



**SPAWA**  
School Psychologists Association of Western Australia Inc.

# Strategic Action Plan 2026 – 2028

*Developed by the School Psychologists' Association of Western Australia Inc.  
Association Committee – 2025*

## **OUR OUTCOMES**

*Enhance the effectiveness and sustainability of the Association by streamlining internal operations, ensuring timely and relevant engagement opportunities for members, and consolidating current strategies to retain and grow a diverse and active membership base.*

### **OUTCOME 1:**

SPAWA is the Peak  
Professional Association for  
School Psychologists in WA.

### **OUTCOME 2:**

The Role of the School  
Psychologist is Valued,  
Understood and Utilised.

### **OUTCOME 3:**

School Psychologists are  
supported to connect and  
grow as practitioners.

### **OUTCOME 4:**

Committee operations are  
streamlined to enhance the  
effectiveness and  
sustainability of the  
Association

## **OUR VISION**

*We are dedicated to being the peak professional body for school psychologists working across all sectors of education in Western Australia. We aim to Connect, Inform and Inspire our members through the application of innovation and collaboration, and to deliver relevant, inclusive and energising experiences for all school psychologists. Through all our actions, we connect with each other to share and celebrate the positive impact of our profession on schools.*

# OUTCOME 1: SPAWA is the Peak Professional Association for School Psychologists in WA.

*As an Association Committee, we engage in strategic partnerships to raise the profile of school psychologists in Western Australia, benefit our members, and demonstrate our commitment to effective governance.*

FOCUS	2026	2027	2028
<b>Partnerships</b>  <i>Goal: To establish and maintain strategic partnerships at the local, national, and international level, to the benefit of our members.</i>	<ul style="list-style-type: none"> <li>Establish a Terms of Reference for new and established Partnerships.</li> </ul> <p><b>APACS</b></p> <ul style="list-style-type: none"> <li>Review APACS MOU.</li> <li>Identify collaboration opportunities to enhance member benefits.</li> </ul> <p><b>Employers (DoE, CEWA, AISWA)</b></p> <ul style="list-style-type: none"> <li>Facilitate annual meetings with heads of school psychology from each sector.</li> <li>Engage in sector events where strategic and feasible.</li> </ul> <p><b>Universities</b></p> <ul style="list-style-type: none"> <li>Define and pursue strategic university partnerships.</li> <li>Focus on partnerships for professional learning opportunities.</li> </ul> <p><b>NGOs</b></p> <ul style="list-style-type: none"> <li>Review and assess current partnerships (e.g., ADHD WA, DSF, AAPI) for relevance and impact.</li> </ul> <p><b>Unions (SSTUWA, IEU)</b></p> <ul style="list-style-type: none"> <li>Maintain SSTUWA representation on the committee.</li> <li>Provide regular union updates via newsletters.</li> <li>Explore formal engagement with IEU WA.</li> </ul>	<ul style="list-style-type: none"> <li>Refine and maintain terms of Reference for new and established Partnerships.</li> </ul> <p><b>APACS</b></p> <ul style="list-style-type: none"> <li>Review APACS MOU.</li> <li>SPAWA co-hosts APACS conference.</li> <li>Explore regular opportunities for collaboration.</li> </ul> <p><b>Employers (DoE, CEWA, AISWA)</b></p> <ul style="list-style-type: none"> <li>Facilitate annual meetings with heads of school psychology from each sector.</li> <li>Continued involvement in sector events where strategic and feasible.</li> </ul> <p><b>Universities</b></p> <ul style="list-style-type: none"> <li>Formalise strategic university partnerships.</li> <li>Focus on partnerships for professional learning opportunities.</li> </ul> <p><b>NGOs</b></p> <ul style="list-style-type: none"> <li>Maintain established partnerships.</li> <li>Consider prospective partnerships, including with Aboriginal organisations.</li> </ul> <p><b>Unions (SSTUWA, IEU)</b></p> <ul style="list-style-type: none"> <li>Maintain SSTUWA representation on the committee</li> <li>Establish partnership with IEU</li> <li>Continue to include union updates in newsletter to inform members.</li> <li>Increase awareness of SSTUWA and IEU representation with SPs</li> </ul>	<ul style="list-style-type: none"> <li>Review and maintain terms of Reference for new and established Partnerships.</li> </ul> <p><b>APACS</b></p> <ul style="list-style-type: none"> <li>Review APACS MOU.</li> <li>Continue to engage in regular collaboration.</li> </ul> <p><b>Employers (DoE, CEWA, AISWA)</b></p> <ul style="list-style-type: none"> <li>Hold annual meetings with heads of school psychology from each sector.</li> <li>Continue involvement in sector events where strategic and feasible.</li> </ul> <p><b>Universities</b></p> <ul style="list-style-type: none"> <li>Maintain and review partnerships</li> </ul> <p><b>NGOs</b></p> <ul style="list-style-type: none"> <li>Maintain and review partnerships</li> </ul> <p><b>Unions (SSTUWA, IEU)</b></p> <ul style="list-style-type: none"> <li>Maintain union representative within SSTUWA and IEU.</li> <li>Continue informing of updates to members.</li> <li>Increase awareness of SSTUWA and IEU representation with SPs</li> </ul>

## SPAWA Strategic Action Plan 2026-2028

<b>Sponsorships</b>  <i>Goal: To establish and maintain strategic sponsorship at the local, national, and international level, to the benefit of our members.</i>	<b>2026</b> <ul style="list-style-type: none"> <li>○ Review and update current sponsorship prospectus.</li> <li>○ Review current sponsorship opportunities (e.g. PAA &amp; APACS) and explore long-term sponsorship agreements.</li> <li>○ Review and continue maintenance of sponsorship &amp; partnership tracking document.</li> <li>○ Consideration of new sponsorship opportunities.</li> </ul>	<b>2027</b> <ul style="list-style-type: none"> <li>○ Maintain sponsorship prospectus.</li> <li>○ Maintain sponsorship agreements.</li> <li>○ Explore new sponsorship opportunities with corporations and organisations for SPAWA events.</li> </ul>	<b>2028</b> <ul style="list-style-type: none"> <li>○ Maintain sponsorship prospectus.</li> <li>○ Review and maintain sponsorship agreements and opportunities.</li> </ul>
<b>Memberships</b>  <i>Goal: Maintain and build upon current membership numbers</i>	<ul style="list-style-type: none"> <li>○ Commence the process of streamlining membership renewals online.</li> <li>○ Explore a member communication plan and promotion of member benefits.</li> <li>○ Explore opportunities and strategies to promote and increase student memberships.</li> <li>○ Explore strategies to ensure inclusive practices are embedded in event planning where possible to meet needs of diverse membership base.</li> </ul>	<ul style="list-style-type: none"> <li>○ Review membership fees.</li> <li>○ Maintain process of streamlining membership renewals online.</li> <li>○ Explore targeted strategies to benefit school psychologists located in regional/remote settings.</li> <li>○ Establish a member communication plan and promotion of member benefits.</li> <li>○ Implement strategies to increase student memberships.</li> <li>○ Implement strategies to ensure inclusive practices are embedded in event planning where possible to meet needs of diverse membership base.</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain process of streamlining membership renewals online.</li> <li>○ Implement targeted strategies to benefit school psychologists located in regional/remote settings.</li> <li>○ Review and implement strategies to maintain student memberships.</li> <li>○ Review and implement strategies to ensure inclusive practices are embedded in event planning where possible to meet needs of diverse membership base.</li> </ul>
<b>Reconciliation Action Plan</b>  <i>Goal: Maintain a Reconciliation Action Planning subcommittee to progress the Association's commitment to reconciliation.</i>	<ul style="list-style-type: none"> <li>○ Continue establishment of Reconciliation Action Plan.</li> <li>○ Explore strategies to engage regional members with the committee.</li> </ul>	<ul style="list-style-type: none"> <li>○ Commence implementation of strategies outlined in Reconciliation Action Plan.</li> <li>○ Implement strategies to engage regional members with the committee.</li> <li>○ Allocate finances for consultation with external Aboriginal stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>○ Review Reconciliation Action Plan.</li> <li>○ Review past actions from engaging regional members and external consultation and continue implementation.</li> </ul>

### OUTCOME 2: The Role of the School Psychologist is valued, understood and utilised.

*As an Association Committee, we engage in activities which build understanding about the role of school psychology in Western Australia, celebrate the practice of our members, and connect our members across all sectors and work contexts.*

FOCUS	2026	2027	2028
<b>Awards</b>  <i>Goal: Maintain nominations and awards event to raise the profile of school psychologist practice, celebrate success, and promote social connection between members.</i>	<ul style="list-style-type: none"> <li>○ Maintain event (Gala Awards Night).</li> <li>○ Increase cross-sectoral &amp; regional representation. Promote diverse sector representation within all elements of the awards process and night.</li> <li>○ Continue to review operational manual for awards night.</li> <li>○ Continue to review awards process (including award nominations).</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain event (Gala Awards Night)</li> <li>○ Review alignment of award nomination process/criteria with AHPRA Competencies and School Psychologist job description across sectors.</li> <li>○ Continue to increase and promote diverse sector representation across all elements of the awards process and event.</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain and consolidate Gala Awards Night and award nomination processes.</li> </ul>
<b>School Psychologists' Recognition</b>  <i>Goal: Increase visibility, recognition and understanding of the school psychologist role across all sectors in WA.</i>	<ul style="list-style-type: none"> <li>○ Liaise with sector leaders to support promotion of recognition day for School Psychologists.</li> <li>○ Explore resource promotion pack options for recognition day.</li> <li>○ Explore other opportunities throughout the year to advocate for and build understanding of the school psychologist role</li> </ul>	<ul style="list-style-type: none"> <li>○ Continue cross sectoral promotion of recognition day.</li> <li>○ Increase promotion of recognition day with SPAWA partners (e.g., ADHD WA).</li> <li>○ Create SPAWA specific resource promotion pack.</li> <li>○ Explore options for events for recognition day in future.</li> <li>○ Establish schedule of opportunities throughout the year to advocate for and build understanding of the school psychologist role.</li> </ul>	<ul style="list-style-type: none"> <li>○ Continue to build cross sectoral and organisational promotion of recognition day.</li> <li>○ Continue use and review resource promotion pack.</li> <li>○ Host event in support of annual Recognition Day.</li> <li>○ Review schedule of opportunities throughout the year to advocate for and build understanding of the school psychologist role.</li> </ul>

### OUTCOME 3: School Psychologists are supported to connect and grow as practitioners.

*As an Association Committee, we seek to provide inspiring and innovative professional learning experiences that reflect contemporary research and evidence.*

FOCUS	2026	2027	2028
<b>Conference</b>  <i>Goal: Continue to provide a highly relevant and highly attended conference for school psychologists.</i>	<ul style="list-style-type: none"> <li>Review and optimise conference timing and duration.</li> <li>Analyse attendance trends to inform planning decisions.</li> <li>Assess pricing structure.</li> <li>Consider the development of targeted streams within conference (early career, experienced, leaders).</li> <li>Review and update operational manual.</li> </ul>	<ul style="list-style-type: none"> <li>Review and optimise conference timing and duration.</li> <li>Consider attendance trends in decision making and conference planning.</li> <li>Maintain operational manual.</li> <li>Review findings of pricing structure assessment.</li> <li>APACS x SPAWA conference in 2027.</li> <li>Review/implement development of targeted streams.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise pricing structure to align with strategic budget.</li> <li>Action any changes to conference timing/duration/structure.</li> </ul>
<b>Professional Learning</b>  <i>Goal: Provide regular opportunities for members to connect and learn from their peers and leaders of the profession, and provide opportunities to develop practice.</i>	<ul style="list-style-type: none"> <li>Establish a yearly calendar with all scheduled PL events to be launched in 2027.</li> <li>Continue to build PL attendance through regular promotion.</li> <li>Schedule 3 x Webi-SPAs per year.</li> <li>Review and utilise partnerships to extend member access to other organisations' PL opportunities.</li> <li>Explore opportunities for accessible PL (online, recording options).</li> </ul>	<ul style="list-style-type: none"> <li>Publish a yearly calendar of PL events.</li> <li>Continue to build attendance through regular promotion.</li> <li>Schedule 3 x Webi-SPAs per year.</li> <li>Utilise partnerships to extend access to PL opportunities.</li> <li>Implement accessible PL options where possible (online, recording options).</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a yearly calendar of PL events.</li> <li>Maintain attendance at PL events.</li> <li>Maintain PL opportunities through partnerships.</li> <li>Maintain accessible PL options where possible (online, recording options).</li> </ul>
<b>Communications</b>  <i>Goal: Strengthen communication to members and between members to increase connection.</i>	<ul style="list-style-type: none"> <li>Launch SPAWA membership area on website</li> <li>Explore the establishment of member-led peer connection and CPD groups.</li> <li>Embed self-care and wellbeing themes within membership communications (website, newsletters, events).</li> </ul>	<ul style="list-style-type: none"> <li>Establish member-led peer connection and CPD groups.</li> <li>Continue to embed self-care and wellbeing themes within membership communications (e.g. website, newsletters, events).</li> <li>Review membership area on website.</li> </ul>	<ul style="list-style-type: none"> <li>Review member-led peer connection and CPD groups.</li> <li>Maintain membership area on website.</li> <li>Continue to embed self-care and wellbeing themes within communications.</li> </ul>

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<b>Non-government Representation</b>  <i>GOAL: Continue to strengthen engagement with the non-government sector to ensure our members' needs are met.</i>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Rural Representation</b>  <i>GOAL: To increase engagement with rural/regional-based SPs to ensure their needs are identified, and their connections to their colleagues are strengthened.</i>	<ul style="list-style-type: none"> <li>○ Investigate a connection with Independent Schools' Counsellors' Association (ISCA).</li> <li>○ Plan for focus group in 2027.</li> </ul>	<ul style="list-style-type: none"> <li>○ Facilitate targeted non-gov focus group to gather insights and professional needs to inform planning.</li> <li>○ Establish a connection with ISCA.</li> </ul>	<ul style="list-style-type: none"> <li>○ Use insights from focus groups and feedback to inform further planning.</li> </ul>
<b>Life Members &amp; Friends of SPAWA</b>  <i>Goal: Continue to actively engage with Life Members &amp; Friends of SPAWA to build strategic connections and maintain the profile of SPAWA amongst school psychologists.</i>	<ul style="list-style-type: none"> <li>○ Maintain Networking Sundowner Event.</li> <li>○ Develop a register of Life Members, Friends of SPAWA, and key stakeholders.</li> <li>○ Establish a definition of "Friends of SPAWA"</li> <li>○ Engage with Life Members/Friends of SPAWA to determine opportunities for contribution to and collaboration with the Association.</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain Networking Sundowner Event.</li> <li>○ Review and maintain register of Life Members, Friends of SPAWA, and key stakeholders.</li> <li>○ Review and continue to engage with Life Members/Friends of SPAWA to determine opportunities for contribution to and collaboration with the Association.</li> </ul>	<ul style="list-style-type: none"> <li>○ Review Networking Sundowner Event.</li> <li>○ Continue maintenance of register.</li> <li>○ Continue to engage with and provide opportunities for Life Members/Friends of SPAWA to contribute and collaborate with the Association.</li> </ul>

## OUTCOME 4: Enhance the effectiveness and sustainability of the Association by streamlining internal operations.

*Committee operations are streamlined to enhance the effectiveness and sustainability of the Association.*

FOCUS	2026	2027	2028
<b>Administration</b>  <i>Goal: Improve internal processes, tools, and systems to support committee functionality and sustainability.</i>	<ul style="list-style-type: none"> <li>○ Draft a technical manual for all SPAWA administrative tasks.</li> <li>○ Explore new resources to modernise administrative tasks (e.g. laptop).</li> <li>○ Explore use of assistive technology programs with support with PL delivery.</li> <li>○ Audit of SPAWA merchandise stock and records.</li> <li>○ Formalise process for proposing a project to the committee which requires financial commitment.</li> </ul>	<ul style="list-style-type: none"> <li>○ Finalise the technical manual.</li> <li>○ Confirm and progress new resources.</li> <li>○ Finalise audit of assets, including tracking document.</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain the technical manual.</li> <li>○ Finalise new resources.</li> <li>○ Maintain tracking of assets.</li> </ul>
<b>Digital &amp; Information Management</b>  <i>Goal: Strengthen digital capabilities and information systems to support effective operations within the Committee.</i>	<ul style="list-style-type: none"> <li>○ Launch new website.</li> <li>○ Establish a subgroup to maintain the website.</li> <li>○ Review current digital data/resource storage options.</li> <li>○ Audit of resources on current online storage system.</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain website.</li> <li>○ Finalise digital data/resource storage options.</li> <li>○ Consolidate resources.</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain and update website as needed.</li> <li>○ Maintain digital storage and resources.</li> </ul>
<b>Financial Sustainability</b>  <i>Goal: Ensure long-term financial health and align budgeting with strategic priorities.</i>	<ul style="list-style-type: none"> <li>○ Engage a financial planner to assist the Association with reviewing current funds and developing a strategic budget to best support all member benefits and committee functions.</li> </ul>	<ul style="list-style-type: none"> <li>○ Review outcomes from financial planner and strategic budget, implement further actions as required.</li> <li>○ Continue to consult with financial planner.</li> </ul>	<ul style="list-style-type: none"> <li>○ Finalise outcomes from planner and budget, review for next strategic planning cycle.</li> <li>○ Continue to consult with financial planner.</li> </ul>



## SPA WA Strategic Action Plan 2026-2028

<b>Governance</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<i>Goal: Ensure SPAWA is operating in alignment with legal obligations and contemporary governance standards.</i>	<ul style="list-style-type: none"> <li>○ Review current constitution.</li> <li>○ Explore obligations as association under current legislation.</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>○ Draft updated constitution if required.</li> <li>○ Review and maintain obligations as association under current legislation.</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>○ Finalise update to constitution if required.</li> <li>○ Maintain obligations as association under current legislation.</li> <li>○</li> </ul>
<b>Committee</b> <i>Goal: Establish processes and supports to maintain a high-functioning committee.</i>	<ul style="list-style-type: none"> <li>○ Develop committee succession planning guide to enhance sustainability.</li> <li>○ Explore committee recruitment opportunities.</li> <li>○ Explore opportunities to expand non-government and rural representation to ensure diverse committee.</li> </ul>	<ul style="list-style-type: none"> <li>○ Finalise committee succession planning guide to enhance sustainability.</li> <li>○ Implement strategies for committee recruitment.</li> <li>○ Implement strategies to expand non-government and rural representation to ensure diverse committee.</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain and consolidate succession planning processes.</li> </ul>



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