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ABN: 39956608677

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2026 Annual General Meeting

11:00am - Wednesday, 4 March 2026

EAST Hotel, Kingston, ACT

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National Advisory Council 2025

President	Angela Falkenberg	APPA
Deputy President	Sally Ruston AM	IPSHA (NSW)
National Sector Presidents	Pat Murphy	AGPPA
	Martin Lubrano	IPSHA
	Phil Schultz	ACPPA
State & Territory Association Representatives	Chris Jones	ACTPA
	Rachel Smith	ACTCPPA
	Michael Burgess	NSWPPA
	Chris Wyatt / Martin Lubrano	IPSHA - NSW
	Mark Bateman	ACSP - NSW
	Caroline Edwards	NTPA
	Paula Sellars	NTCPA
	Debbie Hanson	QASSP
	Erin Tonscheck	IPSHA - QLD
	Roycelyn Wilden	QCPPA
	Tobias O'Connor	SAPPA
	Marika Taylor	IPSHA - SA
	Annette Diassinas	SACPPA
	Mat Grining	TPA
	Stephen Coventry	IPSHA - TAS
	Megan Richardson	CPAT
	Andrew Dagleish	VPA
	Joanne Barker / Allison Prandolini	IPSHA - VIC
	Damian Howard	VACPSP
	Niel Smith	WAPPA
	Roderick Wood	IPSHA - WA
	Annette Quirk	CPPAWA
	Dyonne Anderson	NATSIPA* (Observer)
	Matthew Johnson	ASEPA* (Observer)
Executive Officer	Graeme Feeney	(Company Secretary)
Key	Bold Font denotes representative also serves as an APPA Board member .	

Full contact details for all members of the National Advisory Council are available on the APPA Website
www.appa.asn.au

Immediate Past President

2019-2023 Malcolm Elliott (Hobart)

Life Members

1994	Ronald Sandeman Neil Mason Erroll Robinson Nigel Bentley Leslie Bishop Gary Rodgers	Australian Capital Territory South Australia South Australia Tasmania Tasmania Victoria
1995	Julie Biles Barry McConville Frank Hennessy Peter Radford Gary McClean John Bugg Mike Berson Graham Cowell John Willett	Australian Capital Territory New South Wales Queensland Tasmania Victoria Victoria Western Australia Western Australia Western Australia
1996	Marilyn Gilberston Richard Wyatt Peter Paul Paul Aldred Janet Purcell	South Australia Tasmania Victoria Western Australia Western Australia
1997	Tom Croker Geoffrey Gapper Brian Pocock Leonie Drew Tony Misich Patrick (Jim) Smith	New South Wales South Australia South Australia Western Australia Western Australia Western Australia
1998	Jenny Leeson David Bishop	Australian Capital Territory New South Wales

	Kathy Campbell Maureen Stephenson Shane Baker	New South Wales New South Wales Western Australia
1999	Chris Cameron Joan North Ken Hedley	Australian Capital Territory Victoria Western Australia
2000	John Turner	Victoria
2001	Colleen Breheney	Tasmania
2002	Elizabeth Moroney Rosalie Ramsay Paul Cazzulino Vicki Simmonds Janice Szmal	Australian Capital Territory New South Wales Queensland Victoria Victoria
2004	Sean Gordon	Queensland
2006	Chris Robarts	Victoria
2008	Dr Roderick Crouch Colin Pettit	Queensland Western Australia
2009	Patrick McGrath Anthony McGruther	Australian Capital Territory Queensland
2011	Leonie Trimper Janet Wilmot	South Australia Western Australia
2012	Tim Emery	Western Australia
2014	Geoff Scott Robert Hoff Stephen Portlock	New South Wales South Australia South Australia
2016	Sally Ruston Norm Hart Dave Edwards Gabrielle Leigh	New South Wales Queensland South Australia Victoria
2016	Stephen Breen	Western Australia

2021	Michael Nuttall Dennis Yarrington Graeme Feeney Mark Mowbray Phil Seymour	Australian Capital Territory Australian Capital Territory New South Wales New South Wales New South Wales
2022	Dr Ian Anderson Brad Gaynor Ros Oates	Western Australia Australian Capital Territory South Australia
2024	Grant Bock Malcolm Elliott	South Australia Tasmania

Primary Heroes

2007	Emeritus Professor Max Angus Harriet Olney	Western Australia Western Australia
2021	Professor Phil Riley	Victoria

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2026 AGM Agenda

1. Attendance
2. Apologies
3. Minutes of 2025 Annual General Meeting
4. Financial Accounts for the year ended 31 December 2025
5. Directors' Report and Declaration
6. Auditor's Report
7. Appointment of Auditor

2026 AGM Resolutions

THAT the minutes of the 2025 Annual General Meeting of the Company be accepted.

THAT the Financial Accounts of the Company for the year ended 31 December 2025 be accepted.

THAT the Directors' Report and Declaration be approved and signed by a Director on behalf of the Board of Directors of the Company.

THAT the Report of the Auditor of the Company be accepted.

THAT Nexia Canberra be appointed as Auditor for the forthcoming financial reporting year.

Minutes of 2025 ANNUAL GENERAL MEETING
AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
Wednesday, 5 March 2025 at 11:00am (AEDT)

Meeting Opened: 11:00am

1. Attendance:

The following NAC members attended the 2025 AGM representing their Member Associations:

President	Angela Falkenberg	APPA
Deputy President	Sally Ruston	IPSHA - NSW
National Sector Presidents	Pat Murphy	AGPPA
	Phil Schultz	ACPPA
	Martin Lubrano	IPSHA
State & Territory Association Representatives	Chris Jones	ACTPA
	Paula Sellars	NTCPA
	Michael Burgess	NSWPPA
	Mark Bateman	ACSP
	Carolyn Edwards	NTPA
	Paula Sellars	NTCPA
	Erin Tonscheck	IPSHA - QLD
	Tobias O'Connor	SAPPA
	Annette Diassinias	SACPPA
	Marika Taylor	IPSHA - SA
	Mat Grining	TPA
	Megan Richardson	CPAT
	Stephen Coventry	IPSHA - TAS
	Andrew Dagleish	VPA
	Damian Howard	VACPSP
	Joanne Barker	IPSHA - VIC
	Niel Smith	WAPPA
	Annette Quirk	CPPAWA
	Wayne Revitt	IPSHA - WA
	Matthew Johnson	ASEPA* (Observer)
Executive Officer	Graeme Feeney	(Company Secretary)
Executive Assistant	Tania Buktenica	

* Indicates Collaborative Partner **Bold Font** Indicates Board Member

2. Apologies

The following NAC members sent their apologies:

State & Territory Association Representatives		
	Roycelyn Wilden	QCPPA
	Debbie Hansen	QASSP
	Chris Wyatt	IPSHA - NSW
	Roderick Wood	IPSHA - WA
	Rachel Smith	ACTPPA - Rachel Smith provided a proxy form nominating Phil Shultz
	Dyonne Anderson	NATSIPA* (Observer)

3. Minutes of 2024 Annual General Meeting

The President invited questions and there were none.

ALL members present ACCEPTED the minutes of the 2024 Annual General Meeting of the Company.

4. Financial Accounts for the year ended 31 December 2024

The President invited questions and there were none.

ALL members present ACCEPTED the Financial Accounts of the Company for the year ended 31 December 2024.

5. Directors' Report and Declaration

The President invited questions and there were none.

ALL members present APPROVED the Directors' Report and Declaration to be signed by the President, Angela Falkenberg, on behalf of the Board of Directors of the Company.

6. Auditor's Report

The President invited questions and there were none.

ALL members ACCEPTED the Report of the Auditor of the Company.

7. Appointment of Auditor

ALL members APPROVED Nexia Australia be appointed as Auditor for the forthcoming financial reporting year.

8. Reports

APPA President, Angela Falkenberg, presented her APPA President's Report.
(Report tabled.)

AGPPA, IPSHA and ACPPA Reports tabled.

The President acknowledged the valued contribution of the NAC members.

Meeting Closed: 11:05am

Signed:

A handwritten signature in black ink, appearing to read 'A Falkenberg', with a long horizontal flourish extending to the right.

Name: Angela Falkenberg

Position: Chair / APPA President

Date: 5 / 3 / 2025



APPA President 2026 Annual Report

Our Purpose

APPA's Vision: To see primary school principals esteemed, confident and thriving in their leadership of global standard education in every Australian primary school.

APPA's Mission: To provide a national voice for all primary school principals and through advocacy and support, advance the education and wellbeing of primary school leaders, students and communities.

APPA's Values: *Collegiality | Credibility | Integrity | Independence | Sustainability*

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President's Overview

Over the past twelve months, APPA has maintained a visible, credible, and increasingly influential presence across the national education landscape. Through sustained advocacy, strategic partnerships, and evidence-informed leadership, APPA has strengthened its role as the authoritative national voice for primary principals.

This year has been characterised by three strong themes:

1. **A clearer professional voice** through the publication and use of APPA's position papers
2. **Greater national influence** through parliamentary engagement, advisory roles, and cross-sector partnerships
3. **A continued commitment to leadership sustainability**, safe workplaces, and the wellbeing of school leaders

A significant achievement has been the continued development and publication of APPA's **position papers**, which are now a powerful asset for the profession. They provide clear, credible perspectives on the issues that matter most to primary leaders. Importantly, they offer accessible language and evidence that principals can use to advocate, influence, and defend professional judgement. The uptake and reach of these papers across jurisdictions and stakeholder groups reflects APPA's growing authority—and the appetite for strong, evidence-based leadership from the primary sector.

At the same time, an ongoing challenge remains: ensuring APPA's work is fully understood and recognised across the broader profession. The APPA Board and National Advisory Council are essential conduits between APPA and member associations. The confidence with which APPA's work is shared through newsletters, sector updates, conferences and local networks directly influences how effectively APPA's advocacy is perceived and valued. Strengthening this communication loop will remain a priority.

Throughout the year, APPA has continued to surface the realities of contemporary primary school leadership: workforce pressures, wellbeing concerns, inclusion demands, and the intensification of the role, while advocating for practical, sustainable solutions.

In regular conversations with the “Big Four”—**AITSL, AERO, ACARA and ESA**, APPA has consistently reinforced the need for greater national consistency. When expectations, frameworks and guidance vary across agencies, the professional practice of principals becomes vulnerable to contestation. A coherent national approach is essential to strengthening the profession and reducing unnecessary complexity for school leaders.

APPA enters the coming year with strong momentum, a clear strategic direction, and a deep commitment to advancing the profession.

Our National Primary Education Moment: The Primary Summit (26 May 2025)

The **National Primary Summit** held on 26 May brought leaders together to share ideas, strengthen networks, and advocate for a future where primary education is positioned as the foundation of national wellbeing and prosperity.

The Summit strengthened collective commitment to five key priorities:

- **Increasing cross-sector collaboration** (health, education, housing, child protection), as fragmented and inaccessible services are failing to meet family needs.
- **Investing early and wisely**, recognising that early environments strongly influence later outcomes and early disadvantage compounds over time.
- **Measuring what truly matters**, expanding what we value so that we honour the full complexity of childhood and the true impact of teaching.
- **Embedding culturally safe practices and pedagogy**, ensuring First Nations children are supported through community-led approaches beginning before school and continuing with strength throughout the primary years.
- **Elevating teacher and student voice**, ensuring those closest to learning shape the future of primary education.

The Summit reinforced APPA’s role as a national convenor, bringing together expertise, evidence and lived experience to influence future system reform.

APPA National Conference 2025 - Brisbane Theme: Leading Well. Together

APPA’s National Conference continues to be a key opportunity for primary leaders to connect, learn and strengthen leadership capability. The 2025 Conference in Brisbane delivered high-quality professional learning and a strong on-site experience.

Conference feedback was strongly positive:

- Around **three quarters** of respondents rated conference organisation and the on-site experience **four or five out of five**
- More than **80%** rated workshop presentations **4 or 5 out of 5**
- Delegates attended primarily for **professional learning (41.5%)** and **networking (28%)**

While the conference is not a profit-making endeavour, it is essential to APPA's brand and credibility. Registrations were lower than desired. Increasing conference participation remains a priority and will require shared leadership across all member associations.

APPA acknowledges the valued support of our conference photography sponsors: **The School Photographer Alliance** and **Queensland School Photography**.

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APPA Strategic Pillars - 2025-2026

➤ **Pillar One: Advocate for the Profession**

A stronger national voice for primary principals

APPA continued to play a central role in shaping national education policy and public discourse. Across the year, APPA engaged directly with government, statutory authorities, universities and national advisory bodies to ensure the voice of primary principals remained influential in decisions affecting schools, students and communities.

Key national advocacy achievements included:

- Presenting at the **Senate Committee Hearing on Thriving Kids**, responding to questions arising from APPA's submission
- Providing evidence to the **House Standing Committee on Education inquiry** into building Asia capability through education
- Representing primary principals on the **Federal Minister's Principal Reference Group**
- Active engagement in the **National Principal Reference Group**, including contributions on:
 - the Australian Teaching and Learning Commission
 - Foundation–Year 2 curriculum review
 - ITE quality assurance
 - social media age restrictions
- Ongoing involvement in the **Thriving Kids National Advisory Group**, advocating for realistic expectations of schools and exploring opportunities such as allied health student placements to strengthen early intervention
- Participation in the **Graduate Teacher Performance Assessment Advisory Board**
- Meetings with **ACARA** on Foundation–Year 2 mathematics work
- Recruitment of school leaders for **AITSL** committees on leadership development, transitions and professional expectations

Strengthening Advocacy through Research

APPA's research conducted in partnership with Australian Catholic University (ACU) into the impact of offensive behaviour was completed. The report 'Unveiling the Ripple Effect: How Offensive Behaviours Impact School Leaders' Productivity' was published in December 2025 and resulted in strong media engagement. Unveiling the Ripple Effect: How Offensive Behaviours Impact School Leaders' Productivity. "What happens when leadership time is hijacked?", referencing the report was published in Education Matters Magazine.

The findings are sobering. The report estimates that the productivity cost of school leaders managing offensive behaviours is at least \$206 million each year.

Key findings include:

- 94% of school leaders reported experiencing offensive behaviours
- Offensive behaviours reduce leader productivity
- Offensive behaviours are linked to reduced wellbeing
- The estimated annual productivity loss is at least \$206 million to the education sector

APPA calls for stronger systemic support and targeted professional learning to prevent and respond to offensive behaviours.

Imagine what school leaders could achieve if their time wasn't consumed managing the fallout from offensive behaviour.

Strengthening First Nations Advocacy

APPA strengthened its commitment to First Nations education through engagement with the SA Aboriginal Children's Commissioner and a submission supporting the development of a First Nations Education Policy.

National and International Influence

APPA's influence extended beyond Australia through participation in international forums including the International Confederation of Principals and engagement in national alliances supporting inclusion and equity.

Overall impact: APPA ensured the expertise of primary principals informed national policy, reform agendas and public understanding, strengthening the profession's standing and ensuring the realities of school leadership remain visible.

➤ **Pillar Two: Grow and Develop the Profession**

Building sustainable leadership, safe workplaces and capability

APPA's work this year focused strongly on strengthening the conditions that enable primary principals to thrive, professionally, personally and collectively.

Key achievements included:

- Contributions to Thriving Kids deep dive workshops shaping national thinking on workforce, early childhood and wellbeing
- Progressing partnership work with Headspace and others to explore a **national pilot on supervision and reflective practice for school leaders**
- Finalising APPA PARF research, **The Ripple Effect**, examining productivity impacts of threats and harassment
- Delivering national workshops across jurisdictions and sectors on belonging, leadership and women's leadership pathways
- Supporting micro-credential initiatives for teacher professional learning
- Hosting MAST training and documenting feedback for international reporting
- Continuing to support principals navigating complex employment matters and high-risk leadership situations
- Securing PARF funding for **Stronger Schools, Fairer Futures: Developing Principals to Lead for Equity** (\$30,000), focused on evidence synthesis and focus groups to inform future professional learning

Overall impact: APPA strengthened professional learning, wellbeing supports, and leadership development across all career stages—while continuing to advocate for safe and sustainable working conditions.

➤ **Pillar Three: Influence Primary Education**

Evidence, research and system improvement

APPA continued to shape the future of primary education by partnering with researchers, contributing to national reviews, and championing evidence-informed practice.

Key areas of influence included:

Mental Health, Disability and Inclusion

APPA supported national efforts to improve student wellbeing and inclusive practice through:

- Letters of support for major research and program funding (including MCRI, University of Newcastle, and Quality Use of Medicines research)
- Participation in national forums and advisory groups including Autism CRC, Orygen, AERO and early childhood intervention frameworks
- Contributions to guidance and reviews on disruptive behaviours and inclusive education

Targeted Research and Evidence Translation

APPA strengthened research partnerships to ensure system improvement is grounded in evidence, including commencement of APPA PARF equity leadership research with Professor Rob Hattam.

Leadership in the Early Years

APPA strengthened its leadership in early childhood transition and policy through:

- early years policy dialogue and briefings
- development of an APPA Early Years Explainer for the National Advisory Council
- engagement with early childhood experts and national forums
- development of 'Make Wait Time Great Time' posters distributed by the AMA for doctor waiting rooms

Overall impact: APPA strengthened the evidence base for primary education and ensured primary schooling remains central to national policy on wellbeing, inclusion, early learning and equity.

➤ **Pillar Four: Effective Governance and Management**

Partnerships, organisational strength and strategic coherence

APPA continued to strengthen governance structures, organisational capability and national partnerships to support its growing influence.

Key governance and organisational achievements included:

- Chairing APPA Board, National Advisory Council and National Conference Committee meetings
- Facilitating an APPA team planning day to strengthen strategic coherence and delivery

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- Supporting annual governance training for all directors
 - Participating in PARF Board meetings and the PARF AGM, including presenting APPA strategic directions
 - Renewing the APPA Canberra office lease and finalising contract arrangements for 2025–2026
 - Strengthening communication strategy and refining national messaging
 - Building partnerships across key organisations including AITSL, ACARA, AERO, ESA, Headspace, GELP, The Smith Family, Reconciliation Australia, and cross-sector partners

Overall impact: APPA strengthened organisational resilience and ensured governance and operations effectively support APPA’s national advocacy, convening role and strategic priorities.

Media Engagement and National Advocacy Reach

Over the past year, APPA strengthened its position as the leading national voice for primary principals through sustained and strategic media engagement.

APPA contributed to informed public dialogue across television, radio, print, podcasts and digital media, with more than **25 major engagements** and dozens of additional touchpoints.

Key advocacy themes included:

- workforce shortages, wellbeing and workload intensity
- student attendance, behaviour and wellbeing
- social media, AI and digital safety
- medication management and critical incident responses
- gender pay gap data, misogyny and family violence
- school transitions, sun protection and community cohesion

APPA also strengthened its owned channels, including:

- **40 Leader Wellbeing Thoughts**
- **8 Horizons newsletters**
- **40+ Facebook posts**
- media releases supporting national campaigns including **Primary Principal Day** and the **MySchool letter campaign**

Overall impact: APPA’s media engagement reinforced primary principals as trusted experts, strengthened public understanding of school leadership pressures, and elevated evidence-based advocacy in national debates.

Looking Ahead

APPA enters the coming year with strong momentum and a clear strategic direction.

The foundations laid this year: strengthened relationships, evidence-informed policy influence, and a more unified national voice, position APPA to continue leading with clarity, purpose and impact.

Our priorities moving forward include:

- strengthening national consistency across agencies and guidance
- continuing to advocate for safe, sustainable leadership conditions
- deepening cross-sector partnerships supporting children and families
- expanding APPA's reach so that every principal in Australia clearly understands and benefits from APPA's work
- increasing engagement and participation in APPA's national conference and professional learning

Closing Reflection

Primary principals lead at the intersection of learning, wellbeing, safety, equity, and community life. APPA's work exists to ensure this leadership is not only recognised, but supported, strengthened and protected.

As we look ahead to 2026, APPA's focus is clear: Australia must put **primary first**. The primary years are where foundations are built, disadvantage can be interrupted early, and lifelong learning trajectories are shaped. If we want stronger outcomes for children, we must strengthen the conditions for the people who lead primary schools.

One of our key national advocacy priorities in 2026 is lifting public understanding of the reality, breadth and complexity of the principal role. To support this, we have begun a soft launch of APPA's national Instagram campaign: **A Day in the Life of a Principal**, via @appa.connect.

This campaign is a practical, low-cost way to build visibility for primary leadership, and to validate the work of principals and school leaders across Australia. It is also one of the most direct ways we can amplify the Primary First message in real time, particularly in the lead-up to Primary Week and Primary Principal Day.

This is a simple action that will make a real difference.

Because if we want the wider community to understand the importance of primary schooling, and the complexity of leading it, we must show it, not just describe it.

This campaign will help APPA build:

- consistent public storytelling
- a national, unified voice
- authentic examples from real leaders
- reusable content for advocacy, media and stakeholder engagement

Thank you to the APPA Board, National Advisory Council, member associations, and our many partners. Most importantly, thank you to every primary principal across Australia. Your leadership continues to hold communities together, and your work remains central to the nation's future.

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Angela Falkenberg

President, Australian Primary Principals Association (APPA)

4 March 2026



AGPPA
Australian Government
Primary Principals
Association

AGPPA President's Report AGPPA AGM - 4 March 2026

Dear Colleagues,

It is my privilege to provide this brief report on behalf of the Australian Government Primary Principals Association to the APPA AGM. Guided by our 2025-2027 Strategic Plan, we have sharpened our focus on advocacy and connection to ensure all primary schools are appropriately resourced and supported to meet the needs of every student, leader, and community across Australia.

A Landmark Year for School Funding Advocacy

2025 was a defining year in the national funding conversation.

Seven of the eight states and territories signed agreements to deliver **100% of the Schooling Resource Standard (SRS)**. While many agreements do not fully take effect until later in the decade, the national shift in intent is significant.

AGPPA members played a key role in:

- Bringing national attention to funding inequities in the Northern Territory
- Being the first prominent voice to challenge the long-standing **4% write-off**, now removed from all new agreements
- Advocating strongly in national media for full SRS funding across jurisdictions

These outcomes reflect the power of a consistent message carried by primary principals across the country.

Influencing National Policy and Reform

AGPPA's influence extended beyond funding into broader reform:

- We have worked closely with **ACARA** in the renewal of the Mathematics curriculum to ensure a strong primary perspective
- We continued national advocacy for a less cluttered primary curriculum, prioritised learning areas, and school leader wellbeing

Strengthening Connections Nationally and Internationally

In alignment with our focus on connection, AGPPA:

- Held a historic combined meeting with **ASPA**, resulting in a joint communiqué
- Represented AGPPA at the **NZPF Conference** and the **ICP Council Meeting in New Delhi**
- Maintained a strong presence at State Association conferences

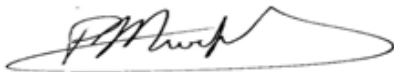
Organisational Growth

We farewelled our inaugural Executive Officer, **Sylvana Fenech**, and welcomed **Melissa Tomazic**, who has modernised AGPPA's systems, implemented a communications plan, introduced regular term updates, and designed the current Strategic Plan.

A Collective Effort

I thank the 2025 AGPPA Executive - Andrew Dagleish, Michael Burgess, and Niel Smith - and all National Council members who contribute to this work alongside their leadership roles in schools and state associations. On behalf of the **7,000 school leaders** across **5,209 government primary schools**, thank you for the opportunity to work alongside APPA in advocating for strong primary education which underpins everything we achieve as a nation.

Regards,



Pat Murphy

President

Australian Government Primary Principals Association

IPSHA President's Report APPA AGM - 4 March 2026

Throughout 2025, IPSHA has continued to work purposefully in partnership with APPA to strengthen advocacy for the profession, support leadership growth and influence national conversations in primary education. Our shared commitment to collegiality, credibility and sustainability has underpinned this work and reinforced the value of a strong, unified national voice for primary principals.

Advocate for the Profession

IPSHA has actively supported APPA's advocacy agenda by ensuring that key APPA position papers, National Horizons publications and priority messages have been widely shared across the IPSHA network. Members have been encouraged to engage with national advocacy priorities, contributing to a consistent and informed voice for primary school leadership across sectors.

Representation at national forums has remained a priority. IPSHA participation in ACARA briefings, AITSL consultations, National Principals Reference Group meetings, The Deputy Secretary of Federal Department of Education Meetings and the Anti-Bullying Rapid Review Taskforce has ensured that the independent primary perspective is heard in policy discussions, particularly in areas of curriculum, assessment, wellbeing and early years education.

These engagements align strongly with APPA's focus on co-designing policy and advocating for sustainable job demands and principal wellbeing.

Grow and Develop the profession

IPSHA has continued to promote strong engagement with APPA professional learning opportunities, including the APPA National Conference and the Primary Education Summit. IPSHA members were encouraged to prioritise these events as key opportunities for high-quality professional learning, cross-sector collaboration and national connection.

Within IPSHA, professional growth initiatives have complemented APPA's objectives. Coaching and mentoring programs, aspiring leaders' pathways and targeted professional learning have supported leadership development across career stages.

State Branch conferences and meetings have remained an important mechanism for connection, learning and support, while also strengthening awareness of APPA's work and influence.

Succession planning and leadership development within IPSHA governance structures have also progressed during 2025, supporting sustainable leadership models that align with APPA's governance and management priorities.

Influence Primary Education

IPSHA has continued to contribute to national dialogue on primary education through engagement with APPA's National Advisory Council processes and broader education bodies. APPA position papers have been shared and discussed across IPSHA branches, enabling members to engage with contemporary issues and contribute informed perspectives back into national discussions.

A strong focus on wellbeing, inclusive education and culturally responsive practice has been evident throughout the year. IPSHA's ongoing commitment to reconciliation and First Nations education aligns closely with APPA's advocacy for equity and access, and reinforces the profession's responsibility to lead positive change for students and communities.

Government and Management

IPSHA has worked to strengthen internal governance, streamline administrative processes and improve consistency across state branches. These efforts support IPSHA's capacity to engage effectively with APPA and contribute meaningfully to national initiatives.

In 2025, the partnership between IPSHA and APPA has remained both purposeful and productive. Through advocacy, professional growth and collaborative leadership, IPSHA continues to advance APPA's mission while supporting primary principals to lead with confidence, integrity and impact.

Martin Lubrano

IPSHA National President



ACPPA
Australian Catholic
Primary Principals'
ASSOCIATION

ACPPA President's Report

ACPPA AGM - 4 March 2026

2025 was a year of renewal, steady progress, and sustained advocacy for Catholic primary principals across Australia. We began the year by acknowledging the outstanding contribution of Peter Cutrona, whose wisdom and leadership as ACPPA President and APPA Board representative left a legacy we continue to build upon. We also welcomed Annette Quirk to the APPA Board, along with a newly formed management team focused on strengthening governance, deepening strategic partnerships, and relaunching our three-year Strategic Plan centred on purposeful advocacy and action for school leaders.

With evolving board membership, new partnerships, and key position papers under development, ACPPA entered the year with clear direction and renewed energy. Our advocacy work continued strongly throughout the year. Rachel Smith and Sarah Lowe represented ACPPA at the AITSL HALT Summit, and our new partnership with EduTECH has opened fresh opportunities to elevate Principalship on the national stage.

As a new member of ICP, ACPPA joined in the ICP regional meetings, where the conversation again turned to the challenges of the role and the need to elevate the status of school leadership. Discussions with thought leaders like Lee Crockett sharpened our focus on supporting principals to move beyond “triage leadership” and reclaim purposeful, sustainable rhythms of practice.

We also partnered with AITSL and Deakin University on the Amplify Teacher and Leadership project, ensuring the lived experiences of principals inform future national frameworks. Alongside these initiatives, ACPPA maintained a strong and consistent presence at national forums shaping primary education.

Across the year, Gez Mulvahil and I represented ACPPA at ACARA’s primary curriculum discussions, NCEC election briefings, disability education consultations, stakeholder meetings with Catholic education authorities, and ACARA’s peak principals forum.

I also continued to represent ACPPA on the APPA Board, contributing to APPA position papers - including the OSHC paper, a significant opportunity to highlight the strengths and challenges of OSHC arrangements in schools.

Supporting APPA's national efforts remained a priority, from promoting the APPA Conference to championing Primary Principals' Day across our networks. A highlight was attending the APPA Summit at Parliament House with several ACPPA directors, demonstrating our alignment and shared commitment to national advocacy. In August, ACPPA collaborated with CaSPA and ACU at the Australian Catholic Education Conference to present on themes from the Principal Wellbeing Survey - work deeply connected to APPA's ongoing wellbeing agenda.

Leadership development also remained a focus, with ACPPA supporting colleagues through our Principal Leadership Fund and beginning a new partnership with The Brown Collective to expand professional learning opportunities. Several principals received financial support to participate in the Collective's leadership programs, strengthening both individual capability and system-wide leadership capacity.

Throughout the year, we continued to influence national work in primary education. We progressed new position papers aligned with our mission and contributed to national conversations on the bullying rapid review, the proposed Teaching and Learning Commission, and the F-2 mathematics curriculum review. Engagements with Minister Clare, AITSL, ACARA and NCEC ensured ACPPA maintained a strong voice in matters of national significance.

Governance and management also remained a central focus as we continued to strengthen the foundation of the association. With the transition following Karyn Prior's departure, we appointed and onboarded our new finance partnership with Worrell and Co. Our FRAC committee continued to refine financial protocols, manage risk thoughtfully, and support the board through ongoing governance improvements. Member associations have also worked closely with the ACPPA Board to review governance structures in line with advice from Associations Forum and Governology, ensuring strong and consistent governance mechanisms nationally. The board revised by-laws, developed new policies, and continued to refine our constitution. It was also an honour for ACPPA to be nominated for Association of the Year at the Associations Forum Awards - a reflection of the quality and commitment of our association. Further professional learning included a valuable workshop on effective board meetings attended by Annette Quirk and myself. ACPPA has also contributed to the review of the National Catholic Education Commission, ensuring our perspective is included in the future direction of national Catholic education.

Across 2025, ACPPA has remained deeply aligned to the pillars shared with APPA - advocacy, leadership development, national influence, and strong governance. As we move forward, these pillars will continue to shape our work and strengthen our collective voice on behalf of primary principals across Australia.

Phil Schultz

President



**AUSTRALIAN PRIMARY PRINCIPALS
ASSOCIATION LIMITED
(A company limited by guarantee)**

**ACN 604 485 332
ABN 39 956 608 677**

**FINANCIAL REPORT
FOR THE YEAR ENDED
31 DECEMBER 2025**

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

DIRECTORS REPORT

Your directors present this report on the company for the financial year ended 31 December 2025.

Directors

The names of each person who was a director during 2025 were:

Angela Falkenberg (Chair)
Sally Ruston
Phil Schultz
Annette Quirk – appointed 1 January 2025
Pat Murphy
Andrew Dagleish
Allison Prandolini – appointed 1 May 2025
Martin Lubrano
Wayne Revitt – resigned 30 April 2025.

Directors have been in office since the start of the financial year to the date of this report unless otherwise noted above.

Company Secretary

The following person held the position of company secretary at the end of the financial year:

Graeme Feeney – Executive Officer of the Australian Primary Principals Association.

Objective

The objective of the company is to support and advocate for primary school principals, the education and wellbeing of primary school students and the work of primary school communities across Australia.

In pursuit of the objective, the company will:

- promote the profession of primary school leadership;
- promote the professional development of primary school principals;
- represent State and Territory primary school principal associations and their members at a national level;
- promote continuous development in primary education;
- create means by which the collective experience and expertise of principals may be used as an educational resource;
- provide forums for exchange and discussion of ideas with a particular focus on school leadership; and
- liaise with other organisations whose views and activities affect the development and standing of primary schools.

No significant changes in the nature of the company's objective occurred during the financial year.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

DIRECTORS REPORT (Continued)

Operating Results

The deficit of the company for the year amounted to \$14,424 (2024: surplus \$41,094).

Review of Operations and Significant Changes in State of Affairs

A review of operations of the company during the financial year indicated that there have been no significant changes in the company's state of affairs during the financial year.

After Balance Date Events

No matter or circumstances have arisen since the end of the financial year which significantly affect, or may significantly affect the operations of the company, the results of those operations or the state of affairs of the company in future years.

Future Developments

The company expects to maintain the present status and level of operations and hence there are no likely developments in the company's operations.

Environmental Issues

The company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

Dividends Paid or Recommended and Options

In accordance with the company's Constitution, the company is limited by guarantee and accordingly no shares or options have been issued.

Indemnifying Officers or Auditor

During the year, a premium was paid for a Director's and Officers' liability insurance policy. The company has not otherwise, during or since the end of the year, indemnified any Director or Officer.

Proceedings on Behalf of the company

No person has applied for leave of Court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any of those proceedings.

The company was not a party to any such proceedings during the year.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

DIRECTORS REPORT (Continued)

Information on Directors

Name	Qualifications	Occupation
Angela Falkenberg	B Ed M Ed Grad Dip Strategic Leadership	President, APPA
Sally Ruston AM	Dip Ed Grad Dip Ed St B Ed M Ed	Deputy President, APPA
Phil Schultz	Dip T B Ed M Ed Leadership Grad Cert Prof P	President, ACPPA Principal, St Francis School, Lockleys, SA
Annette Quirk	B Ed (Special Needs) Cert (Instructional Leadership) M Ed (Religious Ed)	Vice President, ACPPA Principal, St Joseph's Primary School, Bunbury, WA
Pat Murphy	Dip T B Ed M Ed	President, AGPPA President, QASSP
Andrew Dagleish	Dip T B Ed	Vice President, AGPPA President, VPA
Wayne Revitt	B Arts Dip Ed B Ed	Immediate Past President, IPSHA (to May 2025) Head of Junior School, Penrhos College, Como, WA
Martin Lubrano	Dip Ed B Ed M Ed (Lead)	Federal President, IPSHA Head of Junior School, Barker College, Hornsby, NSW
Allison Prandolini	B Teaching Grad Dip Educ (IT) M Ed (Educ Leadership) Grad Cert Manag	Federal President Elect, IPSHA Head of Girls' Junior School, Tintern Grammar, Ringwood East, Vic

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

DIRECTORS REPORT (Continued)

Meetings of Directors

During the financial year, five (5) meetings of directors were held, not including the Annual General Meeting. Attendances by each director were as follows:

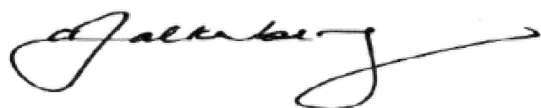
Directors' Meetings		
	Number eligible to attend	Number attended
Angela Falkenberg	5	5
Sally Ruston	5	5
Phil Schultz	5	5
Annette Quirk	5	4
Pat Murphy	5	5
Andrew Dagleish	5	5
Wayne Revitt	1	1
Martin Lubrano	5	4
Allison Prandolini	4	4
Graeme Feeney (in capacity as Company Secretary)	5	5

Four meetings in 2025 were conducted as in-person meetings, while one meeting (June) was conducted on-line.

Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 31 December 2025 has been received and can be found on page 6 of the Financial Report.

Signed in accordance with a resolution of the Board of Directors:



Director:

Dated this 16th day of February 2026.

**Auditor's Independence Declaration
Under Subdivision 60 – 40 of the Australian Charities and Not-For-Profits
Commission Act 2012 to the Directors of Australian Primary Principals
Association Limited**

I declare that, to the best of my knowledge and belief, during the year ended 31 December 2025 there have been no contraventions of the auditor independence requirements as set out in any applicable code of professional conduct in relation to the audit.



Nexia Duesburys (Audit)
Canberra, 20 February 2026



G J Murphy
Partner

Audit. Tax. Advisory.

Nexia Duesburys (Audit) (ABN 21 841 510 270) is a firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd. Nexia Australia Pty Ltd is a member of Nexia International, a leading, global network of independent accounting and consulting firms. For more information please see www.nexia.com.au/legal. Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

Liability limited under a scheme approved under Professional Standards Legislation.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025**

	NOTE	2025 \$	2024 \$
Revenue			
Operating revenue	2a	823,843	853,013
Other income	2b	<u>23,224</u>	<u>26,507</u>
Total revenue		847,067	879,520
Expenses			
Projects and research		134,457	15,066
Office expenses	3	83,022	76,004
Meeting expenses		330,921	437,895
President secondment		114,546	109,781
Employee expenses	3	<u>198,545</u>	<u>199,680</u>
Total expenses		<u>861,491</u>	<u>838,426</u>
Surplus/(deficit) from ordinary activities		(14,424)	41,094
Other comprehensive income		-	-
Total comprehensive income		<u><u>(14,424)</u></u>	<u><u>41,094</u></u>

The accompanying notes form part of these financial statements

AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	NOTE	2025 \$	2024 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	780,637	787,874
Trade and other receivables	5	63,750	103,578
Other assets	6	<u>48,042</u>	<u>19,326</u>
TOTAL CURRENT ASSETS		892,429	910,778
NON-CURRENT ASSETS			
Property, plant & equipment	7	<u>4,493</u>	<u>5,731</u>
TOTAL NON-CURRENT ASSETS		4,493	5,731
TOTAL ASSETS		<u>896,922</u>	<u>916,509</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	8	101,145	110,120
Unearned income		13,886	21,385
Provisions – annual leave	9	<u>61,775</u>	<u>52,700</u>
TOTAL CURRENT LIABILITIES		176,806	184,205
NON-CURRENT LIABILITIES			
Provisions – long service leave	9	<u>11,599</u>	<u>9,363</u>
TOTAL NON-CURRENT LIABILITIES		11,599	9,363
TOTAL LIABILITIES		<u>188,405</u>	<u>193,568</u>
NET ASSETS		<u>708,517</u>	<u>722,941</u>
EQUITY			
Retained earnings		583,517	597,941
Reserves		125,000	125,000
TOTAL EQUITY		<u>708,517</u>	<u>722,941</u>

The accompanying notes form part of these financial statements

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025**

	Retained Earnings \$	Activities Reserve \$	Total \$
Balance at 1 January 2024	556,847	125,000	681,847
Surplus/(deficit) attributable to members	41,094	-	41,094
Transfers to reserves ¹	-	-	-
Balance at 31 December 2024	597,941	125,000	722,941
Surplus/(deficit) attributable to members	(14,424)	-	(14,424)
Transfers to reserves ¹	-	-	-
Balance at 31 December 2025	<u>583,517</u>	<u>125,000</u>	<u>708,517</u>

1 - The Activities Reserve was created in 2022 to reflect the financial result of activities and events that are contingent upon factors broadly outside the control of the directors and management of the company.

The accompanying notes form part of these financial statements

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025**

	NOTE	2025 \$	2024 \$
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts from members & others		938,581	934,545
Payments to suppliers & employees		(969,420)	(929,418)
Interest received		25,791	14,527
Net cash generated from/(used in) operating activities	10	(5,048)	19,654
CASH FLOW FROM INVESTING ACTIVITIES			
Payments for property, plant & equipment		(2,189)	(2,890)
Net cash generated from/(used in) investing activities		(2,189)	(2,890)
<i>Net increase/(decrease) in cash held</i>		(7,237)	16,764
Cash at beginning of the financial year		787,874	771,110
Cash at end of the financial year	4	780,637	787,874

The accompanying notes form part of these financial statements

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION

The financial report is for the Australian Primary Principals Association Limited (the company) and is a company limited by guarantee. The company operates the Australian Primary Principals Association Education Foundation as a deductible gift recipient fund (the Foundation). The company is the sole member of the Foundation. The Foundation did not have any operations nor financial balances in the current financial year.

Basis of Preparation

The financial report is a general-purpose financial report that has been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, Australian Accounting Standards – Simplified Disclosures, Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board (AASB).

The financial statements are presented in Australian dollars which is the company's functional and presentation currency. The amounts presented in the financial statements have been rounded to the nearest dollar.

The financial report has been prepared on an accruals basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

A number of new or revised Australian Accounting Standards are effective for the first time in the current financial year. These standards have had no material impact on the entity.

The following is a summary of the material accounting policies adopted by the Company in the preparation of the financial statements. The accounting policies have been consistently applied, unless otherwise stated.

Accounting Policies

(a) Income Tax

The entity has received endorsement from the Australian Taxation Office as being a registered charity and in turn has been granted exemption from income tax under Subdivision 50-B of the *Income Tax Assessment Act 1997*.

(b) Employee Benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the reporting date. Employee benefits expected to be settled within one year together with benefits arising from wages, salaries and annual leave which may be settled after one year, have been measured at the amounts expected to be paid when the liability is settled. Other employee benefits payable later than one year have been measured at the net present value.

Contributions are made by the company to an employee superannuation fund and are charged as expenses when incurred.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

(c) Provisions

Provisions are recognised when the company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

(d) Plant and Equipment

Each class of plant and equipment is carried at cost or fair values as indicated, less, where applicable, any accumulated depreciation and impairment losses.

Plant and Equipment

Plant and equipment are measured on the cost basis less depreciation and impairment losses. The carrying amount of plant and equipment is reviewed annually by Directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to present values in determining recoverable amounts.

Plant and equipment that have been contributed at no cost, or for nominal cost are valued at the fair value of the asset at the date it is acquired.

Depreciation

The depreciable amount of all fixed assets is depreciated on a prime cost basis over the asset's useful life to the company, commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Office equipment	33.3%.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

(d) Plant and Equipment (continued)

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Asset classes carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the income statement. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

(e) Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions to the instrument. For financial assets, this is the date that the Company commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs, except where the instrument is classified "at fair value through profit or loss", in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement

Financial instruments are subsequently measured at either fair value or amortised cost using the effective interest rate method. The subsequent measurement depends on the classification of the financial instrument as described below.

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

(e) Financial Instruments (continued)

Financial assets that meet the following conditions are subsequently measured at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at fair value through profit or loss (FVTPL).

Despite the above, the Company may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Company may irrevocably elect to present subsequent changes in fair value of an equity instrument in other comprehensive income if certain criteria are met; and
- the Company may irrevocably designate a financial asset that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

The company does not have any financial assets or liabilities measured at FVTOCI or FVTPL. All financial assets are recorded at amortised cost.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Impairment of financial assets

The entity recognises a loss allowance for expected credit losses on financial assets that are measured at amortised cost or at FVTOCI. No impairment loss is recognised for investments in equity instruments. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial asset.

The entity recognises lifetime expected credit losses for trade receivables. The expected credit losses on these financial assets are estimated based on the entity's historical credit loss experience adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the future direction of conditions at the reporting date, including time value of money where appropriate.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

(f) Impairment of Assets

At each reporting date, the company reviews the carrying values of its tangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Statement of profit or loss and other comprehensive Income.

Where future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is replacement cost of an asset.

Where it is not possible to estimate the recoverable amount of an asset class, the company estimates the recoverable amount of the cash-generating unit to which the class of asset belongs.

(g) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(h) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at-call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts.

(i) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

(j) Revenue

Revenue recognised under AASB 15 is measured at the amount which the Company expects to receive in consideration for satisfying performance obligations to a customer. A performance obligation is the distinct good or service defined within the contract with a customer. The transaction price is allocated to one or more performance obligations contained within the contract, with revenue being recognised as or when the performance obligation is satisfied.

Timing of Revenue Recognition

Revenue is recognised either at a point in time or over time, when (or as) the entity satisfies performance obligations by transferring the promised goods or services to its customers.

If the entity satisfies a performance obligation before it receives the consideration, the entity recognises either a contract asset or a receivable in its statement of financial position, depending on whether something other than the passage of time is required before the consideration is due.

All revenue is stated net of the amount of goods and services tax (GST).

For membership income, revenue is received up-front on an annual basis and brought to account over the twelve-month period that the Company is required to provide services to members.

For conference income received directly by the company, revenue is recognised at the time that related events are held and is generally received in advance.

Any income billed but not received at year end is recorded as part of trade receivables. Amounts unbilled and accrued at year end are recognised as contract assets and recorded as part of accrued income. When income is received prior to the provision of services, a contract liability is recognised in the statement of financial position as unearned income.

(k) Critical Accounting Estimates and Judgements

The Directors evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

Key estimates – Impairment

The company assesses impairment at each reporting date by evaluating conditions specific to the company that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined. Fair value less costs to sell or current replacement cost calculations performed in assessing recoverable amounts incorporate a number of key estimates.

NOTE 2. REVENUE	2025	2024
	\$	\$
a. Operating revenue		
Sponsorship	136,211	150,408
Projects	81,927	-
Membership	367,250	297,700
Meeting & conference recoveries	63,361	80,398
Conferences	52,725	222,138
Services contract	102,369	102,369
Grants – other support	20,000	-
Total operating revenue	823,843	853,013
Represented by:		
Revenue recognised at a point in time	116,086	302,536
Revenue recognised over time	707,757	550,477
	823,843	853,013
b. Other income		
Interest	18,503	16,446
Other	4,721	10,061
Total other income	23,224	26,507

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

	2025	2024
	\$	\$
NOTE 3. SPECIFIC COSTS INCLUDED IN EXPENSES		
Staff expenses includes:		
Superannuation	19,563	19,161
Office expenses includes:		
Audit fees	8,900	10,000
Depreciation	3,427	2,934
 NOTE 4. CASH AND CASH EQUIVALENTS		
CURRENT		
Operating account	168,509	281,536
Specific purpose accounts	212,128	106,338
Term deposit	400,000	400,000
	<u>780,637</u>	<u>787,874</u>
 NOTE 5. TRADE AND OTHER RECEIVABLES		
Trade receivables	13,750	21,290
Accrued revenue	30,000	62,288
Conference seeding loan	20,000	20,000
	<u>63,750</u>	<u>103,578</u>
 NOTE 6. OTHER CURRENT ASSETS		
Prepaid expenses	48,042	19,326
	<u>48,042</u>	<u>19,326</u>
 NOTE 7. PROPERTY PLANT AND EQUIPMENT		
	Office	TOTAL
	Equipment	
Opening balance as at 1/1/2025	5,731	5,731
Additions	2,189	2,189
Depreciation expense	(3,427)	(3,427)
Balance as at 31/12/2025	<u>4,493</u>	<u>4,493</u>

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

	2025	2024
	\$	\$
NOTE 8. TRADE AND OTHER PAYABLES		
CURRENT		
Creditors, borrowings accrued expenses	77,700	79,693
Payable to the ATO	18,154	22,217
Payroll liabilities	5,291	5,060
Sundry payables	-	3,150
	<u>101,145</u>	<u>110,120</u>

NOTE 9. PROVISIONS – ANNUAL AND LONG SERVICE LEAVE

Analysis of total provision	Annual Leave	Long Service Leave
Opening balance as at 1/1/2025	52,700	9,363
Net movement in provision balance	9,075	2,236
Balance as at 31/12/2025	<u>61,775</u>	<u>11,599</u>
Current	61,775	-
Non-current	-	11,599
	<u>61,775</u>	<u>11,599</u>

NOTE 10. CASH FLOW RECONCILIATION

	2025	2024
	\$	\$
<i>Surplus/(deficit) for the year</i>	(14,424)	41,094
<i>Non-cash items</i>		
Depreciation	3,427	2,934
<i>Movement in assets and liabilities</i>		
Receivables	39,828	(15,510)
Other assets	(28,716)	(10,084)
Trade and other payables	(8,975)	(6,643)
Unearned income	(7,500)	-
Provisions	11,312	7,863
	<u>(5,048)</u>	<u>19,654</u>

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 11. MEMBERS' GUARANTEE

The company is registered under the *Australian Charities and Not-for-profits Commission Act 2012* and is a company limited by guarantee. If the company is wound up, the Constitution states that each member is required to contribute a maximum of \$2 each towards meeting any outstanding obligations of the company. At 31 December 2025 the number of members was 25.

NOTE 12. EVENTS AFTER THE BALANCE DATE

There have been no events subsequent to the reporting date which require disclosure in the financial statements.

NOTE 13. CONTINGENT ASSETS AND LIABILITIES

There are no contingent liabilities or assets as at 31 December 2025 which require disclosure in the financial statements.

NOTE 14. RELATED PARTY TRANSACTIONS

Related parties

The company define related parties to be the members, directors and staff holding positions as key management personnel.

Transactions between related parties are on normal commercial terms and conditions no more or no less favourable than those available to other parties unless otherwise stated.

With the exception of compensation of key management personnel which is separately disclosed in the statements, the only transactions with related parties included the payment of memberships and the activities associated with conference events.

**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

NOTE 14. RELATED PARTY TRANSACTIONS (continued)

Key Management Personnel

Key management personnel is defined by *AASB 124 Related Party Disclosures* as those persons having authority and responsibility for planning, directing and controlling the activities of the Company directly or indirectly.

The total remuneration paid to key management personnel during the period is as follows:

	2025	2024
	\$	\$
Total key management personnel compensation	139,289	145,154

The Directors do not receive any direct remuneration for services provided to the Company. The role of Chair is performed on secondment from their nominal employer. The amount paid or payable by the Company to the nominal employer during the year was \$114,546 (2024: \$109,781).

In addition to the above compensation, the Company has paid insurance premiums of \$8,982 (2024: \$8,325) for *Association Liability* insurance which incorporates directors' and officers' liability insurance. It is not practical to obtain the details of the components of the insurance premium that relate to key management personnel.

NOTE 15. COMPANY DETAILS

The registered office and principal place of business of this Company is:

APPA National Office
Hedley Beare Centre for Teaching and Learning
51 Fremantle Drive
Stirling ACT 2611.

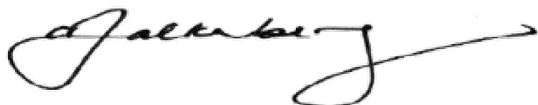
**AUSTRALIAN PRIMARY PRINCIPALS ASSOCIATION LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

DECLARATION BY RESPONSIBLE PERSONS'

The responsible persons' declare that in their opinion:

1. The financial statements and notes, as set out on pages 7 to 21:
 - (a) comply with the *Australian Charities and Not-for-profits Commission Act 2012*, Accounting Standards as described in the notes to the accounts and the Australian Charities and Not-for-profits Commission Regulations 2022; and
 - (b) give a true and fair view of the financial position as at 31 December 2025 and of the performance for the year ended on that date of the company.
2. In the Directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors' and is signed for and on behalf of the Board by:



Director:

Dated this 16th day of February 2026.

Independent Auditor's Report To the Members of Australian Primary Principals Association Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Australian Primary Principals Association Limited (APPA), which comprises the statement of financial position as at 31 December 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the directors' declaration.

In our opinion, the accompanying financial report of APPA, is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- (i) giving a true and fair view of the entity's financial position as at 31 December 2025 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Simplified Disclosures and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2022.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the entity in accordance with the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other information

The directors are responsible for the other information. The other information comprises the information in the Company's directors' report for the year ended 31 December 2025, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information we are required to report that fact. We have nothing to report in this regard.

Audit. Tax. Advisory.

Responsibilities of the Directors for the financial report

The directors of APPA are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the entity's financial reporting process.

Auditor's responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the registered entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the registered entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statement, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Nexia Duesburys (Audit)
Canberra, 20 February 2026



G J Murphy
Partner