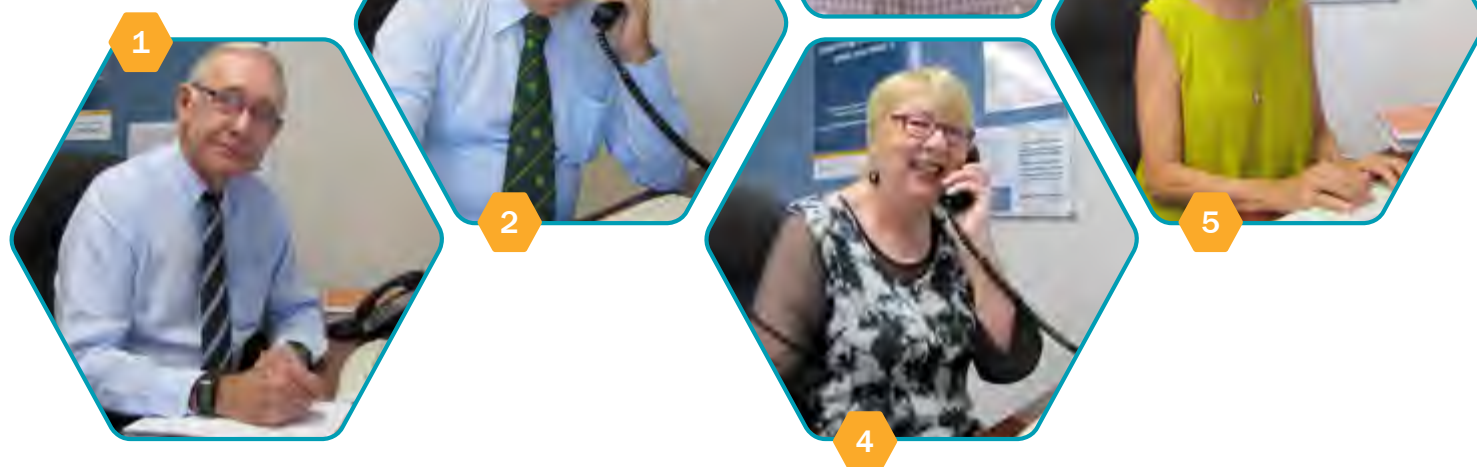
# Professional Support Line Advisors

**9388 8437**

**support@wappa.net.au**

WAPPA's Professional Support Line offers professional advice and a friendly ear to all members.

Our team of retired school leaders offer a wealth of knowledge and experience across a great variety of contexts. We invite members to get to know the people behind the voice on the phone line.



**1. Neil Taylor** Support Line Advisor since 2005

Neil Taylor gained his first promotion to the principalship after 10 years as a teacher, seven at primary schools and three at the secondary level. Neil then served as principal at eight primary schools, forming lasting friendships with many staff, fellow principals and community members along his journey.

**2. Noel Bourke** Support Line Advisor since 2005

Noel Bourke was a primary school principal for 28 years. Prior to that, for fifteen years he taught in country and metropolitan schools in Western Australia, including a stint as a Science Specialist and Demonstration Teacher at Mt Lawley Primary School in 1971.

**3. Rudy Rybarczyk** Support Line Advisor since 2005

Rudy Rybarczyk's first appointment as a primary school principal was to Kalumburu School in 1968. From there he served in several country locations including five years as principal of a government agricultural school for Aboriginal boys. Rudy moved to the city with his family in 1987, taking up the principalship at Ashfield Primary School. In 1990 he commenced nine years of leadership at Highgate Primary School.

**4. Jan Applin** Support Line Advisor since 2015

Jan Applin worked as an educational leader for 29 years in metropolitan and country schools across a range of socio-economic contexts. Jan also had a one year placement in Central Office and two years as Principal Consultant in the Pilbara, providing her with a depth and breadth of experience.

**5. Denise Hilsz** Support Line Advisor since 2015

Denise Hilsz has had varied experiences leading schools over 24 years. Working in a range of socio-economic schools in both metropolitan and country locations, Denise has gained a wealth of experience and knowledge which she brings to the WAPPA Professional Support Line.

# WAPPA Membership Benefits

	Ordinary	Restricted Ordinary	Aspirant	Retired
Legal support for workplace related issues through WAPPA's Legal Assistance to Members Program.	✓			
Fellowship through events and networking initiatives throughout the year.	✓	✓	✓	✓
Assistance and practical advice via the WAPPA Professional Support Line.	✓	✓	✓	
Individual advocacy on all professional matters.	✓		✓	
Journey travel insurance.	✓			
Reduced fees for personal legal, taxation and accounting services.	✓	✓	✓	✓
At no additional cost, members can elect to have their Teachers Registration Board fees paid by WAPPA.	✓			
Attendance and voting rights at the Annual General Meeting and Special General Meetings. Aspirant members are eligible to attend meetings.	✓		✓	
Discounted registration for the WAPPA annual conference and all professional capacity building programs.	✓	✓	✓	✓
Participation in local chapter networks.	✓		✓	
Invitations to selected member-only events.	✓	✓	✓	✓
Industry news and updates through various publications.	✓	✓	✓	✓
Complimentary copy of signature Association magazine.	✓	✓	✓	✓
Access to member-only resources on the WAPPA website.	✓	✓	✓	✓
Complimentary copy of selected WAPPA publications and learning tools.	✓		✓	✓
Eligibility to enter selected WAPPA Awards (dependant on award criteria).	✓		✓	✓
Exclusive offers from WAPPA's partners and sponsors.	✓	✓	✓	✓
Access to discounted buying services for personal and professional purchases.	✓	✓	✓	✓
Relationship building with the organisations that support schools and school leaders.	✓	✓	✓	✓

## WAPPA Professional Achievement Awards

The following awards were presented during the 2015/16 financial year.

Aspirants Action Research, sponsored by Konica Minolta	Regina Krocze	Swan Primary Behaviour Centre
Aspirants Action Research, sponsored by Konica Minolta	Tamara Bromley	South Bunbury Primary School
Abacus Educational Suppliers Level 3 Innovation	Melanie Hancock	Chapman Valley Primary School
Deputy Primary Principal of the Year	Richard Barr	Yangebup Primary School
Leading from the Front	Colin Chisholm	Glen Forrest Primary School
Leading from the Front	Franca Dillon	Bunbury Primary School
Leading from the Front	Neil McCallum	Woodvale Primary School
Professional Development Travel	Melanie Clark	Dardanup Primary School
Professional Learner's Recognition (Advanced)	Cameron Lindley	Cloverdale Primary School
Professional Learner's Recognition (Associate)	Jacqueline Cooper	Golden Bay Primary School
Professional Learner's Recognition (Advanced)	Melanie Clark	Dardanup Primary School
Professional Learner's Recognition (Master)	Shayne Harris	West Morley Primary School



# WAPPA's Teachers Mutual Bank Professional Support Program

WAPPA's Professional Support Program offers support to individuals at every stage of their school leadership career.

The Professional Support Program is a key element of WAPPA's membership services. The program:

- » Encourages and nurtures succession planning within the principal class.
- » Builds a professional learning community within the membership.
- » Provides a collaborative development and support structure within the WAPPA membership.
- » Facilitates a process where members can provide contextual and confidential support to each other.
- » The Program is made of three key initiatives, relevant to the individual's current position.

## Professional Colleague Program for Aspiring Leaders

*For teachers aspiring to a school leadership role, holding a Aspirant membership.*

To support Aspirant Members' professional growth, WAPPA facilitates a Professional Colleague program.

Each Aspirant Member is assigned a professional colleague with whom they meet on a semi-regular basis for an opportunity to discuss current work challenges and their career path.

Meeting schedules, agendas and goals are agreed by each pair.

## Leading a Coaching Culture

*For current Ordinary members who have been in a leadership role for two years or more.*

The objective of Leading a Coaching Culture is to provide every member with the opportunity to become a WAPPA endorsed coach and to allow every member access to a WAPPA endorsed coach.

This program is aimed at experienced school leaders who have been in a leadership role for two years or more.

## Level Three Mentoring

*For individuals who have recently been promoted to a school leadership role and who are current Ordinary members.*

The peer assisted leadership mentoring program targets WAPPA members who have recently been appointed as Level Three school leaders. Participants are paired with mentors who are current Level Three principals and deputy principals for ongoing support.

In this structured two year program, mentors and mentees are provided with a guidebook to assist in planning meetings and setting objectives.





## Independent Auditor's Report

### To the Members of Western Australian Primary Principals' Association Inc.

We have audited the accompanying financial report, being a special purpose financial report of Western Australian Primary Principals' Association Inc. ("the Association"), which comprises the statement of financial position as at 31 March 2016, the statement of profit or loss and other comprehensive income and statement of changes in equity for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Executive Committee Declaration on the annual statements giving a true and fair view of the financial position and performance of the Association.

### Executive Committee's Responsibility for the Financial Report

The Executive Committee ("the Committee") of the Association are responsible for the preparation and fair presentation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporation Act 1987 (WA) and is appropriate to meet the needs of the members. The Committee's responsibility also includes such internal control as the Committee determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



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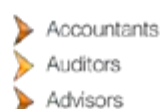
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# Independent Auditor's Report

To the Members of Western Australian Primary Principals' Association Inc. (Continued)



## Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

## Basis for Qualified Opinion

### Opening Balances

We have not obtained sufficient appropriate audit evidence in relation to the Association to enable us to gather all information and explanations we require in order to form an opinion on the 31 March 2014 statement of financial position. Accordingly, we were unable to determine whether adjustments might have been necessary in respect to opening balances and therefore as the opening balances enter into the determination of the opening retained earnings, we have been unable to determine whether any adjustments to the results of operations, and retained earnings for the year ended 31 March 2015 might be necessary.

## Qualified Auditor's Opinion

In our opinion, except for the effects of the matters identified above the financial report presents fairly, in all material respects, the financial position of Western Australian Primary Principals' Association Inc. as at 31 March 2016 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the requirements of the constitution and Associations Incorporation Act 1987 (WA).

## Basis of Accounting and Restriction on Distribution

Without further modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to assist Western Australian Primary Principals' Association Inc. to meet the requirements of the Associations Incorporation Act 1987 (WA). As a result, the financial report may not be suitable for another purpose.



**BENTLEYS**  
Chartered Accountants



**DOUG BELL CA**  
Director

Dated at Perth this 23<sup>rd</sup> day of May 2016

# Finance Report

The financial statements presented in this report are for the year 1 April 2015 – 31 March 2016. WAPPA continues to maintain a healthy financial position which is essential to its ongoing role as advocate, professional capacity builder and support body.

WAPPA's income is derived from diverse sources such as membership fees, partnerships, professional learning workshops, consultancy fees and interest income. In line with the strategic plan, the Board of Management has worked hard to diversify WAPPA's income base to ensure the Association is stable and not overly reliant on any one source of income.

Over the last decade, WAPPA has built a healthy surplus of reserves with a view to investing in educational research, leadership programs, professional learning and support. The Business Centre was refurbished and the upstairs meeting rooms have been transformed into effective learning spaces equipped with the latest technologies. The meeting rooms are available to hire free of charge to members.

WAPPA values its relationships with its partners and in 2015, sponsorship opportunities were formalised and the new Partnership and Marketing Program was launched. The amendment of the payment period, to fall in line with the school year, required the allocation of income to the financial year in which it was received which has caused the 2015 income to appear over stated.

The balance sheet also reflects the devaluation of the land and buildings owned in West Leederville which is a direct reflection of the decline in the Western Australian commercial property market.

WAPPA has a robust platform on which to grow and to move forward on all key deliverables outlined in our Strategic Plan within a changing political and financial landscape.

WAPPA will continue to focus on maintaining a healthy financial position in the upcoming financial year as we continue our position as the Western Australian voice for primary school leaders.

## Income and Expenditure Statement

For the year ending 31 March 2016

### INCOME

Revenue from operating activities

### EXPENDITURE

Employee benefits expense

Depreciation and amortisation expense

Event facilities expense

Travel and accommodation

Affiliation and member support

Presenter and consultancy fees

Administrative expense

Other expenses

**Net Profit/(Loss) before tax**

**Income tax expense**

**Net Profit for the year**

### OTHER COMPREHENSIVE INCOME

Revaluation of property

### TOTAL OTHER COMPREHENSIVE INCOME

### TOTAL PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME

	2016 \$	2015 \$
Revenue from operating activities	1,816,191	2,417,792
Employee benefits expense	(847,790)	(737,726)
Depreciation and amortisation expense	(28,052)	(21,067)
Event facilities expense	(287,238)	(300,304)
Travel and accommodation	(39,677)	(92,448)
Affiliation and member support	(217,578)	(247,707)
Presenter and consultancy fees	(140,023)	(136,152)
Administrative expense	(215,045)	(198,764)
Other expenses	(124,719)	(178,684)
<b>Net Profit/(Loss) before tax</b>	<b>(83,931)</b>	504,940
<b>Income tax expense</b>	<b>(21,142)</b>	(89,656)
<b>Net Profit for the year</b>	<b>(105,073)</b>	415,284
<b>OTHER COMPREHENSIVE INCOME</b>		
Revaluation of property	(480,520)	1,410,000
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>(480,520)</b>	1,410,000
<b>TOTAL PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME</b>	<b>(585,593)</b>	1,825,284

The Income and Expenditure Statement and Balance Sheet appear without the accompanying notes from the audited financial statements.

Members can request a complete copy of the audited financial report by emailing [wappa@wappa.net.au](mailto:wappa@wappa.net.au).

## Balance Sheet

As at 31 March 2016

### CURRENT ASSETS

Cash and cash equivalents  
Special purpose funds  
Trade and other receivables  
Inventories  
Other assets  
Current tax assets

### TOTAL CURRENT ASSETS

### NON-CURRENT ASSETS

Loan Receivable  
Property, Plant and Equipment

### TOTAL NON-CURRENT ASSETS

### TOTAL ASSETS

### CURRENT LIABILITIES

Trade and Other Payables  
Current Tax Liability  
Unearned Revenue  
Provision for Employee Benefits

### TOTAL CURRENT LIABILITIES

### NON-CURRENT LIABILITIES

Provision for employee benefits

### TOTAL NON-CURRENT LIABILITIES

### TOTAL LIABILITIES

### NET ASSETS

### EQUITY

Operational reserve  
IT capital and infrastructure reserve  
Advocacy reserve  
R&D reserve  
Promotional reserve  
Asset revaluation reserve  
Accumulated funds

### TOTAL EQUITY

	2016 \$	2015 \$
Cash and cash equivalents	591,715	398,501
Special purpose funds	4,200,000	4,635,000
Trade and other receivables	74,956	275,337
Inventories	13,706	6,289
Other assets	104,344	109,784
Current tax assets	184,987	0
<b>TOTAL CURRENT ASSETS</b>	<b>5,169,708</b>	<b>5,424,911</b>
Loan Receivable	81,192	81,192
Property, Plant and Equipment	1,863,110	2,125,871
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,944,302</b>	<b>2,207,063</b>
<b>TOTAL ASSETS</b>	<b>7,114,010</b>	<b>7,631,974</b>
Trade and Other Payables	85,202	62,673
Current Tax Liability	-	89,656
Unearned Revenue	334,354	151,280
Provision for Employee Benefits	14,863	67,962
<b>TOTAL CURRENT LIABILITIES</b>	<b>434,419</b>	<b>371,571</b>
Provision for employee benefits	32,388	27,607
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>32,388</b>	<b>27,607</b>
<b>TOTAL LIABILITIES</b>	<b>466,807</b>	<b>399,178</b>
<b>NET ASSETS</b>	<b>6,647,203</b>	<b>7,232,796</b>
Operational reserve	1,135,000	1,335,000
IT capital and infrastructure reserve	1,265,000	1,500,000
Advocacy reserve	800,000	800,000
R&D reserve	500,000	500,000
Promotional reserve	500,000	500,000
Asset revaluation reserve	929,480	1,410,000
Accumulated funds	1,517,723	1,187,796
<b>TOTAL EQUITY</b>	<b>6,647,203</b>	<b>7,232,796</b>

## Western Australian Primary Principals' Association Executive Committee Declaration

In the opinion of the Executive Committee of Western Australian Primary Principals' Association:

- The accompanying Statement of Profit or Loss and Other Comprehensive Income is drawn up so as to give a true and fair view of the results of the Association for the financial year ended 31 March 2016;
- The accompanying Statement of Financial Position is drawn up so as to give a true and fair view of the state of affairs of the Association as at 31 March 2016; and
- At the date of this report there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.

Signed in accordance with a resolution of the Executive Committee of Western Australian Primary Principals' Association



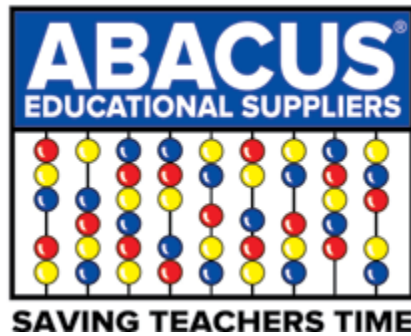
Stephen Breen - President

Dated at Perth this 23 day of May 2016

# WAPPA Partnerships

WAPPA is proud to acknowledge the following businesses who have partnered with the Association in 2015/16.

We extend our thanks and appreciation for their ongoing support and look forward to continuing these fruitful relationships.





# WAPPA Membership Acknowledgments

## Life Members

Alan Beard	Keith Davies	Barry Jones	Dave Nockolds	Leigh Steedman
Alec Bergl	David Farquhar	Brian Kelly	Murray Paddick	Joan Weston (Honorary member)
Mike Berson	Peter Farrell	Bob King	Colin Pettit	Lloyd Wyss (Dec)
Don Blundell-Wignall	Bill Gaynor OAM	Jean Lyneham	Phil Ridden	Stephen Yates
Barry Colvin	Dianne Hore	Spencer McKenna	Rudy Rybarczyk	
Graham Cowell	Don Hore	Tony Misich	Rosemary Simpson	

## Celebrating Ten Years of WAPPA Membership in 2016

Jamie Adair	Josh Butler	Louise Grainger	Leonie Martin	Lyndy Richmond
Sharon Albers-Smith	Sandra Casey	Steve Hardingham	Lesley Mather	Joanne Stewart-Magee
Jenn Allsop	Maria Cook	Allison Hunter	Lisa McMillan	Carol Thorsby
Naomi Bailye	Sonya Cross	Patricia Joss	Noel Morgan	George Tolev
Marie Beardsell	Ray Denholm	Susan Kirkham	Peter Mulcahy	Leanne Vardy
Celine Bellve	Michael Devlin	Linda Lane	Lee Musumeci	Felicity Waring
Donna Bridge	Lisa Fletcher	Julie Loader	Ronnie O'Neil	Jan Whisson
Phillis Broadhurst	Lesley Ghent	Sandra Long	Cath Parry	Steve Wiseman
Paul Burke	Stephen Gossage	Lynnette Macauley	Suzanne Pekin	

## Celebrating Twenty Years of WAPPA Membership in 2016

Ian Anderson	Ron Chesny	Lisa Gibson	Bruce Macauley	Rudy Rybarczyk
Trevor Anderson	Donelle Church	Pauline Grewar	Dale Mackesey	Kevin Saunders
Warren Bachman	Barry Colvin	Lindsay Harby	John Mason	Rod Simeons
Graham Badcock	Glen Cookson	Ian Hastings	Neil McCallum	Rosemary Simpson
Tim Baker	Graham Cowell	Denise Hilsz	Spencer McKenna	Geoff Smith
Tim Bamber	Wayne Cross	Jenny Hirsch	Peter Meston	Leigh Steedman
Alan Beard	Stuart Cumming	Neil Holloway	John Miles	Rod Steere
Mike Berson	Keith Davies	Peter Howse	Tony Misich	Gary Stenhouse
Peter Blackford	Steve Delfs	David Ingle	John Mistilis	Neil Taylor
Don Blundell-Wignall	Alan Dowsett	Brian Jeppesen	Dave Nockolds	Dave Thomas
Patrick Bourke	John Duzevich	Barry Jones	Murray Paddick	Mike Thomson
Jim Bray	Bryce Easton	Brian Kelly	Colin Pettit	Darrin Tinley
Stephen Breen	Fay English	Alan Kidd	Margaret Pretty	Julian Vinciullo
Gary Brown	David Farquhar	Michael King	Gary Quinn	Chris Walsh
Don Brown	Joe Fasolo	Bob King	Roy Reynolds	Grant Ward
Richard Bushell	Ian Francis	Brett Lewis	Bevan Ripp	
Carl Carulli	Bill Gaynor OAM	Barry Liddelow	Irma Roberts	

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