

Strategic Plan 2025-2030

Simply stated



The reason we exist

We improve the lives of Victorians as they age: by championing the strengths, desires, and decisions of older people.

We believe that ageing is not a problem to be solved, but a powerful and natural phase of life to be lived with meaning, autonomy, and connection.

We work alongside older people to uphold their rights, amplify their voices, and ensure their full participation in the economic, social, and cultural life of our communities.

The impact we're aiming for

Older Victorians are empowered to make decisions, shape their own futures, and live with purpose at every stage of later life.

We envision a society that recognises the gifts of ageing — experience, wisdom, creativity, and care — and places older people at its heart.

Through our advocacy, services, partnerships, and campaigns, we unlock the potential of ageing to enrich lives, strengthen communities, and create intergenerational value.

What we're focussing on



We influence

We shape the systems, policies, and decisions that impact people as they age: from aged care and health to housing, digital inclusion, and economic security.

Our influence is grounded in lived experience and geared towards long-term structural change.



We empower

We equip older Victorians with the information, support, and confidence to make decisions, assert their rights, and shape their own futures.

We help people navigate complex systems and protect themselves from harm, while always recognising and reinforcing their strengths and autonomy. We champion the capabilities and contributions of older people, and celebrate the gifts of ageing.



We amplify

We ensure older people are heard — in government, media, and community conversations.

We provide platforms that engage, listen to, and echo diverse views and experiences, with a strong focus on those whose voices are not heard.

To make this possible

1

We partner with others

We work across sectors and with government and communities to co-design solutions, extend our reach, and build collective impact for all Victorians as they age.

2

We build a stronger COTA Victoria

We strengthen our capability, systems, people, and brand so we can grow our impact in a rapidly changing world.

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Our role



Our commitments to act	Our desired outcomes	How this translates into our impact
<ul style="list-style-type: none">• Amplify voices that are unheard, underserved, and unorganised.• Build evidence and data to strengthen our ability to lead on issues.• Powerfully influence, with partners, key policy and systems.	<ul style="list-style-type: none">• System reforms are informed by COTA Victoria research, resources, and recommendations.• COTA Victoria is deeply engaged in advocacy on key issues.• COTA Victoria is positively perceived by key policy and system partners.	<p>Older Victorians are empowered to make decisions, shape their own futures, and live with purpose at every stage of later life.</p> <p>This means:</p> <p>More older Victorians receive elder abuse support – and fewer people experience elder abuse.</p> <p>The voices of older Victorians are represented in government and across sectors.</p> <p>The Victorian Government addresses and makes investments in ageing.</p> <p>Greater awareness of ageing and its benefits – and a reduction in ageism.</p> <p>More support is available for older Victorians, how, where, and when they want it.</p>
<ul style="list-style-type: none">• Develop, maintain, and grow services that enable us to lead and have impact.• Ensure our services are relevant and impactful for those we serve.• Incubate and develop viable direct-to-consumer services and products that fill market gaps.	<ul style="list-style-type: none">• Services reach more people year-on-year.• Services deliver measurable outcomes and recipients.• Clients are satisfied.	
<ul style="list-style-type: none">• Build an empowered member base that informs us of their lived experience.• Build public awareness through education and prevention campaigns.• Build B2B partnerships and opportunities utilising COTA Victoria's expertise.	<ul style="list-style-type: none">• Membership grows (n=5000), is more varied, highly engaged, and satisfied.• COTA Victoria engages voices reflective of the population of ageing Victorians.• Public awareness of COTA Victoria grows, both general and targeted.	
<ul style="list-style-type: none">• Sustain and broaden government funding.• Diversify revenues to B2B, B2C, and philanthropy.• Build workforce capability and capacity to attract top talent.• Improve and streamline business systems.	<ul style="list-style-type: none">• COTA Victoria's government revenues grow, and non-government revenue reaches \$250k across two years.• Staff are highly engaged, within their roles, and with COTA Victoria.	