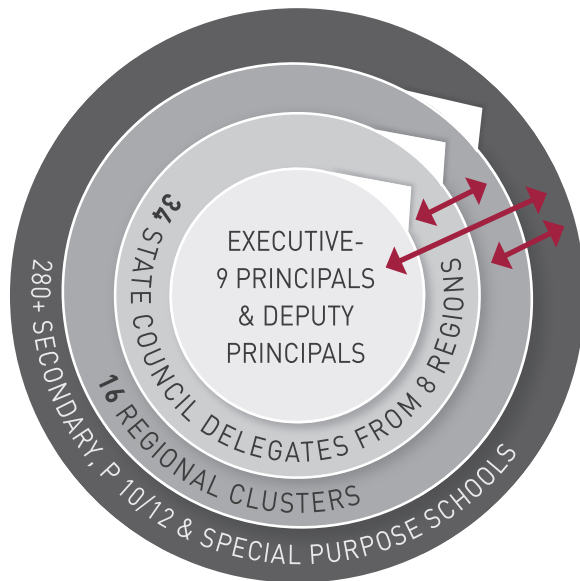
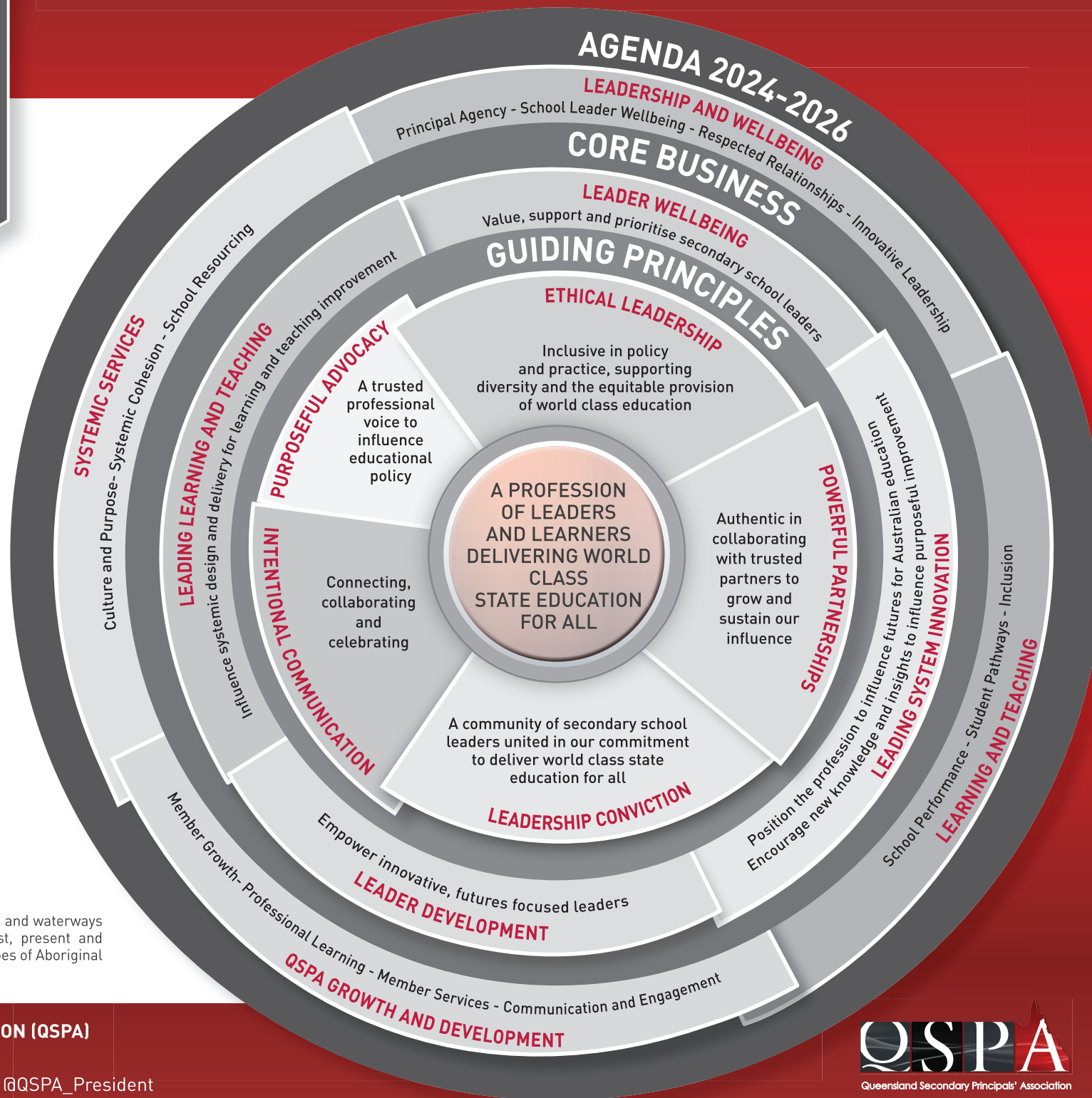


# STRATEGIC PLAN 2024-2026



QSPA acknowledges the Traditional Owners of the lands, seas, skies and waterways from across Queensland. We pay our respect to the Elders, past, present and emerging, for they hold the memories, traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the state.



**QUEENSLAND SECONDARY PRINCIPALS' ASSOCIATION (QSPA)**

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## LEADERSHIP AND WELLBEING

### PRINCIPAL AGENCY

Principal agency empowers educators to shape policies that address diverse needs, ultimately enhancing the system achievement and equity.

### SCHOOL LEADER WELLBEING

Improving and sustaining wellbeing is a shared responsibility of school leaders, our Department, and Government. Leading healthy schools is enabled by prioritising the right work, with the necessary resourcing.

### RESPECTED RELATIONSHIPS

QSPA is respected for providing authentic and expert school-based knowledge. QSPA stakeholder relationships are defined by purpose, trust and a commitment to deliver world class state education for all.

### INNOVATIVE LEADERSHIP

Contemporary contexts provide challenges and opportunities for schools, education systems and broader society. QSPA is committed to ongoing learning; questioning existing practices and leading innovation that improves Queensland secondary education.

## LEARNING AND TEACHING

### SCHOOL PERFORMANCE

Secondary school leaders understand learners and learning and are best placed to determine goals and strategies for improving performance. Improving school performance is a focussed exercise in building capacity. Assessing school performance should be based on a broad range of measures that are reflective of school context.

### STUDENT PATHWAYS

Successful transition to an authentic post-school destination is a goal that secondary school leaders have for all students. Pathways to that goal must be diverse and flexible; respectful of individual student abilities, interests and post-school aspirations. School and system monitoring of progress must inform and build capacity to achieve this goal.

### INCLUSION

Queensland state secondary schools provide an inclusive environment in which all students are encouraged and enabled on their learning journey. Attitudes and practices are respectful and evidence based; with the individual learner and their needs at the core of all decision making.

## SYSTEMIC SERVICES

### CULTURE & PURPOSE

QSPA seeks to enable and embed a positive system culture, based on mutual trust and respect. In high performing systems, clarity of purpose is evident; policies and practices are transparent and people challenge themselves and others to improve. High standards of integrity, accountability and compliance are strengthened through authentic collaboration and consultation.

### SYSTEMIC COHESION

QSPA actively seeks to develop and sustain strong and respected relationships throughout our system. QSPA members bring knowledge and experience that informs and improves decision making. QSPA collaboration and consultation is authentic and purposeful and we seek for that to be reciprocated.

### SCHOOL RESOURCING

Resourcing 21st century schools is complex and costly. Recognising that funding is finite, QSPA will inform and enable clarity around the financial responsibilities of schools and of the system. Resourcing models - human, financial, IT and infrastructure must reflect changing contexts and enable school based flexibility and decision making.

## QSPA GROWTH AND DEVELOPMENT

### MEMBER GROWTH

QSPA members have confidence that the Association is respected as the professional voice of secondary school leaders. Informed advocacy, influence and service are key attractors for prospective members. Target 100% achieves QSPA membership in all schools with secondary enrolments.

### PROFESSIONAL LEARNING

The QSPA Conference is the flagship professional learning experience for members of the Association; one that engages, challenges and affirms the profession of school leadership. The QSPA Regional Enhancement Fund supports a variety of locally designed approaches that enable leadership learning. QSPA Leadership Development Scholarships support individuals in their continued professional growth.

### MEMBER SERVICES

QSPA Executive, State Council and Regional clusters provide significant opportunities for members to engage and inform the work of the Association. Executive portfolios reflect the priorities of secondary school leaders and provide a structured approach to addressing issues and advancing priorities.

### COMMUNICATION AND ENGAGEMENT

Timely and regular communication to QSPA members is a hallmark of the Association. *The President's Pen* provides regular updates while other point in time communications ensure that important information is delivered to secondary school leaders as it is needed. The QSPA website provides a comprehensive focal point for members, stakeholders and business partners. The QSPA President actively engages with members across the state each year.