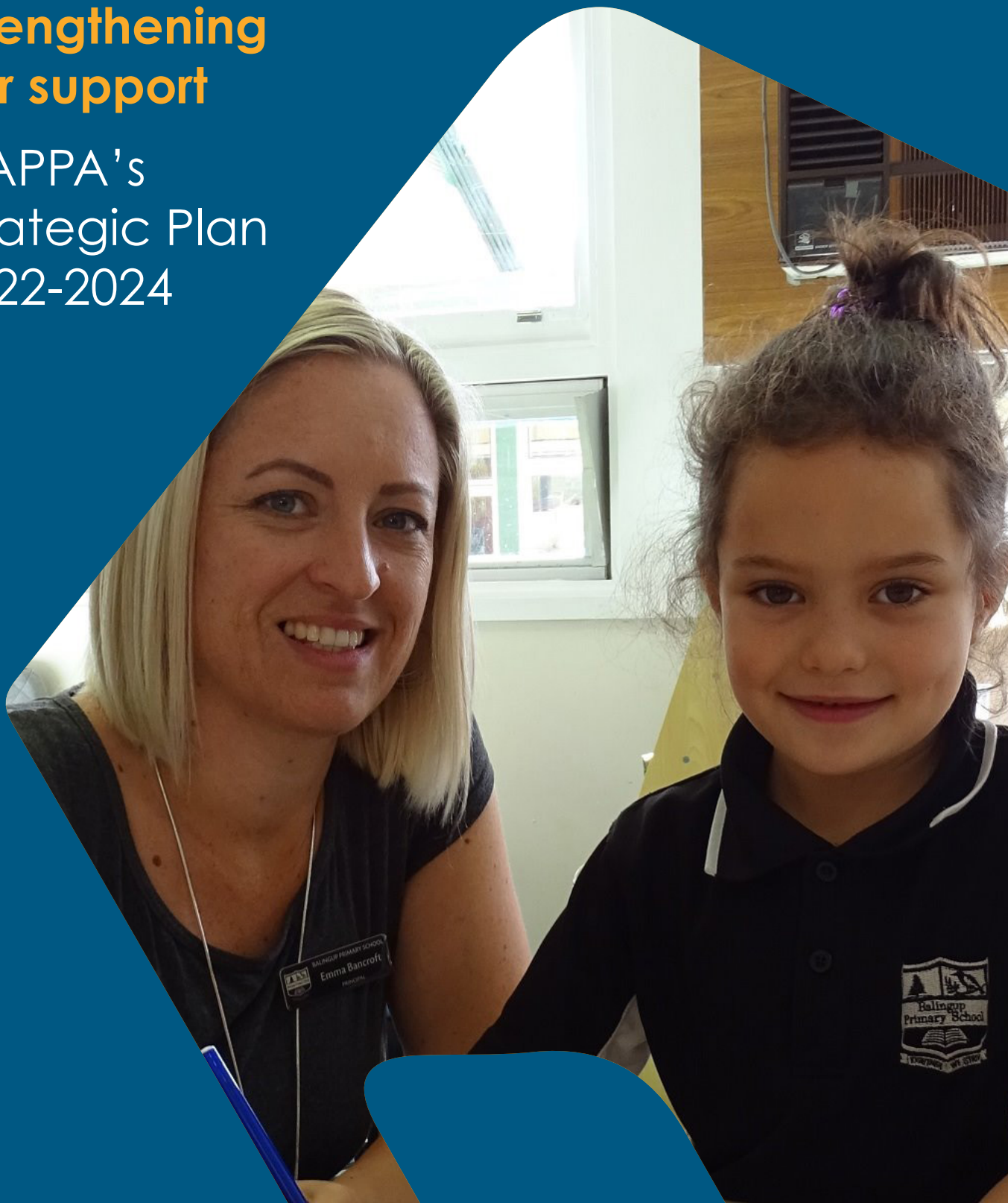




WESTERN AUSTRALIAN PRIMARY
PRINCIPALS' ASSOCIATION

Strengthening our support

WAPPA's
Strategic Plan
2022-2024





Artwork by Donna Bridge (WAPPA Board Member) as a gift for outgoing WAPPA President Ian Anderson, December 2021.



Acknowledgement

WAPPA acknowledges the traditional custodians of the lands on which we, and our members, work. We pay our respects to the elders of these lands and recognise that their stories, history and culture play an integral role in shaping the work of school leaders, today and into the future.

WAPPA recognises and values the diversity of Aboriginal and Torres Strait Islander voices in leadership roles all across our diverse state. WAPPA seeks to actively listen and honour their voice and understand their truth as we continue towards being a culturally safe and inclusive association. Through advocacy, support and connection to our First Peoples, we are honouring culturally responsive leadership that builds on our collective strength and generations of wisdom and knowledge.

▶ Our mission

To support the diverse needs of our members, advocate at all levels, and provide leadership development and engagement opportunities.

▶ Our vision

Quality leadership, through supported and connected leaders.



Our values

We are guided by our values to strengthen how we serve our members and exceed their expectations every day.



Integrity

We build trust by acting honestly, fairly and respectfully at all times. We operate in an environment of transparency and accountability.



Inclusivity

We embrace diversity and create an environment where everyone is recognised, valued and respected.



Excellence

We foster a culture of collaboration and excellence, and hold our Association to the highest of expectations. We imagine what is possible and innovate to achieve the change.



Empathy

We show open-mindedness and kindness, because we value the needs, safety, health and wellbeing of our members and Association's stakeholders.

From the president

It is my very great pleasure to present to you, the 2022-2024 WAPPA Strategic Plan, ***Strengthening our Support***. We are an Association steeped in a proud history of supporting and advocating for members and providing leadership development opportunities. For many decades, WAPPA has been at the forefront of innovation and advocacy in primary education and has always brought members together from across the state to strengthen the connection and engagement of school leaders. Our work has seen us grow into one of the largest associations of primary school leaders in the country. Our reason for being has always been to ensure primary school leaders feel supported and connected, in order to improve educational outcomes.

Through our very strong and ongoing advocacy work, WAPPA feels proud to have helped shape a number of initiatives, that in recent years have provided additional layers of support for our members. Some of these include:

- Establishment of the PFWA, which has provided an alternative layer of industrial support
- Establishment of Collegiate Principals, who have a direct support role for school principals
- Refinement and establishment of professional learning programs from the Department, targeting school leaders at all career stages
- Consolidation of online services, increasing levels of connection and direct communication

As we reflect on our achievements, we are provided with opportunities to review how we provide support and sharpen our focus on the future needs of members. We know that the nature of school leadership is becoming far more complex. We also know that school leaders have high rates of job satisfaction and a genuine feeling of purpose about the work you undertake. This is despite facing increasing demands from internal and external factors; factors such as complex student needs, increased threats of violence, demands of an overcrowded curriculum and challenges with staff attraction and retention.

WAPPA is therefore committed to refining our role to support leaders to navigate these complexities, and ensure your focus remains sharply on leading quality schools to improve student outcomes. We will achieve this by engaging members in the conversations that impact your work. Using your stories, your voice and your experiences, we will advocate strongly at a system level and support members directly in times of need. Much of WAPPA's support work is undertaken directly with members and is both, complex and confidential. This will not change.

Our three year vision includes implementing changes to communications, greater access for regional and remote leaders, more targeted advocacy within the wider community, increased opportunities to share and learn from each other and the pursuit of greater collaborative ventures with all educational stakeholders. Our core business will focus on school leader workload, health, wellbeing, connection, engagement and development. Our priority is meeting the needs of all members, across all contexts.

Throughout the life of this plan, our intention is to strengthen our profession, by finding new ways of ***Strengthening our Support***. Our ultimate goal is to be more accessible to members. Technology now allows us to be more connected than ever before and we will use this technology to engage regularly with our members. We will be pro-active, supportive and influential. We will work to support members' professional needs, whilst continuing to connect and engage members in the evolving educational leadership landscape.





► Our strategic pillars



Support

We are there when you need us



Connection

We foster relationships that strengthen the profession



Advocacy

We are the influential voice for primary school leaders



Leadership

We provide development opportunities at all career stages





Support

We are there when you need us

We support the diverse needs of our members through our commitment to:

- Provide a range of confidential and trusted support services to all members
- Provide responsive professional and legal support to members at critical points of need
- Improved professional collegial support through mentoring, networking and coaching
- Provide access to relevant information and resources, through a range of online services



Advocacy

We are the influential voice for primary school leaders

We advocate for the needs of our members through our commitment to:

- Raise awareness of the key issues that impact school leaders and primary education, to the wider community
- Work with Government and the Department to develop strategies to improve school leader health and wellbeing
- Develop evidence-based position statements, that support primary school leaders and influence educational policy
- Develop strong, strategic relationships that allow us to better support our members' needs
- Provide a strong voice on international, national and local educational committees and advisory groups



Connection

We foster relationships that strengthen the profession

We strengthen member engagement and connections through our commitment to:

- Provide innovative communications that are timely and wide reaching
- Consult with members and share information to help shape our services
- Engage members professionally and socially, through the facilitation of various membership groups
- Create opportunities for professional engagement between educational leaders and stakeholders within the wider community



Leadership

We provide development opportunities at all career stages

We provide leadership growth opportunities to all members through our commitment to:

- Provide innovative professional growth opportunities for members at all stages in their career
- Recognise outstanding leadership through our renewed awards and grants program
- Support relevant educational research by members, and external stakeholders
- Ensure the specific needs of leaders in regional and remote areas are supported



► Measuring our success

In three years we will have:

- Successfully advocated for change that supports primary school leader workload, health and wellbeing
- Maintained or increased membership numbers
- Maintained or increased member engagement across all Association activities
- Maintained or increased partner commitments and member engagement opportunities
- Established a strong, strategic partnership with relevant associations and industrial bodies
- Ensured the ongoing financial stability of the Association







**WESTERN AUSTRALIAN PRIMARY
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