



AP-003 - GOVERNANCE HANDBOOK

Public Edition

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About this Publication

The Aurora Governance Handbook provides an overview of how Aurora Multicultural Advisory Hub Inc. is governed, how decisions are made, and how we ensure accountability, transparency and responsible stewardship of the resources entrusted to us.

This publication is intended for community members, donors, government agencies, philanthropic organisations, corporate partners, volunteers and other stakeholders seeking to understand Aurora's governance approach.

This is a public publication. It complements, but does not replace, Aurora's internal governance policies and operational procedures.

Table of Contents

1. Welcome
2. About Aurora
3. Our Vision
4. Our Mission
5. Our Values
6. Our Legal Status
7. Our Governance Philosophy
8. Governance Structure
9. Board of Directors
10. Executive Leadership Team
11. Governance Principles
12. Accountability & Transparency
13. Financial Stewardship
14. Risk Management
15. Safeguarding & Community Protection
16. Ethical Conduct
17. Strategic Planning & Performance
18. Community Participation
19. Partnerships
20. Continuous Improvement
21. Contact Us



1. Welcome

Welcome to Aurora Multicultural Advisory Hub Inc.

Aurora was established to strengthen multicultural communities by connecting people, organisations and governments through practical programs, partnerships and evidence-informed solutions.

Strong governance is fundamental to achieving this purpose. It provides confidence to our communities, donors, government partners and supporters that Aurora operates responsibly, ethically and transparently.

This handbook outlines the governance principles that guide our organisation and our commitment to accountability and continuous improvement.

2. About Aurora

Aurora Multicultural Advisory Hub Inc. is an Australian registered charity dedicated to improving social inclusion, community participation and long-term outcomes for multicultural communities.

Our work brings together community members, government, industry, education providers and service organisations to design practical solutions to complex social challenges.

Aurora's approach is built on collaboration, prevention, innovation and measurable impact.

3. Our Vision

Thriving multicultural communities where every individual has the opportunity to participate, contribute and succeed.

4. Our Mission

To strengthen multicultural communities through leadership, partnerships, evidence-based programs, capacity building and advocacy that create sustainable social and economic outcomes.

5. Our Values

Everything we do is guided by eight core values.

Integrity

- We act honestly, ethically and transparently.



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Accountability

- We accept responsibility for our decisions and actions.

Respect

- We value diversity and treat everyone with dignity.

Collaboration

- We achieve better outcomes by working together.

Excellence

- We pursue high standards in governance, leadership and service delivery.

Innovation

- We embrace new ideas and continuously improve.

Community Leadership

- We place communities at the centre of our work.

Inclusion

- We promote equal opportunity and meaningful participation for all.

6. Our Legal Status

Aurora Multicultural Advisory Hub Inc. is:

- An incorporated association in Victoria.
- A registered charity with the Australian Charities and Not-for-profits Commission (ACNC).
- Endorsed by the Australian Taxation Office as a Deductible Gift Recipient (DGR).
- Committed to complying with all applicable Australian laws and regulatory obligations.

Our governance arrangements are designed to meet the expectations of our regulators, funders, partners and the communities we serve.

7. Our Governance Philosophy

Aurora believes that good governance is more than compliance.

It is the foundation for effective leadership, sound decision-making and long-term organisational sustainability.

Our governance philosophy is based on five principles:

- Leadership with integrity.
- Transparency and accountability.
- Responsible stewardship of resources.
- Evidence-informed decision-making.
- Continuous organisational improvement.

These principles guide every aspect of our work.

0405854086 

info@auroranexus.com.au 

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8. Governance Structure

Aurora operates through a clear governance framework that distinguishes strategic oversight from day-to-day management.

The **Board of Directors** provides strategic leadership, governance oversight and organisational accountability.

The **Executive Leadership Team** is responsible for implementing the Board's strategic direction and managing the organisation's daily operations.

This separation ensures that governance responsibilities remain distinct from operational management while promoting effective collaboration.

9. Board of Directors

The Board is responsible for:

- Setting Aurora's strategic direction.
- Protecting Aurora's mission and values.
- Ensuring compliance with legal obligations.
- Overseeing financial sustainability.
- Monitoring organisational performance.
- Managing strategic risk.
- Appointing and supporting the Executive Leadership Team.
- Maintaining accountability to members and stakeholders.

Board members are expected to act in the best interests of Aurora and fulfil their duties with diligence, care and integrity.

10. Executive Leadership Team

Aurora's Executive Leadership Team is responsible for implementing the Board's strategic direction and ensuring the effective operation of the organisation.

The Executive Leadership Team works collaboratively across the following functions:

- Executive leadership
- Corporate operations
- Finance



- Community development
- Program delivery
- Partnerships
- Governance support
- Organisational capability

The Executive Leadership Team reports regularly to the Board on organisational performance, risks and strategic priorities.

11. Governance Principles

Aurora's governance framework is founded on recognised principles of good governance adopted across the not-for-profit, public and corporate sectors.

These principles guide every decision made by the Board, Executive Leadership Team and all individuals acting on behalf of the organisation.

Strategic Leadership

Aurora maintains a clear long-term vision supported by measurable objectives, evidence-informed planning and responsible decision-making.

Accountability

We are accountable to:

- Our members
- The communities we serve
- Donors
- Government agencies
- Corporate partners
- Philanthropic organisations
- Regulators

We openly report on our activities, performance and use of resources.

Transparency

Aurora believes that transparency builds trust.

We are committed to openly communicating our governance arrangements, strategic priorities, organisational performance and financial stewardship.



Independence

Board members and executives are expected to act in Aurora's best interests and to appropriately manage actual, potential and perceived conflicts of interest.

Continuous Improvement

Good governance is an ongoing process.

Aurora regularly reviews its governance systems to ensure they remain effective, proportionate and aligned with best practice.

12. Accountability & Transparency

Aurora is committed to maintaining the confidence of its members, communities and funding partners through strong governance and transparent reporting.

We achieve this by:

- Publishing our Annual Report.
- Holding an Annual General Meeting.
- Providing members with opportunities to participate in governance.
- Maintaining clear organisational policies.
- Monitoring organisational performance.
- Regularly reviewing strategic priorities.
- Complying with ACNC reporting obligations.
- Maintaining appropriate financial oversight.

Transparency is essential to maintaining public confidence and ensuring responsible stewardship of community resources.

13. Financial Stewardship

Aurora recognises that every dollar entrusted to the organisation represents an investment in stronger multicultural communities.

We therefore commit to:

- Responsible financial management.
- Appropriate financial controls.



- Independent oversight by the Board.
- Sustainable financial planning.
- Diversified income sources.
- Ethical fundraising.
- Responsible procurement.
- Effective resource allocation.

Aurora is committed to building long-term financial sustainability through a balanced mix of government funding, philanthropy, corporate partnerships, fee-for-service activities and community support.

14. Risk Management

Aurora adopts a proactive approach to identifying and managing organisational risk.

Risk management is integrated into strategic planning, operational management and decision-making.

Key areas of focus include:

- Governance
- Financial sustainability
- Community safety
- Child safety
- Information security
- Legal and regulatory compliance
- Program delivery
- Reputation
- Workforce capability
- Strategic partnerships

Risk management is a shared responsibility across the organisation.

15. Safeguarding & Community Protection

Aurora is committed to providing safe, respectful and inclusive environments for everyone who engages with our organisation.



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We strive to ensure that our programs and services are culturally safe, accessible and responsive to the needs of multicultural communities.

Aurora does not tolerate:

- Abuse
- Harassment
- Bullying
- Discrimination
- Exploitation
- Corruption
- Fraud
- Unsafe practices

Safeguarding responsibilities apply to Board members, employees, volunteers, contractors and partner organisations working with Aurora.

16. Ethical Conduct

Integrity is fundamental to Aurora's culture.

Everyone representing Aurora is expected to:

- Act honestly and professionally.
- Treat others with dignity and respect.
- Protect confidential information.
- Manage conflicts of interest appropriately.
- Use organisational resources responsibly.
- Comply with applicable laws and policies.
- Promote a positive organisational culture.

These expectations are supported by Aurora's Code of Conduct and related governance policies.

17. Strategic Planning & Performance

Aurora uses structured planning and performance monitoring to ensure that resources are directed towards activities that achieve meaningful community outcomes.

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Our planning framework includes:

- Strategic planning.
- Annual operating planning.
- Program planning.
- Financial planning.
- Workforce planning.
- Performance monitoring.
- Risk monitoring.
- Continuous improvement.

Progress is reviewed regularly by both the Executive Leadership Team and the Board of Directors.

18. Community Participation

Aurora believes that lasting solutions are developed with communities, not for communities.

Community participation is central to our approach.

We actively engage:

- Community members.
- Young people.
- Families.
- Volunteers.
- Service providers.
- Government agencies.
- Educational institutions.
- Businesses.
- Philanthropic organisations.

By listening to lived experience and encouraging collaboration, we aim to co-design practical and sustainable solutions that respond to genuine community needs.



19. Partnerships

Aurora recognises that meaningful social impact is achieved through collaboration.

We work alongside government, community organisations, education providers, businesses, researchers and philanthropic partners to strengthen outcomes for multicultural communities.

Our partnerships are guided by shared values, mutual respect, transparency and a commitment to measurable community benefit.

We seek relationships that build long-term capability rather than short-term transactional outcomes.

20. Continuous Improvement

Aurora is committed to learning, innovation and organisational excellence.

We regularly review our governance, programs and operations to identify opportunities for improvement.

This includes:

- Reviewing organisational performance.
- Evaluating community outcomes.
- Seeking stakeholder feedback.
- Learning from experience.
- Investing in capability development.
- Adapting to changing community needs.

Continuous improvement ensures that Aurora remains responsive, accountable and effective.

21. Governance Publications

To support transparency and public accountability, Aurora makes a range of governance and organisational publications available through its website.

These include:

- Constitution
- Strategic Plan
- Annual Report
- Governance Handbook



- Privacy Policy
- Code of Conduct
- Complaints Policy
- Conflict of Interest Policy
- Child Safety Policy
- Other governance publications as they become available

Public editions are designed to promote transparency while protecting confidential and operationally sensitive information.

22. Contact Us

Aurora Multicultural Advisory Hub Inc.

Website: www.auroramulticultural.org.au

Email: info@auroramulticultural.org.au

Location: Melbourne, Victoria, Australia

For enquiries regarding governance, partnerships, publications or organisational accountability, please contact us through our website or via the details above.

Closing Statement

Aurora Multicultural Advisory Hub Inc. believes that strong governance is the foundation of meaningful and sustainable community impact.

By combining ethical leadership, sound governance, responsible financial stewardship and genuine community partnership, we seek to build an organisation that earns the confidence of the communities we serve, the partners who support us and the institutions that work alongside us.

This Governance Handbook reflects our commitment to openness, accountability and continuous improvement as we work towards stronger, more connected and more inclusive multicultural communities.

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