

STRATEGIC PLAN 2026 - 2028

“Shaping our Future”



PRESIDENT'S MESSAGE

It is with pleasure that I present *Shaping our Future: Strategic Plan 2026–2028* which will guide the work of Catholic Secondary Principals Australia (CaSPA). Last year we acknowledged and celebrated 30 years of CaSPA's service and advocacy for Catholic Principals in Australia. The development of the Strategic Plan evaluated the current and future challenges as well as the opportunities for CaSPA.

Since 1994 CaSPA's contribution to the development of National Education policy, has been highly respected and valued. The 2026 - 2028 Strategic Plan outlines how CaSPA and the Board will continue to shape the future of the profession, develop and grow as an organisation and continue to be recognised by governments, government agencies and members alike, for its commitment to the goals of: UNITY, ADVOCACY and SERVICE.

Shaping our Future: Strategic Plan 2026 - 2028 outlines the priorities within each of these goals:

UNITY: CaSPA provides a forum for dialogue, exchange of ideas, and collegiality both within CaSPA and with other principal organisations to build unity.

ADVOCACY: CaSPA presents the views of Catholic Secondary Principals ethically, boldly and with a strong voice.

SERVICE: CaSPA supports Catholic Secondary Principals to be thriving, effective and healthy leaders.

CaSPA's work will continue to ensure that Catholic Secondary Education has a strong, national voice. The Board also aims to ensure that member Principals will be well-connected, supported and celebrated in their important work.

A handwritten signature in black ink, reading 'S Kennaugh'.

Dr Stephen Kennaugh GAICD
CaSPA President

Acknowledgement of Country

CaSPA acknowledges the traditional owners of country throughout Australia and recognise their continuing connection to land, waters and culture.

We pay our respects to their Elders past, present and emerging.

OUR HISTORY

The Catholic Secondary Principals Australia (CaSPA) is a federation of State and Territory based organisations and is the National Association for Principals in Catholic schools.

The association was registered with the Australian Securities and Investment Commission (ASIC) as a public company limited by guarantee, in September 1994. The original name was Association of Principals in Catholic Secondary Schools Australia (APCSSA).

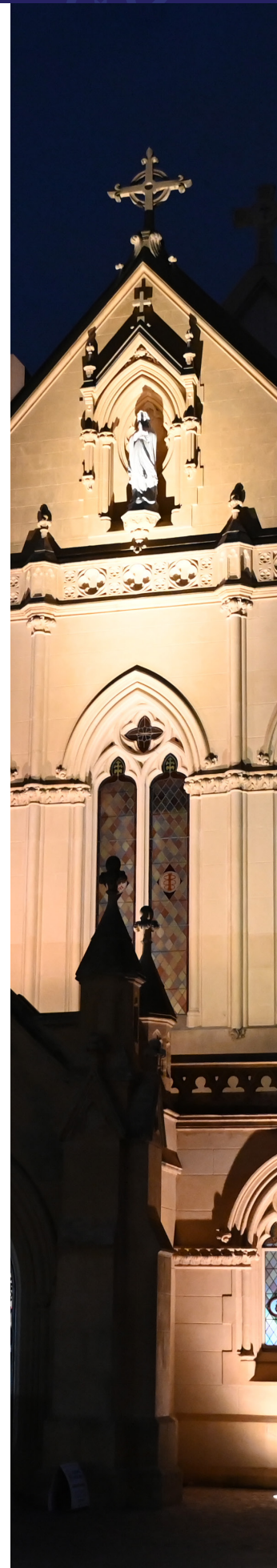
The initial purpose of APCSSA was to provide a voice on education decisions in Australia, to engage with national education issues and to exercise advocacy with the Federal Government and Catholic Church organisations.

In 2007, the name of the association was changed to Catholic Secondary Principals Australia (CaSPA). The strong focus on advocacy and representation has remained integral to the work of CaSPA and its Board.

CaSPA participates in regular briefings and other consultations with the Commonwealth Government and meets with the Federal Minister for Education and the Shadow Minister for Education.

CaSPA is a member of the International Confederation of Principals (ICP) and has representation status with the Australian Institute for Teaching and School Leadership (AITSL), the National Catholic Education Commission (NCEC), the Asia Education Foundation and the Australian Catholic University (ACU). In addition, CaSPA has a collegial relationship with the other national peak Principals' Associations and the Catholic Parents Association of Australia (CSPA).

These strong connections and the commitment of the eight Catholic state and territory Principals' Associations will ensure that the Principals, families, students and staff in Catholic Secondary Schools across Australia continue to thrive and flourish.





UNITY ADVOCACY SERVICE



OUR PURPOSE

CaSPA provides the Unity of, Advocacy for, and Service to Catholic Secondary School Principals in Australia.

CaSPA, is focussed on ensuring that Catholic Secondary Principals have the necessary support and knowledge to lead and thrive in their school. CaSPA is a Catholic organisation first and foremost, with Jesus as the role model. In this spirit, the needs and aspirations of members will shape CaSPA's service.



OUR VISION

Collegiality, Confidence and Wellness for Catholic Secondary School Principals.

CaSPA achieves this through open dialogue, collegiality, advocacy and a contemporary knowledge of the issues impacting Principals and schools. CaSPA ensures that Catholic Secondary School Principals are well represented at a national level. In this way, CaSPA seeks to make a difference in the lives and work of Catholic Secondary Principals. By delivering our Vision our students can reach their optimal potential.



UNDERPINNING THE CASPA PURPOSE AND VISION IS A COMMITMENT TO OUR CORE VALUES.

FAITH - TRUTH - WITNESS - JUSTICE

CaSPA will integrate the above core values into the way that the Association functions. The core values will underpin open and honest communication with members, collaborations with Governments, Principal Associations and other National Organisations. The core values will also inform the work and deliberations of the CaSPA Board itself.



STRATEGIC PILLARS, KEY RESULT AREAS AND PERFORMANCE INDICATORS.

STRATEGIC PILLARS	KEY RESULT AREAS AND PERFORMANCE INDICATORS
<p>UNITY:</p> <p>CaSPA provides a forum for dialogue, exchange of ideas, and collegiality both within CaSPA and with other principal organisations to build unity, reciprocity and mutuality for our common purpose and the common good.</p>	<p>Collaboration and Collegiality</p> <ul style="list-style-type: none"> • Review the current collaboration opportunities with state-based associations and garner new possibilities through a CaSPA survey • Develop and promote a renewed suite of networking and collaborative opportunities/offerings for members including faith formation. • Evaluate, review the success of the renewed offerings. <p>Faith Leadership of Catholic Secondary Schools</p> <ul style="list-style-type: none"> • By developing a networking map of relationships and the intended purpose and possible outcomes for external professional associations. <p>CaSPA Governance</p> <ul style="list-style-type: none"> • One Board meeting per year to include governance formation to inform and improve the practices of the Board. • For the Board to develop a Board Skill Matrix and a Risk Strategy Framework the inform and support the work of the Board. <p>Celebrating Principalship</p> <ul style="list-style-type: none"> • Celebrate principalship through Principal awards. • By creating & sharing 2 'good news stories' per term of principalship in action including at least 2 per year based on faith leadership to shape a positive narrative of Principalship in action.

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<p>ADVOCACY:</p> <p>CaSPA presents the views of Catholic Secondary Principals ethically, boldly and with a strong voice.</p>	<p>Digital Strategy</p> <ul style="list-style-type: none"> • Amplify our digital presence and increase engagement of members and external associations. <p>Communication</p> <ul style="list-style-type: none"> • Monthly eNewsletter. • Update Website monthly. • Directors reporting to State & Territory Associations quarterly. <p>Representation and Advocacy</p> <ul style="list-style-type: none"> • Proactively and in response to Governments – Federal & State, AITSL, NCEC, ACBC, ACARA, ICP, Federal Education Dept & CESF. • Bring to the attention of Diocesan and PJP authorities matters relevant & pertinent for Principals. • Critique and respond to the utterances of the other principal associations. <p>Research</p> <ul style="list-style-type: none"> • Funding and publishing research in a major area of relevance to Catholic Principals annually. (2 pieces per year@\$10K) eg Future of Leadership in Catholic schools. <p>Promotion</p> <ul style="list-style-type: none"> • Highlighting Principals new and experienced via social media e.g. LinkedIn, Newsletter & Conferences. • Showcasing the gifts & talents of CaSPA Principals.



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<p>SERVICE:</p> <p>CaSPA supports Catholic Secondary Principals to be thriving, effective and healthy leaders.</p>	<p>Professional Learning</p> <ul style="list-style-type: none"> • National Conference. • Negotiate access to Research and Professional Journals for members. • Sharing professional research of leaders through the CaSPA Newsletter when relevant. • Reconfigure website to create a portal for sharing speakers resources, initiatives. • Invite Principals to generate/ publish papers/ insights/ reflections of interest to CaSPA. E.g. Remote learning, AI, Single Sex to Co-ed culture settings. <p>Principal Well-Being</p> <ul style="list-style-type: none"> • Welcome of new Principals. • Former Principal engagement initiatives, A chance to engage with alumni Principals: database, opportunities, mentoring. <p>Collegial Support</p> <ul style="list-style-type: none"> • Support Rural / Remote Principals with Professional Learning opportunities / coaching. Seminar and Webinar Opportunities. • Opportunity for Board to celebrate Eucharist once a year in Meeting Location and invite local Principals to join. • Podcasts – access on website (wellbeing, Towards Retirement). <p>Professional Recognition</p> <ul style="list-style-type: none"> • Review all Awards to ensure they remain fit for purpose. • Distinguished Service Awards. • Life Membership category (1 per year). <p>Safeguarding</p> <ul style="list-style-type: none"> • Directors to complete ACSL Safeguarding training for Boards. • Review of CaSPA Policies and Website to reflect an ongoing commitment to Safeguarding.



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