



the  
Gordon

# STRATEGIC PLAN

2026 - 2029



# ACKNOWLEDGEMENT OF COUNTRY

The Gordon respectfully acknowledges the Traditional Owners of the lands on which we learn and work, paying our respects to their ancestors and Elders – past and present – who have nurtured knowledge, culture and community on these lands for countless generations.

We recognise and honour the continuing connection of First Peoples to Country, and we are committed to fostering a learning environment that respects and celebrates their enduring cultural heritage.

Our campuses are located on the lands of the following Traditional Custodians:

- Geelong City campus - Wadawurrung Country
- East Geelong campus - Wadawurrung Country
- Werribee campuses - Wadawurrung, Woiwurrung and Bunurong Country.

## **Featured artwork**

Title: Bunjil Creator of Life

Artist: Gerard Black

Gerard Black is a proud Worimi Gathang man who has a deep connection to Wadawurrung Country.

His work, Bunjil Creator of Life, finds its roots in his upbringing in Torquay. This connection to the land and his heritage is vividly expressed through his art.

Located at the entrance to The Gordon's City Campus, adjacent the Kitjarra wurrun ngeen Centre and the Culinary precinct, this beautiful digitally designed and physically layered, large-scale mural honours and embeds Bunjil and Wadawurrung creation stories within the fabric of our campus life.



# MESSAGE FROM BOARD CHAIR AND CEO

We are pleased to share The Gordon’s Strategic Plan 2026–2029—an ambitious roadmap grounded in purpose, shaped by collaboration, and designed to grow our impact from Wyndham through to Geelong and surrounds.

Everyone at The Gordon had the opportunity to contribute to this plan—from our Board and executive leaders to teams across campuses. Through collaborative sessions and conversations, our people shaped its vision, goals and outcomes. More than consultation, this strategic plan is a result of shared leadership and professional knowledge.

The Gordon’s focus is clear—supporting every student to succeed, delivering inclusive and innovative training, and building partnerships that strengthen our regions.

Every student—from every community—will be empowered to succeed on their terms, whether that means launching a career, changing direction, or learning and growing throughout their lives. We’ll continue evolving how and where we deliver training to ensure it’s inclusive, flexible, and future-focused—aligned to the needs of learners, employers, and our regions. Because when our students thrive, our communities grow stronger—and that’s a future we all have a hand in shaping.

We stand at a moment of rapid change—where technology, industry, and learner needs are shifting fast. This plan positions The Gordon to lead with clarity, deepening our collaboration across the TAFE Network, government and industry to ensure our programs remain relevant and our impact long-lasting.

As we work toward a strong, sustainable future, we will invest in innovation, reduce our environmental impact, and evolve alongside the regions we serve - guided by best practice and strong partnerships with our stakeholders across industry, community and government.

Our work takes place on Wadawurrung and Bunurong Country—lands of deep knowledge, care and connection. We are committed to walking with Traditional Owners, listening deeply, and learning from Country as we help shape a future that reflects the strength of all communities we serve.

We are proud to lead The Gordon at this pivotal moment—and excited for what’s ahead. With shared purpose, a bold vision, and a talented and passionate team, we’re confident in our ability to deliver real outcomes for our students, our region, and Victoria’s future.

**Trish Crossin AM**

Board Chair  
The Gordon

**Joe Ormeno**

Chief Executive Officer  
The Gordon





## THE VICTORIAN TAFE NETWORK - THE GORDON

**The Victorian TAFE Network builds Victoria’s skills base and supports economic growth through a strong, inclusive and collaborative public training system. Guided by the *Victorian Skills Plan* and the *TAFE Network Statement of Priorities*, the Network aligns delivery to workforce need and priority industries, strengthens student pathways, and lifts teaching quality and innovation—driving participation, progression and completion into in-demand jobs.**

As a proud member of the Victorian TAFE Network, The Gordon aligns its Strategic Plan with these frameworks. They guide our objectives, partnerships and investments—ensuring our programs remain responsive to workforce needs and contribute to the long-term economic growth and prosperity of our regions.

Working as one network, The Gordon collaborates with other TAFEs, the Victorian Government and industry to strengthen Victoria’s public training system and deliver lasting benefits for our students, employers and communities.





## WHO WE ARE

**At The Gordon, we believe education changes lives and transforms communities. Since 1887, we've delivered high-quality education and training that helps people build skills, gain confidence, and unlock new opportunities for their future.**

As one of Victoria's largest and most established regional TAFEs, The Gordon empowers thousands of students each year to build meaningful careers and contribute to their communities. With campuses in Geelong and Wyndham, and a range of outreach and online learning options, we provide safe, supportive and inclusive environments for all learners. Whether beginning a trade or profession, advancing a career, or returning to study later in life, our students are welcomed into an environment where they feel supported, valued, and set up for success.

We work with the Victorian Government, employers, industry and community partners to keep training relevant, high-quality and aligned with workforce demand—so graduates are ready for work and employers can find the skills they need. Our strong local connections and commitment to excellence ensure The Gordon continues to play a vital role in shaping the future workforce of our regions and contributing to Victoria's long-term growth and prosperity.





## WHO WE ARE ...

Our training is shaped by the needs of our region. We work closely with employers, industry, and community partners to ensure our courses remain relevant and aligned with workforce demands, now and into the future. From apprenticeships and certificates to senior secondary programs, diplomas, and short courses, we provide clear pathways into employment, further education, and lifelong learning.

We believe that every person, from every community, should have the opportunity to access education and experience its life-changing benefits. We champion this, together with our partners, through targeted support services, tailored programs, Free TAFE, and, importantly, our Centre of Excellence in Disability Inclusion.

At The Gordon, we are more than an education provider. We are a trusted partner in regional growth, a champion of lifelong learning, and a place where people come to belong, learn, and thrive.

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**BY SUPPORTING EACH STUDENT TO SUCCEED,  
WE HELP STRENGTHEN REGIONAL PROSPERITY  
THROUGH INCLUSIVE PATHWAYS AND  
LIFELONG LEARNING.**

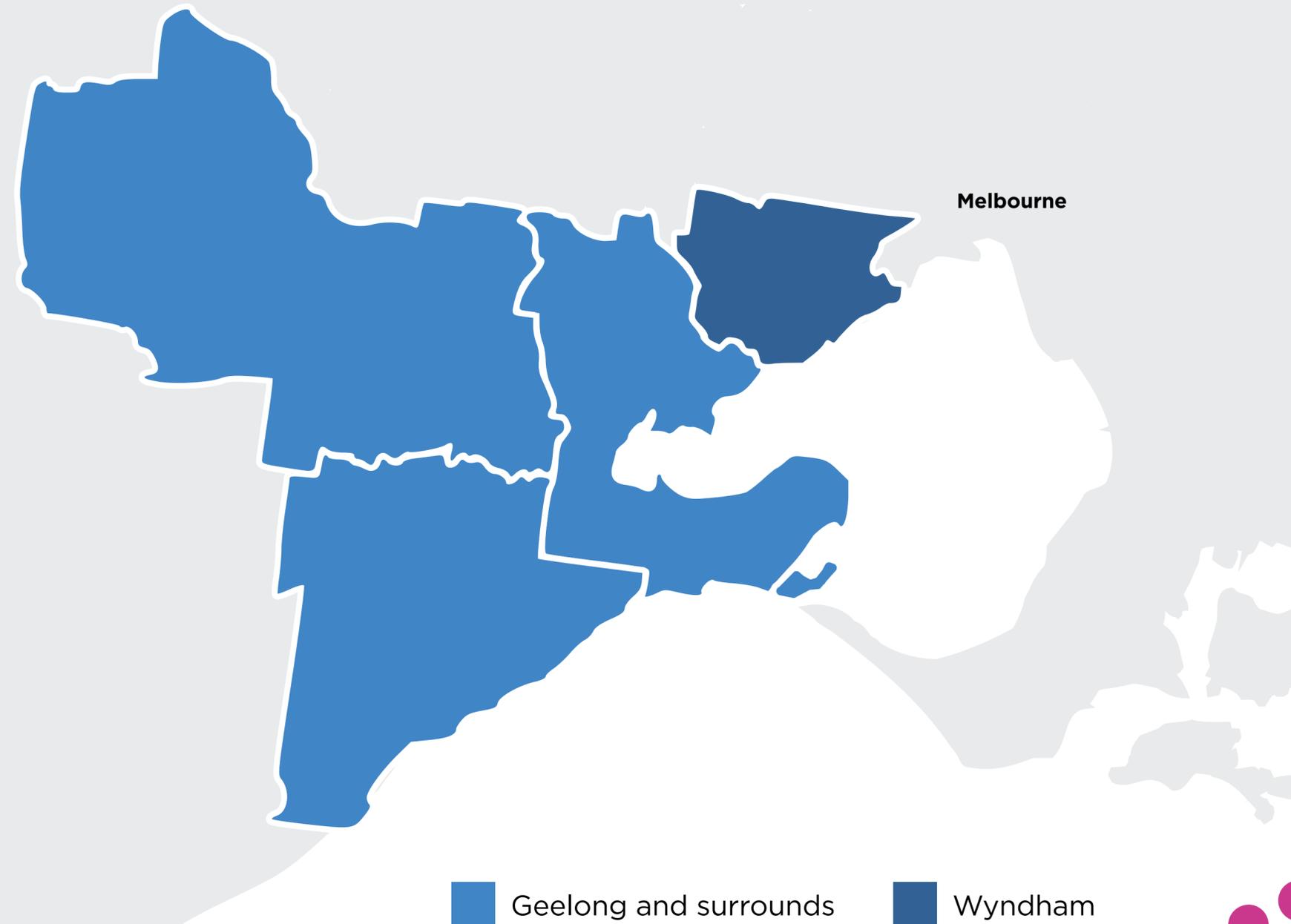




## OUR REGIONS

**The Gordon is deeply embedded in the communities we serve—driving growth, advancing social inclusion, and contributing to long-term prosperity. Our service area spans from Wyndham to Geelong and surrounds, currently home to more than 702,000 people. With population growth accelerating, we could be serving close to one million people by 2041.**

**Our regions are among the fastest growing in Australia, and to support this growth The Gordon will continue to deliver quality and industry-aligned training, provide innovative and modern infrastructure, and ensure students receive the support they need to be successful. In doing so, we will strengthen regional prosperity through inclusive pathways and lifelong learning.**





## OUR REGIONS ...

### Geelong and surrounds

This region spans the City of Greater Geelong, Surf Coast Shire, Golden Plains Shire, and the Borough of Queenscliffe, bringing together thriving urban centres, coastal townships, and rural communities, each with distinct strengths and educational needs.

Home to approximately 370,000 people, this region is experiencing sustained population and economic expansion, with numbers expected to exceed 500,000 by 2041. This growth is generating strong demand for education and training across both established and emerging sectors, including construction, health care, education, advanced manufacturing, and clean energy.

The Gordon has a proud and long-standing presence in the region, built on deep community ties and a reputation for delivering high-quality, practical education. Our programs are tailored to the needs of our people and places, helping students build the skills, confidence, and real-world experience needed to thrive.

We are committed to supporting the prosperity and resilience of this region through a place-based approach that strengthens access, empowers learners, and supports local industry. As the region continues to evolve, The Gordon remains a vital contributor to building an inclusive, future-ready workforce.

### Wyndham

Wyndham is one of Victoria's fastest-growing and most culturally diverse areas. Its population is projected to reach nearly 465,000 by 2041, with the most significant growth expected among 5-14-year-olds, driving ongoing demand for education and training across all levels.

Rapid expansion across key sectors, including health care, social assistance, construction, manufacturing, transport, and administrative services, is creating strong demand for a skilled, future-ready workforce.

Wyndham's rich cultural diversity is one of its defining strengths. Nearly half the population was born overseas, with more than 90 languages spoken at home. At The Gordon, 32% of Wyndham-based students were born overseas, more than double the proportion across our broader student cohort (15%). These demographics highlight the importance of a place-based, inclusive approach to program design and delivery, one that meets the needs of the local community and supports equitable access and outcomes for all learners.





## OUR VISION

A GORDON  
STUDENT  
FROM EVERY  
COMMUNITY  
FOR EVERY  
WORKPLACE.

## OUR ROLE

Together we strengthen regional prosperity through inclusive pathways and lifelong learning.





# OUR VALUES

## **WE ARE THE GORDON**

We are one team, united through purpose, strengthened by difference, and better for our collective contribution.

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## **WE BRING OUR BEST**

We deliver results that make a difference and of which we are proud.

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## **WE CREATE THE FUTURE**

We think big and bold, and push ourselves to be better.

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## **WE ARE STUDENT MINDED**

We put our students at the centre of our every decision and action.

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# STRATEGIC PLAN 2026 - 2029

## OUR VISION

A Gordon student from every community for every workplace.

## OUR ROLE

Together we strengthen regional prosperity through inclusive pathways and lifelong learning.

### STRATEGIC GOALS

#### GOAL 1:

**We are a place where every student can succeed.**

1. We set students up for success from day one
2. We create belonging for students from every community
3. We inspire students to be confident lifelong learners

#### GOAL 2:

**We are all responsible for our organisation's future.**

4. We communicate well with each other
5. We ensure our people have the skills, knowledge and support to achieve our potential
6. We enable each other to succeed by working as one organisation

#### GOAL 3:

**We exceed our regions' expectations.**

7. We build strong, mutually beneficial partnerships with our stakeholders
8. We make it easy for employers to work with us
9. We harness innovation in our training and delivery

#### GOAL 4:

**We use our resources to amplify our social and environmental impact.**

10. We leverage technology to make it easy to work, partner and study with us
11. We utilise our time, finances and physical resources sustainably
12. We transform our infrastructure to be more resilient.

### OUTCOMES

By 31 December 2029 we will:

- > Have 86% of our students achieve their main reason for training
- > Increase student enrolments by 15%
- > Increase enrolment of diverse student cohorts by 20%
- > Have 70% of our people agree we work together to achieve our shared outcomes
- > Increase employers across our regions employing a Gordon student
- > Reduce our Greenhouse Gas Emissions by 10%
- > Have a positive EBITDA for reinvestment into our organisation.



# OUR STRATEGY

At The Gordon, we strengthen regional prosperity through inclusive pathways and lifelong learning, working towards a future where there's a Gordon student from every community, for every workplace.

## OUR GOALS

### GOAL 1:

**We are a place where every student can succeed.**

We are committed to creating a learning environment where every student can thrive. At The Gordon, students feel a sense of belonging, are supported throughout their journey, and have access to the tools, resources, and opportunities they need to grow, succeed, and reach their goals.

### GOAL 2:

**We are all responsible for our organisation's future.**

We work together to achieve shared outcomes through open communication, genuine collaboration, and collective accountability. By equipping our people with the skills, knowledge, and support they need to thrive, we create a culture where we learn, grow, and succeed together as one organisation.

### GOAL 3:

**We exceed our regions' expectations.**

We deliver beyond expectations for our communities and industries by building strong, collaborative partnerships, being easy to work with, and continually innovating to develop a skilled, future-ready workforce that meets the needs of our regions.

### GOAL 4:

**We use our resources to amplify our social and environmental impact.**

We use our resources effectively and purposefully to create positive social and environmental impact. By leveraging technology to make it easier to study, work and partner with us, we remain sustainable, resilient and adaptable in everything we do.





Mr. VASOS PAPADOPOULOS  
DOB: 02/07/1975  
ID #: 11140

## OUR STRATEGY ...

### Delivering on our Goals

A detailed internal delivery plan underpins each objective, with owned initiatives, timelines and KPIs. Progress against each of our Strategic Goals will be guided and measured through The Gordon's *Annual Operating Plans* and our annual *Response to the TAFE Network Statement of Priorities*. Together, these documents provide the framework that turns our strategy into action—defining clear priorities, measurable targets, and tangible outcomes. This ensures our Strategic Plan remains a living document that drives improvement, accountability, and lasting impact for our students, people, and communities.





# the Gordon

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