



2026

**STATEMENT OF
CORPORATE
INTENT**



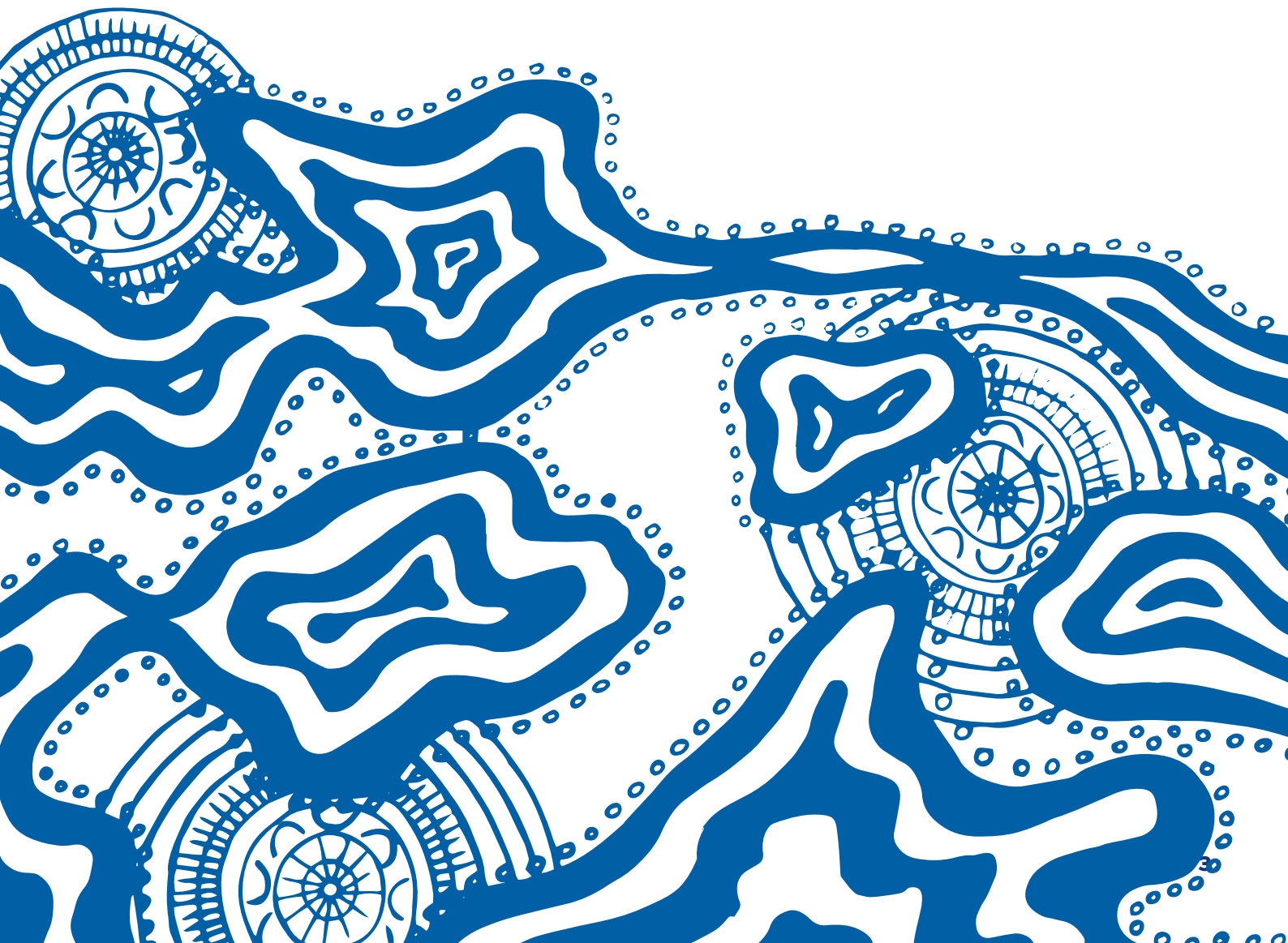
Acknowledgement



We respectfully acknowledge the traditional custodians,
the Gunditjmara/Maar people past and present.

We also pay respect to all Aboriginal Community Elders and People,
past and present who have resided in south west Victoria and
been an integral part of the region's history.

Artist: Sherry Johnstone



Chair/CEO message

On behalf of the Board and Executive of South West TAFE, we are pleased to present our Strategic Plan 2025-2029.

South West TAFE (SWTAFE) is the region's largest provider of vocational education and training (VET) and is committed to making educational opportunities accessible and equitable for regional and rural communities, businesses and industries. Over 66% of the region's students study VET at SWTAFE. Our positive impact on industry, businesses and individuals was also recognised by our 2023 and 2024 shortlisting as a finalist in the Victorian Training Awards for Large Training Provider of the Year and winner of the 2024 Industry Innovation Collaboration Award.

Our objectives and strategic goals are informed by industry and guided by State and Commonwealth policies to improve the accessibility and quality of educational opportunities for regional Australians, especially isolated, vulnerable and disadvantaged groups. We provide opportunities and pathways to further training or employment.

We are committed to working closely with other TAFE partners on a range of initiatives. These TAFE partnerships include an improved Student Management System and enrolment process, developing new Artificial Intelligence strategies and protocols; as well as being part of several Victorian TAFE Association networks for business managers network, the education leaders, HR managers and marketing managers.

We are also partnering with a number of regional and metro TAFEs on a range of new clean energy courses being developed with the support of the Victorian Skills Authority.

Underpinning these objectives is our priority to provide an inclusive, high quality workforce that is resourced and supported to deliver a broad

range of services and programs for students and employees. We will continue to develop and deliver a range of programs to support government training and employment initiatives such as Free TAFE and industry skills sets training, Working for Victoria, Victoria's Big Build and the Job Trainer program.

Our Financial Plan is focused on ensuring we continue to support high-quality and compliant training as effectively as possible, while always looking for efficiency in our business processes. Our Asset Masterplan describes the future development of our campuses, particularly those in the rural areas and has a focus on meeting the needs of students and industry and fulfilling our role of providing accessible and equitable education for all. We are also resourcing initiatives that address new Circular and Clean Economy workforce training needs to support regional greenhouse gas emission reductions.

Our future plans are informed by State and Commonwealth government priorities; as well as consultation and feedback from key regional industry, business, education, and community leaders. Over the past few years we have focused on upgrades and improvements to our learning resources and facilities that will carry the organisation through the next five years.

In coming years we expect regional unemployment to remain low as demand for workers in the health and social assistance, tourism/hospitality, building and construction, and food and fibre sectors continues to be ongoing. We have pro-actively prepared for future training demands across all sectors by continuing to vigorously promote our VET Teacher Scholarship program and offering more on-the-job training options.



Our 2025-29 Strategic Plan is built around four priorities: Our Students, Our People, Our Partners and Sustainability.

- ▶ Everything we do supports and enriches our **students'** experience. We actively involve students and stakeholders in the development of strategies and programs to improve accessibility and learning outcomes for all, particularly those facing barriers to education. Our Skills and Jobs Centre supports businesses and individuals, particularly women, older workers and people from culturally and linguistically diverse and socially marginalised groups.
- ▶ Our **people** are central to meeting our future goals and strategic priorities, and our organisational values underpin all that we do. We invest in developing and improving our culture and the skills and abilities of our people to ensure the delivery of high-quality training.
- ▶ SWTAFE prides itself on its willingness and ability to listen and engage with key community, business, education, government and industry **partners** to identify the skills needed across the region. We actively partner or collaborate with like-minded organisations and agencies that are committed to addressing the social and economic needs of the region.

- ▶ As the region's major post-secondary provider of education, it is critical that our long-term viability is secure. We advocate strongly for greater regional funding and undertake a comprehensive annual course review and budgeting process to ensure our financial security. In addition, we are exploring opportunities through both the regional and state Network of TAFE to further both our efficiency and financial sustainability whilst improving our response to local training needs across South West Victoria. We are embedding environmental **sustainability** principles into our courses and business operations.

We have developed a focused and forward-looking plan that supports the Victorian Government expectations of SWTAFE as detailed in the annual Statement of Priorities, that is received from Government.

The 2025-29 strategic plan will ensure SWTAFE provides our students with the skills needed by industry, education and community while also working to achieve greater financial and environmental sustainability.

Sincerely,

Brian Crook

Brian Crook
Board Chair

Mark Fidge

Mark Fidge
Chief Executive Officer

Our Vision

A lifetime of
opportunity for all.

Our Values



Integrity + Impartiality

We are transparent and ethical in all that we do, every day



Respect + Human Rights

We demonstrate trust, understanding and embrace diversity



Leadership

We will be forward thinking, collaborative and inspirational



Accountability

We take ownership of our actions and deliver on our promises



Responsiveness

We will deliver and respond with care

Our Strategy

The background of the page is a photograph of two women standing outdoors. The woman on the left is wearing a high-visibility blue and white striped shirt and a lanyard with a badge. The woman on the right is wearing a dark blue jacket with 'AGRICULTURE' and 'SOUTH WEST TAFE' written on it. In the background, there is a tall metal windmill structure. The entire image is overlaid with a semi-transparent blue filter. A large, thick red curved line is at the bottom right of the page.

Our vision is a lifetime of opportunity for all.

This is achieved by ensuring a positive and enriching student experience is the focus of everything we do. High quality and innovative training programs will complement a range of outstanding student support services, that lead to a rewarding learning experience that provides a lifetime of opportunity for all.

A quality student experience is delivered by a highly skilled workforce. As a values-based organisation we actively develop respectful and supportive relationships between our people, students, employers and our communities.

Our strong relationships with industry, education and government stakeholders informs the design of our training products and services.

We will continue to work on improving our facilities, systems and processes; and growing our market share to ensure we are financially and environmentally sustainable.

SWTAFE Strategic Plan / 2025-2029

Our Vision: A lifetime of opportunity for all.

Our role: To provide education and training that enables students and our region to thrive.

Strategic goals

OUR STUDENTS

We care

Objectives

1. We help our students understand and achieve their reason for studying.
2. We provide clear pathways that align with our students' ambitions.
3. We partner with diverse communities to create safe, accessible and supportive places to learn.

OUR PEOPLE

We are one team

4. Our leaders facilitate a respectful, positive and caring work environment.
5. Our behaviours reflect our values in every interaction.
6. We invest in our people to empower them to achieve our shared goals.

OUR PARTNERS

We listen

7. We design our courses to align with the goals of our students and industries.
8. We embrace innovation to meet industry needs, today and into the future.
9. We foster strong relationships with key partners and our communities.

SUSTAINABILITY

We are responsible

10. We build environmental sustainability into everything we do.
11. We embed sustainability principles in our courses.
12. We effectively deliver our business plans to achieve financial sustainability.

By December 2029

Measuring our success

- ▶ More than 85% of students achieve their main reason for study.
- ▶ More than 300 First Nations students have been supported.
- ▶ More than 85% of employees agree that they work in a respectful workplace.

- ▶ More than 85% of employers recommend SWTAFE.

- ▶ Train 1,635 people in South West Victoria's priority skills areas.

- ▶ Reduce our carbon emissions by 650 tonnes.

Our values

Integrity & Impartiality | Respect & Human Rights | Leadership | Accountability | Responsiveness

Economic Contribution



\$49.99m

Estimated 2025
annual turnover
(EOY forecast)



\$109.5m

Our contribution
to the region
in 2025



6,842+

Students
at SWTAFE
in 2025



447+

People
employed at
SWTAFE in 2025



\$27m

in building projects
in progress or
commencing

Great South Coast



VICTORIA



HAMILTON

Ballarat

Melbourne

PORTLAND

WARRNAMBOOL
SHERWOOD
PARK

GLENORMISTON

COLAC

SWTAFE CAMPUS LOCATIONS

Warrnambool

197-205 Timor Street
WARRNAMBOOL VIC 3280

Hamilton

200 Ballarat Road
HAMILTON VIC 3300

Portland

154 Hurd Street
PORTLAND VIC 3305

Colac

89 Bromfield Street
COLAC VIC 3250

SWTAFE TRAINING FACILITIES

Sherwood Park

Princes Highway (Deakin University)
WARRNAMBOOL VIC 3280

Glenormiston

333 Glenormiston Road
GLENORMISTON SOUTH VIC 3265

Industry Skills Centre

8 Robson Street
WARRNAMBOOL VIC 3280

Contact Us

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swtafe.edu.au



SWTAFE training is delivered with Victorian and Commonwealth Government funding.

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