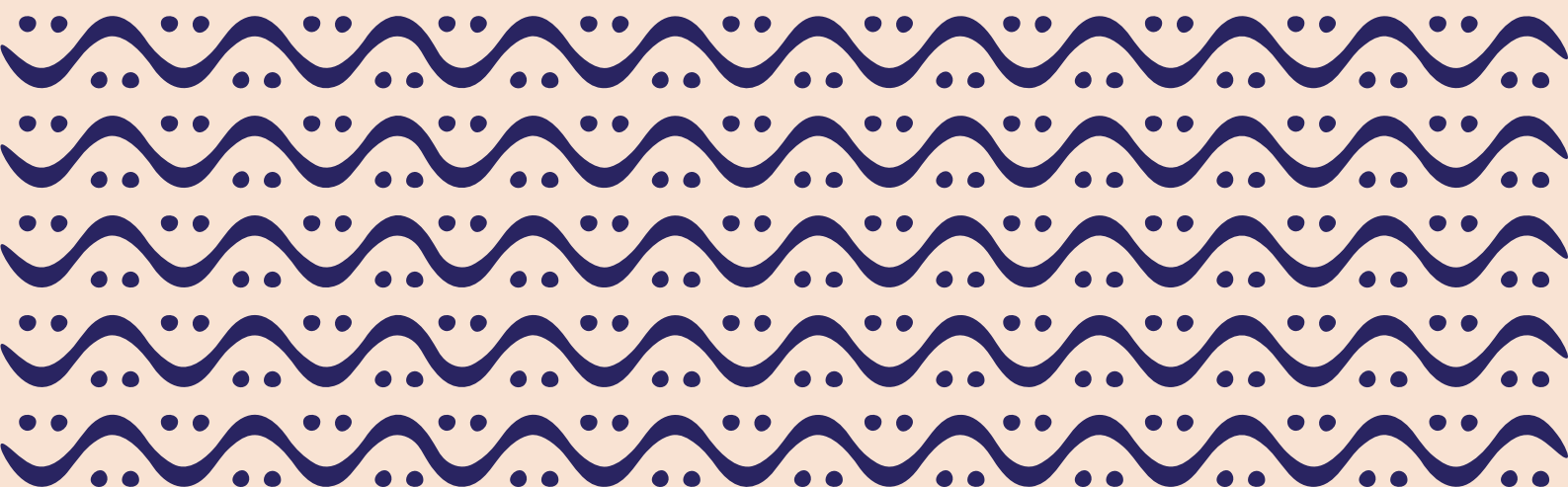




# Chosen Family Strategic Plan

2025–2030



# 1. Executive Summary

Chosen Family exists to transform disability services through a lens of inclusion, empowerment, and community-led care. This five-year strategic plan sets out our path to financial sustainability, service excellence, and inclusive innovation. It positions us as a sector leader by deepening our support for LGBTQIA+ communities, improving operational efficiencies, expanding our service offerings, and strengthening our impact across Australia.

## 2. Vision, Mission & Values

### Vision

We are here to co-design your future—transforming disability services with the strength of family and the power of community. We dismantle systemic oppression through care rooted in empathy and equity

### Mission

To deliver joyful, inclusive, and personalized care that reflects true family values. We uplift participants by replenishing imagination, fostering connection, and co-creating futures grounded in dignity, choice, and belonging.

### Core Values

- ✔ **Belonging & Empathy** – Everyone is seen, heard, and valued.
- ✔ **Joy** – Celebrating every day with warmth and humanity.
- ✔ **Equity & Empowerment** – Fairness, access, and dignity for all.
- ✔ **Trust** – Transparency, consistency, and genuine relationships.

### 3. Strategic Goals & Focus Areas

1. Strengthen Financial Sustainability
2. Revenue Drivers
3. Volume is key: Scale services with quality
4. Specialise in high-impact service areas
5. Market to and understand our ideal client
6. Diversify income and eliminate free services
7. Improve clarity of strategic direction
8. Optimize referral pathways
9. Promote highest-margin offerings

#### Revenue Growth Questions We Ask:

1. Can we earn more without raising costs disproportionately?
2. Can we offer premium services to existing clients?
3. Are we managing suppliers, payments, and debtors effectively?
4. Can we increase efficiency without reducing quality?

#### Revenue Growth Tactics:

1. Increase pricing where appropriate
2. Invoice accurately and promptly
3. Avoid free/discontinued services
4. Monitor participant plans for funding gaps
5. Offer additional and niche services
6. Improve retention and onboarding
7. Launch targeted marketing and follow-up strategies

## Optimise Direct and Operational Costs

1. Use cloud-based workforce management tools
2. Match staff skill with client need
3. Conduct regular team check-ins and KPI reviews
4. Monitor leave balances and reduce vacancies
5. Improve rostering to boost efficiency
6. Reduce overheads via automation and software integration
7. Use company resources strategically (e.g., cars)
8. Prevent waste and unnecessary spend
9. Cut paper and manual processes
10. Mitigate workers' comp and risk exposures

## 4. Strategic Service Expansion & Impact

1. New Initiatives and Community Building
2. Launch Support Coordination Department
3. Create LGBTQIA+ Services Division
4. Deliver Inclusive Core & Respite Supports
5. Develop Lived Experience Workforce Program
6. Offer Inclusive Education on disability, LGBTQIA+, sexual health, and spirituality
7. Support Justice-Involved & Marginalized Clients
8. Create Digital Education Library: Video training, support worker onboarding, risk assessments, LGBTQIA+ awareness
9. Highlight Community Voices: Storytelling and staff/client engagement videos
10. Build Client and Staff Community through Events and thank-you initiatives

## 5. Communication & Marketing Strategy

1. Tone of Voice
2. Empathetic. Clear. Uplifting. Purpose-driven. Every touchpoint—whether it's a blog, video, or phone call—will reflect our values of compassion, inclusion, and partnership.
3. Key Tools
4. Educational blogs and thought leadership
5. Client and staff testimonial videos
6. Welcome videos for new clients and staff
7. Automated email campaigns
8. Targeted digital ads
9. Social media storytelling

## 6. Inclusion & Advocacy

**Chosen Family will actively challenge oppressive systems by:**

1. Advocating for funding equity and policy change
2. Supporting clients facing legislative or medical cost barriers
3. Engaging young LGBTQIA+ people in relationships and mental health education
4. Co-designing services with communities, not just for them
5. Creating space for authenticity, storytelling, and healing

## 7. Organisation Culture & Internal Development

**We will cultivate a culture of excellence, vulnerability, and creativity by:**

1. Investing in staff training and joy
2. Documenting onboarding and sales journeys
3. Encouraging feedback loops and shared ownership
4. Rewarding innovation and impact
5. Centering lived experience in leadership roles

## 8. Monitoring & Evaluation

1. Key Performance Indicators (KPIs)
2. Client satisfaction and retention rates
3. Staff engagement and training completion
4. Revenue vs. cost growth balance
5. New service lines launched
6. Number of LGBTQIA+ clients served
7. Number of educational resources created and sold
8. Marketing engagement and lead conversion
9. Inclusion and accessibility audits
10. Review Process
11. Quarterly reviews of goals, metrics, and market shifts
12. Annual community surveys
13. Annual strategic planning retreat for leadership and community co-designers

## 9. Legacy and Purpose

Chosen Family is not just a service provider—we are a movement. We came from a place of community resilience during crisis. Our future is one of growth, disruption, and healing. This plan is a guide, but our heart lies in showing up with empathy and creating something beautiful together.

## 10. Appendices & Resources

- ✓ Sample onboarding flowchart
- ✓ Training video scripts
- ✓ Blog and marketing calendar
- ✓ Team roles & contact points
- ✓ Service catalogue & pricing model