

Australian Iranian Community Council

# 2026-29 Strategic Plan

**AICC**  
Australian Iranian Community Council

**Foundations for Building our Future Together**



# Table Of Content

AICC Commitment

Executive Summary

About AICC

Strategic Pillars

Goals & Objectives

Key Performance Indicators (KPIs)

Implementation Plan

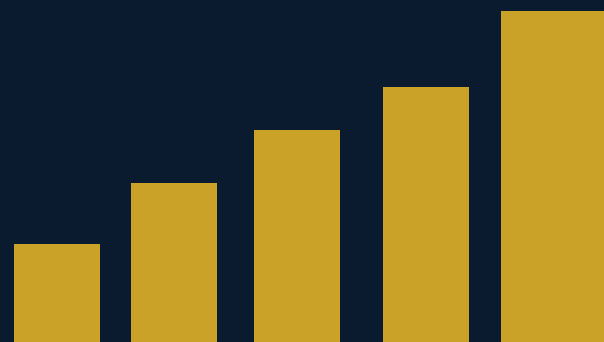
Risk Management & Mitigation

SWOT Analysis

AICC Contributions

AICC Marketing & Communication Plan

AICC Contacts



## Acknowledgement of Traditional Owners

AICC acknowledges Aboriginal and Torres Strait Islander Peoples as the first people of this country. AICC respects and values Australia's Indigenous Peoples' enormous resilience, courage, determination, and contribution to this nation's art and development.

# AICC Commitment

The Australian Iranian Community Council (AICC) is committed to strengthening the wellbeing, inclusion, representation, and cultural vitality of Iranian-Australians across the nation.

We uphold the principles of integrity, transparency, cultural respect, and community-centred leadership. Our work is grounded in the belief that every Iranian-Australian deserves equitable access to opportunities, a strong sense of belonging, and a trusted national body that advocates for their needs.

AICC is committed to:

Building a unified national voice that represents the diversity of Iranian-Australian experiences.

Promoting cultural understanding and social cohesion within the broader Australian community.

Strengthening community resilience, wellbeing, and participation.  
Ensuring transparent, accountable governance that reflects best practice for incorporated associations.

Creating safe, inclusive, and empowering spaces for individuals, families, and community organisations.

Collaborating with government, industry, and community partners to advance shared goals.

This Strategic Plan reflects our commitment to long-term stability, responsible leadership, and meaningful impact for our community.

# Executive Summary



## Michael Kavian- AICC President

The Australian Iranian Community Council (AICC) is a newly established incorporated association created in response to the urgent and evolving needs of Iranian-Australians.

Many in our community continue to experience trauma, distress, and uncertainty due to events in Iran, which deeply affect their daily life, wellbeing, and participation in Australia. At the same time, Iranian-Australians face fragmented representation, with isolated voices spread across different platforms, groups, and informal networks.

AICC has been formed to provide a unified, credible, and professional national voice, one that brings together the diverse experiences of Iranian-Australians and advocates holistically for their immediate, medium, and long-term needs.

This Strategic Plan (2026–2029) outlines how AICC will support community wellbeing and trauma-informed recovery, strengthen inclusion and cultural identity, deliver programs that respond to settlement and acculturation needs, unify and professionalise advocacy efforts, build strong partnerships with government and service providers, and establish transparent, accountable, and future-ready governance.

As a young organisation with a strong community mandate, we recognise that meaningful progress requires collaboration. We invite government agencies, specialised support services, multicultural and CALD organisations, and community partners to work with us in advancing the wellbeing, inclusion, and representation of Iranian-Australians.

Together, we can build a stronger, more connected, and more empowered community for the future.

# About AICC



The Australian Iranian Community Council Inc. (AICC) is a Queensland-incorporated, non-profit, and non-religious organisation established in 2026 to support the wellbeing, inclusion, and advancement of Iranian-Australians nationwide.

AICC serves as:

- A national representative body for Iranian-Australian communities
- A connector between community members, government, and institutions
- A platform for cultural expression, community development, and advocacy
- A supportive hub for community organisations, volunteers, and emerging leaders

Our governance structure includes a Management Committee, subcommittees, and advisory groups that ensure transparent decision-making and community-centred leadership.

## **Purpose**

To strengthen the wellbeing, inclusion, representation, and cultural identity of Iranian-Australians through community engagement, advocacy, and collaborative initiatives.

## **Cultural Vision**

A thriving, connected, and empowered Iranian-Australian community that contributes confidently to Australia's multicultural society while preserving and celebrating its rich Persian cultural heritage.

## **Mission Statement**

AICC's mission is to empower Australian Iranian support community organisations, promote cultural understanding, and advocate for equitable access to opportunities through transparent governance, collaborative partnerships, and community-driven programs.

# Strategic Pillars



AICC's strategic direction for 2026–2029 is organised around five interconnected pillars that reflect the lived realities, aspirations, and challenges of Iranian-Australians today. These pillars recognise the community's ongoing experiences of trauma, displacement, and acculturation, and the need for a unified, credible national body to support wellbeing, representation, and long-term stability.

The first pillar, **Community Connection & Inclusion**, focuses on strengthening belonging, cultural identity, and participation, particularly for those experiencing isolation or distress.

The second pillar, **Advocacy, Voice & Representation**, addresses the long-standing fragmentation of Iranian-Australian voices by establishing a coordinated, professional, and holistic advocacy platform that can effectively engage with government and institutions.

The third pillar, **Programs, Culture & Capability**, commits AICC to delivering culturally responsive, trauma-informed programs that support settlement, resilience, and community capability.

The fourth pillar, **Governance, Compliance & Organisational Excellence**, ensures that AICC operates with transparency, accountability, and strong internal systems as a newly established incorporated association.

Finally, the fifth pillar, **Partnerships & Sustainable Growth**, focuses on building meaningful relationships with government agencies, specialised support services, multicultural and CALD organisations, and community partners to secure long-term sustainability and expand access to opportunities for Iranian-Australians.

Together, these pillars form a comprehensive framework that guides AICC's efforts to unify the community, strengthen wellbeing, and advocate for a more inclusive and empowered future.

# Goals & Objectives



AICC's goals and objectives for 2026–2029 are shaped by the lived experiences, challenges, and aspirations of Iranian-Australians. As a community navigating acculturation pressures, trauma, displacement, and fragmented representation, Iranian-Australians require coordinated, culturally responsive, and future-focused support.

These goals reflect AICC's commitment to addressing immediate needs while building long-term pathways for wellbeing, inclusion, advocacy, and community capability.

**1: Community Connection & Inclusion** focuses on strengthening belonging, cultural identity, and participation. AICC will support individuals experiencing trauma or isolation, promote intergenerational connection, and deliver culturally safe engagement activities that build cohesion and resilience.

**2: Advocacy, Voice & Representation** aims to unify the community's fragmented voices by establishing a credible, coordinated advocacy platform. AICC will engage with the government, develop structured advocacy frameworks, and ensure Iranian-Australians are represented professionally and consistently across local, state, and federal levels.

**3: Programs, Culture & Capability** commits to delivering culturally responsive, trauma-informed programs that support wellbeing, resilience, settlement, and acculturation. This includes initiatives that strengthen cultural expression, build community capability, and improve access to specialised support services.

**4: Governance, Compliance & Organisational Excellence** ensures AICC operates with transparency, accountability, and strong internal systems as a newly established incorporated association. This includes developing governance frameworks, risk management processes, and organisational capacity.

**5: Partnerships & Sustainable Growth** emphasises collaboration with government agencies, specialised support services, multicultural organisations, and community partners. AICC will build formal partnerships, strengthen networks, and secure sustainable funding to support long-term growth and community impact.

# Key Performance Indicators



KPI	Focus Area	Goal	Measurement
Community Connection & Inclusion	Culturally safe engagement; intergenerational connection; support for isolated or traumatised community members	Strengthen belonging, cultural identity, and participation	Participation numbers; engagement across age groups; feedback on belonging and connection
Unified Advocacy & Representation	Coordinated advocacy; government engagement; visibility of Iranian-Australian issues	Provide a unified, credible national voice	Advocacy submissions; representation in forums; stakeholder feedback
Programs, Culture & Capability	Trauma-informed programs; settlement support; cultural capability initiatives	Deliver culturally responsive programs that support wellbeing and resilience	Number of programs; participation rates; access to support services; evaluation outcomes
Governance, Compliance & Organisational Excellence	Governance frameworks; risk management; internal systems	Build a transparent, accountable, compliant organisation	Policy completion; regulatory compliance; internal review outcomes
Partnerships & Sustainable Growth	Government and CALD partnerships; funding diversification; cross-sector collaboration	Strengthen partnerships and secure sustainable resources	Number of partnerships; funding growth; engagement with agencies

# Implementation Plan

## Year 1: 2026 - Establish, Stabilise & Engage

Year 1 focuses on building AICC's foundational structures, establishing transparent governance, and responding to the community's most immediate needs. This includes setting up internal systems, launching early wellbeing and settlement initiatives, and beginning structured engagement with community members and key stakeholders.

The emphasis is on stabilising the organisation, building trust, and ensuring that Iranian-Australians feel supported, represented, and connected during AICC's establishment phase.

### Key Actions

- Finalise governance frameworks, policies, and compliance systems.
- Establish advisory groups and consultation mechanisms representing diverse community voices.
- Launch initial trauma-informed wellbeing and settlement support initiatives.
- Begin mapping community needs through surveys, consultations, and stakeholder engagement.
- Develop AICC's coordinated advocacy framework and begin early engagement with government agencies.
- Build foundational partnerships with multicultural organisations, CALD services, and specialised support agencies.
- Establish communication channels (website, newsletter, social media, community updates).
- Begin volunteer recruitment and internal capacity-building.

### Expected Outcomes

- AICC is fully operational with transparent governance.
- Early programs were delivered to support community wellbeing and acculturation.
- Initial advocacy presence established.
- Community awareness and trust were strengthened.

# Implementation Plan

## Year 2: 2027 - Expand Programs, Strengthen Advocacy & Build Capacity



Year 2 centres on expanding AICC's programs, strengthening its national advocacy presence, and deepening partnerships across government, multicultural agencies, and specialised support services.

With foundational systems in place, AICC shifts toward scaling trauma-informed programs, delivering cultural and capability-building initiatives, and formalising collaborative relationships. This year prioritises organisational growth, increased visibility, and stronger community impact.

### Key Actions

- Expand trauma-informed wellbeing programs and settlement support initiatives.
- Deliver cultural capability and community development programs across multiple states.
- Implement the full advocacy framework, including policy submissions, consultations, and sector engagement.
- Formalise partnerships through MOUs with government, multicultural agencies, and service providers.
- Develop a national community engagement calendar (forums, cultural events, wellbeing workshops).
- Strengthen internal systems, including risk management, quality assurance, and data collection.
- Begin diversifying funding through grants, sponsorships, and philanthropic engagement.
- Recruit part-time staff or contractors to support operations and program delivery.

### Expected Outcomes

- Increased program reach and participation.
- Stronger national advocacy presence and improved visibility of Iranian-Australian issues.
- Expanded partnerships and improved access to services for community members.
- Strengthened organisational capacity and sustainability.

# Implementation Plan

## Year 3: 2027-2028 - Consolidate, Influence & Sustain



Year 3 focuses on consolidating AICC's programs, strengthening long-term sustainability, and positioning the organisation as a recognised national voice for Iranian-Australians. This includes refining programs based on evaluation, leading national advocacy campaigns, expanding services to regional areas, and securing multi-year funding.

The emphasis is on measurable impact, organisational resilience, and establishing AICC as a trusted peak body capable of shaping policy and advancing community wellbeing into the future.

### Key Actions

- Consolidate and refine programs based on evaluation and community feedback.
- Lead national advocacy campaigns on priority issues affecting Iranian-Australians.
- Strengthen cross-sector collaboration with health, education, employment, and settlement agencies.
- Expand cultural, wellbeing, and capability-building programs to regional areas.
- Secure multi-year funding agreements and diversify revenue streams.
- Implement advanced governance improvements, including annual impact reporting and external reviews.
- Establish AICC as a recognised national peak body for Iranian-Australians.
- Develop the next Strategic Plan (2029–2032) based on evidence, evaluation, and community consultation.

### Expected Outcomes

- AICC is recognised as a trusted, influential national organisation.
- Sustainable funding and strong organisational resilience.
- Measurable improvements in community wellbeing, inclusion, and representation.
- A clear pathway for long-term growth and future planning.

**GOOD  
INTENTION  
ARE NOT  
ENOUGH.**

# Risk Management & Mitigation



AICC adopts a proactive, transparent approach to risk management to ensure organisational stability, community trust, and long-term sustainability.

As a newly established incorporated association supporting a community affected by trauma, displacement, and complex settlement needs, AICC monitors key risks across governance, operations, programs, partnerships, and advocacy.

**Organisational & Governance Risks:** Early-stage governance, policy development, and compliance requirements may pose challenges. Mitigation includes strong governance frameworks, clear decision-making processes, regular reviews, and governance training.

**Financial & Sustainability Risks:** Limited initial resources and funding uncertainty may impact growth. Mitigation includes diversified funding, multi-year grants, sound financial systems, and building reserves.

**Community Wellbeing & Safety Risks:** Programs may unintentionally trigger distress or fail to meet cultural needs. Mitigation includes trauma-informed design, cultural safety principles, referral pathways, and staff/volunteer training.

**Advocacy & Representation Risks:** Fragmented voices or inconsistent messaging may weaken advocacy impact. Mitigation includes a coordinated advocacy framework, evidence-informed messaging, broad community consultation, and maintaining neutrality.

**Partnership & Stakeholder Risks:** Misaligned expectations or weak collaboration may limit outcomes. Mitigation includes formal Memoranda of Understanding (MOUs), regular communication, partnership reviews, and alignment with culturally safe organisations.

**Operational & Program Delivery Risks:** Limited staffing or rapid growth may affect program quality. Mitigation includes capacity-building, quality assurance processes, gradual scaling, and strong internal systems.

**Reputational Risks:** As a national representative body, AICC must maintain credibility and neutrality. Mitigation includes ethical standards, transparent communication, prompt issue management, and consistent professional conduct.

# SWOT Analysis

## STRENGTHS

- Newly established organisation with a clear purpose and a strong community mandate
- Unified, credible national voice for Iranian-Australians
- Deep cultural knowledge and lived-experience insight
- Strong commitment to trauma-informed and culturally responsive practice
- Emerging partnerships with government, CALD agencies, and service providers
- Transparent governance and non-political, non-religious positioning

## WEAKNESSES

- Limited initial funding and organisational resources
- Early-stage governance and operational systems still maturing
- Reliance on volunteers during establishment phase
- Limited national visibility while building brand recognition
- Need for expanded staffing to support program delivery and advocacy

## OPPORTUNITIES

- Strong demand for unified advocacy and coordinated representation
- Potential partnerships with government, multicultural agencies, and NGOs
- Opportunities to lead trauma-informed, culturally safe programs nationally
- Ability to shape policy discussions affecting CALD and migrant communities
- Increased visibility through digital engagement, community events, and national campaigns

## THREATS

- Fragmented community voices or competing advocacy groups
- Funding uncertainty and competition for grants in the multicultural sector
- Political sensitivities related to Iran are affecting community safety and advocacy
- Risk of burnout among volunteers and early-stage leaders
- External misinformation or misrepresentation of Iranian-Australian issues
- Economic pressures impacting community participation and organisational sustainability

# AICC Contributions



## UNIFIED NATIONAL ADVOCACY

AICC provides a credible, coordinated national voice for Iranian-Australians, ensuring that community needs, lived experiences, and cultural contexts are represented professionally across government, multicultural sectors, and public institutions. Through evidence-informed advocacy and a non-political, non-religious stance, AICC strengthens visibility, protects community interests, and brings coherence to previously fragmented representation.



## Community Wellbeing & Cultural Safety

AICC delivers trauma-informed, culturally safe initiatives that support emotional wellbeing, social connection, and cultural identity. By creating inclusive spaces and programs for newly arrived migrants, families, and vulnerable individuals, AICC enhances community resilience and fosters a strong sense of belonging across generations.



## CULTURALLY RESPONSIVE PROGRAMS

AICC designs and delivers programs that address settlement, acculturation, resilience, and community capability. These initiatives strengthen cultural expression, improve access to specialised support services, and create opportunities for leadership, skills development, and empowerment within the Iranian-Australian community.



## STRATEGIC PARTNERSHIPS

AICC builds trusted partnerships with government agencies, multicultural organisations, NGOs, and service providers to expand access to services and opportunities. Supported by transparent governance, ethical practice, and strong internal systems, AICC ensures long-term organisational stability and meaningful community impact.

# Marketing & Communication Plan

## STRATEGIC COMMUNICATIONS



AICC will deliver clear, consistent messaging across all platforms to strengthen national visibility and reinforce its role as the peak body for Iranian-Australians. Communications will highlight advocacy priorities, community programs, organisational updates, and key achievements. Messaging will be culturally sensitive, evidence-informed, and designed to build trust with both the community and external stakeholders.

## COMMUNITY ENGAGEMENT



AICC will engage directly with Iranian-Australians through culturally safe events, online forums, newsletters, and community consultations. Engagement activities will prioritise inclusion, accessibility, and trauma-informed practice, ensuring that newly arrived migrants, vulnerable individuals, and diverse community groups feel supported and heard. Regular feedback loops will guide program development and advocacy priorities.

## DIGITAL PRESENCE & INFORMATION ACCESS



AICC will maintain a strong digital presence through its website, social media channels, and email communications. Digital content will provide accessible information on programs, advocacy updates, community resources, and opportunities for involvement. The website will serve as a central hub for information, referrals, and organisational transparency, including governance documents and annual reports.

## STAKEHOLDER & GOVERNMENT RELATIONS



AICC will maintain proactive communication with government agencies, multicultural organisations, NGOs, and service providers. Engagement will include policy submissions, briefings, partnership meetings, and participation in sector forums. AICC will ensure that external communications reflect community needs, uphold neutrality, and strengthen the organisation's credibility as a trusted national representative body.

# Contact Us

Website: [www.auaicc.org.au](http://www.auaicc.org.au)

Email: [info@auaicc.org.au](mailto:info@auaicc.org.au)

Address: Level 1, 16 McDougall Street Milton, QLD 4064



# AICC



Australian Iranian Community Council  
Foundations for Building our Future Together