



Strategic Plan

2025 – 2029



wdv.org.au



Acknowledgement of Country

Women with Disabilities Victoria (WDV) acknowledges Aboriginal and Torres Strait Islander peoples as the first inhabitants and traditional custodians of the lands on which we live and work.

We pay our respects to ancestors and Elders, past, present and emerging.

The WDV Community is committed to honouring the unique cultural and spiritual relationship Aboriginal and Torres Strait Islander peoples have with the land and waters, and their rich contribution to society.



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Who we are and what we do

WDV is a not-for-profit, member-based organisation governed by a Board of Directors who are drawn from our membership of women and gender diverse people with disabilities and those with specific expertise to share.

WDV evolved from the Victorian Women with Disabilities Network, which was established in the early 1990s. We were incorporated in 2010, and our Constitution sets out our rules. We are an organisation run *for and by* women and gender diverse people with disabilities.

Our members, Board and staff live across the state and have a range of disabilities, lifestyles and ages. We are united in working towards our vision of a world where all women and gender diverse people in Victoria live safe and fulfilling lives.

Our gender perspective allows us to address critical inequities faced by women and gender diverse people with disabilities, such as inclusive access to health services, National Disability Insurance Scheme (NDIS) services, meaningful employment and safety from gender-based violence.

We make a significant impact through professional education, capacity building, systemic advocacy, and leadership programs tailored for women and gender diverse people with disabilities. Our direct engagement with women and gender diverse people with disabilities in metropolitan Melbourne and regional and rural Victoria enables women and gender diverse people to build their self-advocacy skills and become involved in systemic change.

Given the gravity and prevalence of violence against women and gender diverse people with disabilities, we prioritise ensuring that family violence prevention and response efforts incorporate their specific experiences. Our advocacy also targets gender equality reform and the social and economic inclusion of women with disabilities and gender diverse people, alongside improving accessibility within the NDIS system and state and national disability plans.

Our influence extends to public policy and legislation, as well as mainstream service delivery policies and programs with a focus on gendered violence, social and economic inclusion, and access to primary health services, including sexual, reproductive, and mental health services for women and gender diverse people with disabilities.

Over the past 30 years, WDV has grown significantly to meet the evolving needs of women and gender diverse people with disabilities. Our new strategic plan aims to enhance our advocacy impact, financial resilience, research capabilities, partnerships, and community inclusion, all while staying true to our members, values, and vision.

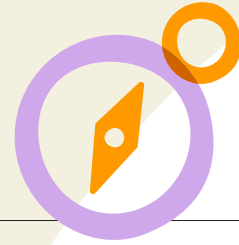


Our Vision

All women and
gender diverse people
with  disabilities in
Victoria live safe
and fulfilling lives.



Guiding Principles



Our Guiding Principles underpin our actions and decisions, ensuring alignment with our Vision, and Values. These principles ground us so we maintain focus and consistency, as we work towards our long term goals.

System advocacy



WDV advocates to address the **gaps** and **barriers** that exist between services and within complex systems to enable full access and inclusion. This includes supports to access NDIS, aged and health care, gender-based violence and employment services.

Equitable access



WDV is committed to supporting its community by prioritising women and gender diverse people who experience compounding access barriers. Our approach integrates **data** and **personal stories** to highlight the lived experiences and impacts on people with disabilities.

Community inclusion



WDV advocates for broader community inclusion to ensure women and gender diverse people with disabilities can fully **participate** and **engage** with their communities. This includes providing places and spaces for the WDV community to access and engage.

Voice



WDV draws on its strong connection to members and community to **amplify** their voices and **advocate** for the rights of women and gender diverse people with disabilities.

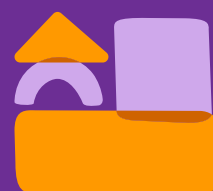
Evidence



WDV delivers evidence informed responses grounded in **lived experience**. We will build an evidence base through the embedding of a research and evaluation culture.

Enablers

To ensure success and deliver on our Vision and Strategic Priorities we will foster and build key organisational Enablers.



Data

Measuring **impact** and building the **evidence** base.

Identity

Building WDV brand **recognition** and **connection** with our vision.

Ways of Working

Embedding values-led **governance** and **leadership**.

Partnerships

Strengthening **impact** and reach through partnerships and **collaboration** with funders, stakeholders and allied organisations.

Values

Our values underpin all that we do.

Impact

Equity

Accountability

Respect

Creativity

Empowerment

Inclusion

Accessibility

Diversity

Collaboration

Strategic Priorities



Guided by our Vision and Principles, WDV's five Strategic Priorities for 2025–2029 focus our strategic work.

1

Enhance WDV's operational **efficiency** and funding **resilience**.

2

Establish research partnerships with a focus on **inclusion, health, gendered violence, sexual autonomy** and **economic justice**.

3

Build gender-based **accessibility** and **inclusion** expertise across Victoria.

4

Work to dismantle ableist and sexist attitudes and systems, develop community understanding of rights and educate and empower members to live **safe** and **fulfilling** lives.

5

Embed a **member** and **community** led approach to advocacy and system change.



Strategic priority **1**

Enhance WDV's operational efficiency and funding resilience



Strategic actions for Horizon 1 (2025)

- Respond to immediate funding challenges that place existing services and community members experiencing marginalisation at risk.
- Conduct a resource allocation review and gap analysis to document current roles, responsibilities, capability and capacity of the Board, Executives and staff. Identify skill gaps and opportunities for improvement, including through organisational design and operating model enhancements.
- Engage in strategic partnership with funders to influence policy approaches and identify opportunities for WDV to act as an expert advisor.
- Conduct a review of cost-base including approach for monetisation of services, resources, partnership arrangements and research partnerships.
- Develop investment decision making framework to articulate how decisions on contracts and opportunities are made and managed including delegation, alignment to strategic priorities and how the perspectives of members are included.

Strategic actions for Horizon 2 (2026–2027)

- Design, cost and implement opportunities for commercial ventures to diversify funding streams and increase visibility of WDV, such as offering professional services on diversity and inclusion.
- Review WDV's capacity and capability for fundraising and sourcing philanthropy with the goal of strengthening funding channels.

Strategic actions for Horizon 3 (2028–2029)

- Review and align contracts and funding agreements with the strategic plan, focusing on financial sustainability, member value, and investment framework.
- Conduct analysis of financial sustainability and identify revenue diversification opportunities. Ensure that any new or expanded funding stream is aligned with the strategic plan, is financially stable and adds to member value.
- Review revenue approach and update based on new strategic outlook and learnings.

Measures of success

- Improved service delivery reach and impact: WDV within its existing resources increases its reach and engages with more women and gender diverse people with disabilities through programs and organisational partnerships.
- Improved resource allocation: WDV increases operational efficiency through role and strengths alignment.
- Increased revenue from diversified streams: WDV receives equal or greater funding from sources other than grants which is reinvested into program and service development.
- Reduced governance cost as a percentage of total expenditure: WDV governance activities reduce as a proportion of expenditure.

Strategic priority **2**

Establish research partnerships with a focus on inclusion, health, gendered violence, sexual autonomy and economic justice



Strategic actions for Horizon 1 (2025)

- Identify opportunities for research funding and partnerships.
- Implement an organisational wide approach to research and evaluation.
- Align research with our advocacy strategy.

Strategic actions for Horizon 2 (2026–2027)

- Elevate the profile of the Experts by Experience groups.
- Expand and diversify research, advocacy and program partnerships.

Strategic actions for Horizon 3 (2028–2029)

- Lead research in gender-based disability issues.
- Exemplify research by grounding it in real-world applications, case studies, or experimental results.
- Review of advocacy strategy to evaluate the effectiveness, adaptability, and sustainability of our advocacy work.
- Build and extend partnerships and advocacy.

Measures of success

- Decreased experiences of service gaps: the proportion of women and gender diverse people with disabilities who experience barriers to access for priority services is reduced.
- Increased evidence-base for priority issues: reliable, relevant and accessible information is available for WDV to draw on for priority issues.
- Established knowledge capture process: including identification of issues, approach to research collection and generation.



Strategic priority **3**

Build gender-based accessibility expertise across Victoria



Strategic actions for Horizon 1 (2025)

- Identify existing accessibility and inclusion expertise and format of knowledge.
- Engage with partners and others in the sector to identify common gaps in knowledge and preferred mode of training and resources.
- Create knowledge-sharing resources including guides and training outlines, for topics where WDV has expertise and partners have a need.

Strategic actions for Horizon 2 (2026–2027)

- Pilot materials with partner organisations and refine based on feedback.
- Set pricing structure of training and materials using a value-based model that accounts for cost of development and delivery and benefits to trainees.

Strategic actions for Horizon 3 (2028–2029)

- Launch the education offer with targeted messaging and direct outreach, supported by partner organisations.
- Provide training and materials to interested partners and sector participants, with targeted promotion.
- Evaluate feedback from participating organisations on training materials and make necessary adjustments.
- Plan for additional training and knowledge topics based on demand.
- Evaluate cost/benefit of training programs to understand financial sustainability.

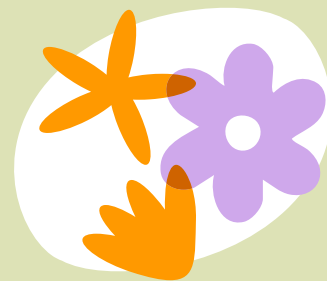
Measures of success

- Sustained engagement with education offer: a pipeline of potential and upcoming training engagements.
- Broad training coverage: education offer is adopted by a range of organisations within public and private sectors.
- Increased accessibility and inclusivity of services at organisations that engage with training.



Strategic priority **4**

Educate and empower our community to understand their rights and live safe and fulfilling lives



Strategic actions for Horizon 1 (2025)

- Develop a sustainable funding pipeline for the delivery of community education and leadership programs.
- Develop a member recruitment plan that captures learnings from existing membership engagement approaches and builds new ways to engage a diverse range of members, with a focus on migrant and refugee women, LGBTIQ+ people, First Nations women, young people, rural and remote communities and people with non-visible disabilities.
- Evaluate existing programs and supports, considering factors such as participation, qualitative feedback and participant outcomes, to gain insights into our processes and the impact of our work.
- Identify education and empowerment focus areas or programs through engagement with members. This may include establishing priority delivery locations, issues and delivery modalities.

Strategic actions for Horizon 2 (2026–2027)

- Continue the delivery of community education and leadership programs.
- Take action on identified focus areas in program delivery.
- Deliver member recruitment plan for groups that experience compounding marginalisation, working with other organisations to identify potential recruitment channels.
- Conduct continuous monitoring and annual evaluation of all programs including identifying improvements and planning for their implementation.
- Adapt existing programs or supports to empower and educate women and gender diverse people with disabilities with an intersectional approach.

Strategic actions for Horizon 3 (2028–2029)

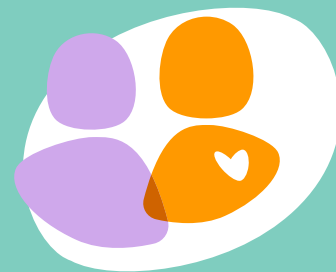
- Expand the delivery of hubs, projects and programs that benefit women and gender diverse people with disabilities across Victoria with an emphasis on regional Victoria.
- Review all programs and supports offered, including new quality of life programs, based on evaluations and targeted member engagement to determine gaps, obsolete programs and new priorities.
- Consider resourcing options for expanded services including leveraging the expertise and interest of members in supporting and educating others to increase their reach.

Measures of success

- Increased volume and diversity of membership.
- Increased program participation with participants feeling supported by WDV, resulting in increased confidence and capability to self advocate.
- Increased educational, employment and social engagement: more individuals, who engage with WDV, report increased engagement with these areas over time.
- Improved perception of women and gender diverse people with disabilities reported by broader community.

Strategic priority **5**

A member and community led approach to advocacy and system change.



Strategic actions for Horizon 1 (2025)

- Develop a system for managing engagement requests and an organisational approach to systemic advocacy.
- Create and implement a process for developing member-led advocacy platforms.
- Identify opportunities for member-led issues to be raised at a system level, including upcoming engagement with partners and government.
- Ensure WDV's positions highlight where service gaps exist, consequences and recommend solutions.

Strategic actions for Horizon 2 (2026–2027)

- Review advocacy approach with member representatives to identify opportunities for better alignment of needs and advocacy approach, and inclusion of lived experience voices.
- Review and improve process for developing member-led positions, including gathering feedback from members.
- Pursue advocacy opportunities based on member issues, including responses to system opportunities and proactive approaches to government and partners, with lived experience voices at the centre.


Strategic actions for Horizon 3 (2028–2029)

- Provide training to members on advocacy to empower them to develop proposals and enhance understanding of WDV approach.
- Collect member feedback on the alignment of needs and advocacy approach and compare to Horizon 1 insights.
- Review outcomes of member-informed advocacy, including new relationships and opportunities and ongoing opportunities.

Measures of success

- Policy and legislative change: policy decisions affecting women and gender diverse people with disabilities reflect the input of WDV.
- Increased engagement and representation: members report an improvement in how they are engaged and reflected in WDV advocacy positions.
- Increased advocacy and awareness that dismantles ableism and sexism within communities and systems affecting the lives of Victorian women and gender diverse people with disabilities.
- Improved process for position development: WDV establishes a process for developing advocacy positions in proactive and reactive circumstances.

**When society closes a door,
Women with Disabilities Victoria
works tirelessly to open it—
and keep it open for good.**



Celebrating & empowering
every woman and gender diverse
person  with a disability.

