IRANIAN SOCIETY OF QUEENSLAND

Strategic Plan
2023-2025

Iranian Society
of Queensland

Get in touch

Firstly, I would like to thank the members of the Iranian Society of Queensland (ISQLD) and the Management Committee for the opportunity to lead this wonderful organisation through the next chapter of its journey and development. Also, I would like to thank and acknowledge ISQLD's previous management committee members, and volunteers for their tremendous effort and many achievements over the last 34 years.

Since mid-January 2023, the ISQLD newly elected management team has been working hard to establish an effective legal and administrative structure that suits the ISQLD's aims and activities best. Some of the key achievements of the first half of 2023 included but were not limited to:

- Use of Microsoft 365 resources to protect ISQLD members' information and documents against cyber threats and running effective remote meetings through Microsoft Teams
- Development of key policies and procedures to ensure ISQLD complies with Australian and Queensland Government rules and regulations e.g. Management Committee Code of Conduct, Conflict of Interest, Privacy and Confidentiality, Financial Control, Quality Assurance, and Grievance procedures.
- Recruit a new registered accounting service provider to conduct verify and examine financial information and ISQLD financial transactions by the Associations Incorporation Act 1981.
- Engage with key stakeholders in the state to advocate for the Iranian community member across different services and sectors such as settlement services, cultural activities, well-being, and personal and community safety. Some of the major events planned by ISQLD included Persian New Year (Nowruz) and the Australian Biggest Morning Tea to raise and donate over $5000 to Cancer Council.
- Iranian Society of Queensland also proudly sponsored Multicultural Australia's 16th year, LUMINOUS Lantern Parade, one of Queensland's largest welcome events, capturing the imagination of Queenslanders with its spectacular use of light to symbolize hope and create a welcome for new Queenslanders.

Iranian Society of Queensland is currently working closely with Brisbane City Council to secure a larger facility and development of a new flood-resistant building of the existing building in 2024.

The Management Committee of the ISQLD is also effectively engaged in regular conversations with the Department of Home Affairs and other relevant agencies to ensure the Australian government, policymakers, and influencers hear the voice of the Iranian people both in Iran and in Australia.

On behalf of the ISQLD Management Committee, I would like to thank ISQLD members and volunteers who go above and beyond to help us reach the ISQLD educational, cultural, settlement, and well-being goals and objectives outlined in this plan. We are fortunate to have such a dedicated group of professionals, who volunteer their time to provide strong support to the organisation.

On behalf of the Management Committee, I would specially thank, the Brisbane City Council Lord Mayor, Adrian Schrinner, and Councillor Clare Jenkinson for their continued support and aspiration to make our community cohesive, harmonious, and resilient.

Michael Kavian

M.Kavian

President

10 July 2023

INTRODUCTION AND RATIONALE

Iranian Society of Queensland is a trusted non-profit organisation established in 1989. Our intention is to foster improved communication and connections among the over 8000 individuals of Iranian-Australian heritage who reside, study, and work in Queensland.

VISION

Our vision is to promote "One Home, One Community, One Dream". We welcome all Iranian residents of Queensland and strive to encourage social cohesion, inclusivity, and dignity through a secular approach. Our commitment to supporting the QLD Government Multicultural Action Plan ensures that we promote an inclusive and diverse community that respects and celebrates our differences.

MISSION

Our mission is to enhance the lives of Iranian communities across Queensland through social care, education, healthcare, and economic empowerment. We are committed to providing high-quality services and opportunities to every person, regardless of their religious, identity, cultural background, or circumstances. We recognise and value the diversity of our community and strive to create an inclusive environment where everyone feels welcome and supported.

PURPOSE

Our primary purpose is to empower individuals and develop a strong, inclusive community in Queensland. We will achieve this by:

- Providing early interventions to ensure safety, meet basic needs, and promote active participation in community life, leading to positive outcomes such as education, employment, and well-being.
- Delivering human-centred, holistic, and tailored services that are integrated and focused on meeting the needs of those most in need. Our services are grounded in robust policy, are evidence-informed, and aim to proactively address risks, build community resilience, and enable self-determination.
- Building strong communities by using evidence to inform services and programs, promoting community development approaches, and maximising inclusion through targeted community-based programs. We align our priorities with government policies and legislation to address community-identified needs.
- Fostering inclusive participation by empowering our community members to participate in decision-making, form community connections, and live fulfilling lives. We promote cohesion, equity, and inclusion for all.
- Driving collaboration and forming effective relationships with other government and non-government partners to promote our mission and vision.

VALUES

Empathy and compassion:
We believe in treating all individuals with empathy, compassion, and respect, and recognize the inherent worth and dignity of every human being.

Community-driven approach:
We believe in working with communities to identify their needs and develop sustainable solutions that meet their unique needs and circumstances. We listen to and value community feedback and engage community members as active partners in the development and delivery of our programs.

**Accountability and transparency:**
We believe in being accountable to our beneficiaries, partners, and donors, and strive to be transparent in all our activities and operations. We report on our activities, finances, and results to ensure that our stakeholders can trust and have confidence in our work.

Innovation and creativity:
We believe in fostering innovation and creativity to find new and effective ways to address complex social issues. We encourage experimentation, learning from failure, and a willingness to take risks to achieve our mission.

Collaboration and partnerships:
We believe in building partnerships and collaborations with like-minded organisations, governments, and communities to achieve our mission. We value the strengths and expertise of our partners and work together to maximize our collective impact.
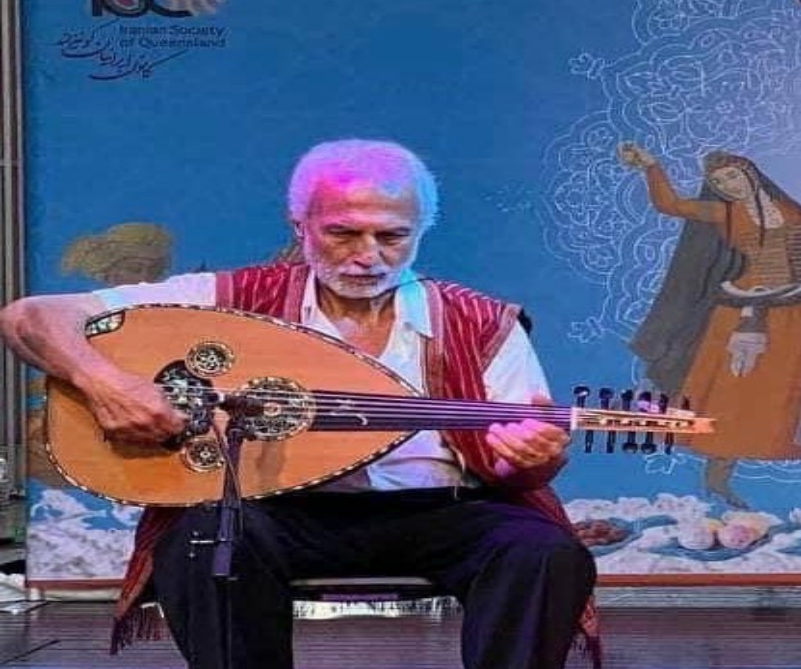
VALUES

Diversity, equity, and inclusion:
We believe in promoting diversity, equity, and inclusion, and strive to create an environment where everyone feels valued and included. We celebrate and embrace the differences of individuals and groups, and work to ensure that our programs and services are accessible and inclusive to all.

Sustainability:
We believe in promoting sustainable development practices and strive to ensure that our programs and activities have a positive impact on the environment and society. We aim to build resilience, promote environmental stewardship, and support long-term social and economic development.

Safety and Well-being:
We prioritize the safety and well-being of individuals above all else. We create a culture of safety where individuals feel empowered to speak up about concerns and are encouraged to take actions that promote safety. We also provide support and resources to those who may be at risk or in danger.

Fiercely committed to human rights:
We are dedicated to upholding the fundamental rights and dignity of all human beings, regardless of their background, identity, or circumstances. We actively advocate for and protect the rights of marginalized or oppressed individuals and groups, promote equality and fairness, and oppose discrimination, bigotry, and injustice. We recognize and value the inherent worth and potential of every individual and strive to create a world where everyone is treated with respect, dignity, and compassion.

SWOT ANALYSIS

We believe that conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is crucial for our organisation to evaluate its strengths, weaknesses, opportunities, and threats. By doing so, we can gain a deeper understanding of our internal and external factors, identify areas for improvement, and leverage our strengths to remain sustainable and achieve our goals.

STRENGTHS:

- Experienced and dedicated staff and volunteers who are committed to the organisation's mission.
- Strong partnerships and collaborations with other organisations and stakeholders in the community.
- Established reputation and brand recognition in the community.
- Efficient and effective program delivery mechanisms.
- A diverse range of funding sources, including grants, donations, and corporate sponsorships.

WEAKNESSES:

- Limited financial resources and dependence on external funding.
- Limited access to skilled human resources and technical expertise.
- Inadequate infrastructure and resources to support program delivery.
- Limited awareness and outreach in certain communities.
- Inadequate monitoring and evaluation systems to measure program impact.

OPPORTUNITIES:

- Growing public awareness and interest in social issues that align with the organisation's mission.
- Potential for new partnerships and collaborations with other organisations and stakeholders.
- Opportunities to expand the organisation's programs and services into new geographic areas or target populations.
- Potential to leverage technology to improve program delivery and outreach.
- Growing interest among corporations and donors to support social causes.

THREATS:

- Economic and political instability in the region, which could lead to decreased funding and increased competition for resources.
- Competition from other organisations with similar missions and objectives.
- Increasing government regulations and bureaucracy, which could make it more difficult to operate.
- Potential negative media coverage or public perception of the organisation or its programs.
- Natural disasters or other unforeseen events that could disrupt program delivery and operations.

OUR TARGET AUDIENCE:

Iranian Society of Queensland tailors its programs and services to meet the needs and interests of the community and effectively reach and engage its target audience.

- Families and children: Iranian Society of Queensland will provide programs and services for families and children, such as daycare, after-school programs, and summer camps.
- Youth: Iranian Society of Queensland provides a safe and supportive space for youth to engage in activities such as sports, music, art, and community service.
- Seniors: Iranian Society of Queensland provides activities and services that promote socialisation, health and wellness, and lifelong learning opportunities for seniors..

OUR TARGET AUDIENCE:

- Low-income and marginalised communities: Iranian Society of Queensland provides support and resources for low-income and marginalised communities, such as food banks, job training, and referral to specialised support agencies and organisations.
- Newly arrived Iranians: Where feasible, the Iranian Society of Queensland provides resources and support to new immigrants, refugees, asylum seekers and non-Iranian government-funded international students. If not feasible, referral to specialised support services and agencies will be facilitated.
- Individuals with disabilities: Iranian Society of Queensland facilitates referrals to specialised programs and services that accommodate the unique needs and abilities of individuals with disabilities, such as accessibility accommodations and adaptive sports programs.
- Community groups and organisations: Iranian Society of Queensland provides meeting spaces and resources for community groups and organisations, such as non-profits, youth groups, and sports teams, at a discounted price.

LIST OF GOALS AND OBJECTIVES OVER THE LONG TERM

B developing and implementing these short-term and long-term (table 1 and 2) strategies and action plans, the Iranian Society of Queensland can effectively achieve its goals, improve its impact on the community, and enhance its financial sustainability. In addition to the QLD Government Multicultural Action Plan, our other organisational plans will be developed in the first year of the Strategic Plan with annual review cycles to ensure responsiveness to changing needs of the community.

Table 1: Short-term		
Strategy 1	Increase community engagement and participation Action Plan	• Conduct community surveys and focus groups to identify community priorities and interests • Host regular community events, such as festivals, concerts, and movie nights, to promote community engagement and socialization • Recruit volunteers and community members to participate in planning and organising events and programs • Partner with other community organisations and stakeholders to expand outreach and engagement efforts
Strategy 2	Improve access to resources and services Action Plan	• Conduct a needs assessment to identify gaps in resources and services in the community • Develop partnerships with local businesses and service providers to offer discounts and promotions to community members • Establish a hub to provide access to information and resources on education, employment, housing, and other social services • Offer transportation services to help community members access resources and services outside the community
Strategy 3	Increase youth engagement and empowerment Action Plan	• Develop after-school programs, homework clubs and mentorship opportunities to provide youth with academic and personal support • Host youth leadership workshops and training to help youth develop their leadership skills and advocate for their needs and interests • Create a youth advisory board to involve youth in decision-making processes and provide a platform for their voices to be heard • Establish partnerships with local schools and educational institutions to offer tutoring, academic preparation, and other learning support services

Table 1: Short-term		
Strategy 4	Promote health and wellness in the community Action Plan	• Offer fitness classes and nutrition workshops to promote physical health • In partnership with specialised support services such as Queensland Program of Assistance for Survivors of Torture and Trauma, host mental health workshops and support groups to promote mental health and well-being • Partner with local health clinics and hospitals to provide access to affordable health care services • Host community gardening programs and healthy cooking workshops to promote healthy lifestyles and food security
Strategy 5	Risk Management Action plan	• Identify risks: This involves identifying both internal and external factors that could pose a risk to the ISQLD's operations and objectives. Examples of risks include financial, operational, legal, regulatory, reputational, and strategic risks • Assess risks: Once the risks have been identified, the Risk Management Plan will assess the likelihood and impact of each risk on the organisation. This will involve analysing the probability of the risk occurring, as well as the potential consequences of the risk if it does occur • Minimize risks: The Risk Management Plan will then develop risk mitigation strategies to minimize the likelihood or impact of identified risks. This may include developing new policies and procedures, implementing new controls or processes, or establishing contingency plans • Regular reviews: The Risk Management Plan will outline a schedule for regular reviews of the identified risks and mitigation strategies to ensure that they remain relevant and effective • Contingency planning: The Risk Management Plan will identify potential contingencies to be implemented in the event that identified risks materialize. This may involve developing emergency response plans, crisis management plans, or business continuity plans • Roles and responsibilities: The Risk Management Plan will allocate roles and responsibilities to individuals or teams responsible for owning and managing specific risks. This ensures that everyone understands their roles and responsibilities in risk management, and that there is accountability for managing risks effectively
Strategy 6	Expand fundraising and financial sustainability Action Plan	• Develop a fundraising plan that includes diverse revenue streams, such as grants, donations, sponsorships, and fundraising events • Cultivate relationships with donors and sponsors to secure long-term funding • Develop a membership program to encourage community members to support the organisation through regular donations and volunteerism • Invest in marketing and outreach efforts to expand awareness of the organisation and its impact in the community

Table 1: Short-term		
Strategy 7	Governance Procedures and Policies Plan	• Code of Conduct Policy: Outlines the expectations of behaviour and standards of conduct for staff, volunteers, and visitors to the community centre. • Health and Safety Policy: Outlines procedures to ensure a safe and healthy environment for all who use the community centre. • Emergency Management Plan: Outlines procedures to follow in case of emergency situations such as fire, medical emergency, or natural disaster. • Child Protection Policy: Outlines procedures for protecting children and preventing abuse or neglect in the community centre. • Volunteer Management Policy: Outlines procedures for recruiting, training, and managing volunteers who work at the community centre. • Financial Management Policy: Outlines procedures for managing the finances of the community centre, including budgeting, accounting, and reporting. • Facility Use Policy: Outlines procedures for reserving and using community centre facilities by community members and outside groups. • Privacy Policy: Outlines procedures for collecting, storing, and protecting personal information of community centre members and visitors. • Anti-Discrimination and Harassment Policy: Outlines procedures for addressing and preventing discrimination and harassment based on protected characteristics such as race, gender, sexual orientation, and disability. • Social Media Policy: Outlines procedures for managing social media accounts and use of social media by staff and volunteers. • A Diversity and Inclusion Policy: Outlines an organisation's commitment to creating and maintaining an inclusive workplace where diversity is valued, respected, and celebrated. • Human Resources Policies: These policies outline an organisation's approach to recruitment, selection, training, performance management, and termination of employees. They also cover issues such as compensation and benefits, workplace culture, and diversity and inclusion. • Risk Management Policies: These policies outline how an organisation manages risks associated with its operations, including legal, financial, reputational, and operational risks. They may include procedures for identifying and assessing risks, implementing risk mitigation strategies, and monitoring and reporting on risks. • Information Technology Policies: These policies cover the use of technology and data within an organisation, including internet and email usage, software and hardware procurement, data privacy and security, and disaster recovery planning. • Environmental Policies: These policies cover an organisation's approach to sustainability and environmental responsibility. They may include guidelines for waste reduction and recycling, energy conservation, and environmental impact assessments. • Governance Policies: These policies outline the rules and procedures for decision-making and oversight within an organisation. They may include guidelines for board and committee meetings, conflict of interest management, and ethical standards.

LIST OF GOALS AND OBJECTIVES OVER THE LONG TERM

Table 2: Long-term		
Strategy 1	Provide educational opportunities for the community	Offer classes and workshops on a variety of subjects, such as digital literacy, financial literacy, and parenting, to improve the knowledge and skills of community members
Strategy 2	Promote health and wellness in the community	Offer fitness classes, health screenings, and healthy lifestyle programs to improve the physical and mental health of community members
Strategy 3	Foster community engagement and socialisation.	Provide community events, social activities, and volunteer opportunities to encourage community members to connect with one another and engage in the community
Strategy 4	Support youth development and empowerment	Offer after-school programs, mentorship opportunities, and leadership training to help youth develop their skills and achieve their potential
Strategy 5	Address food insecurity in the community	Operate a food bank, offer nutrition education classes, and provide meal programs to address hunger and food insecurity in the community
Strategy 6	Provide support and resources to marginalised and vulnerable populations	Offer job training, housing assistance, and other support services to help low-income and marginalized communities access resources and improve their quality of life
Strategy 7	Create an inclusive and accessible environment for all community members	Offer programs and services that are accessible to individuals with disabilities, provide translation and interpretation services for non-English speakers, and promote diversity and inclusion in all aspects of the community centre

KEY PERFORMANCE AREAS (KPAS)

Key performance areas are those general areas of operation within an organisation, e.g. marketing, where a desired outcome is required over the period of the strategic plan and beyond.

Focus areas are those specific operational areas within a key performance area. For example, a focus area within the KPA of marketing would be sponsorships.

Examples are shown below:

KPA	Focus area	Goal or objective
Administration	Office administration	Produce and record agendas for and minutes of meetings
	Corporate governance	Develop a governance manual
	Quality Assurance	Document Control Policy and Procedure
Marketing	Sponsorship	Obtain two shirt sponsors
	Fundraising	Increase fundraising monies by 20%
	Merchandise	Sales of branded sport specific equipment
	Promotions	Produce registration flyer to be distributed
	Communications	Produce monthly newsletter
Participation and engagement	Events	Organise Nowruz, Harmony Day, Tiregan and other cultural and advocacy events
	Participation development	Increase player numbers by 10%
	Youth (16-24)	Increase young members by 5%
	Let's Talk Forums	Facilitate a monthly forum for dialogue and discussion
	High performance programs	Increase number of players in rep teams by 5%
	Community Survey	Conduct Annual Survey
Finance	Operational budgets	Produce yearly operating budget
	Cash flow forecasts	Provide a 6-months cash flow budget
	Financial reporting	Produce balance sheet and profit and loss statements
	Banking	Set up secure and user-friendly online payment systems and EFT payment facility at ISQLD events