



STRATEGIC PLAN 2026–2029

Building Stronger Communities. Creating Lasting Impact.

Document Information

Item	Details
Document Title	Aurora Strategic Plan 2026–2029
Document Number	ASP-001
Version	1.0
Classification	Public
Document Owner	Board of Directors
Responsible Officer	President
Approval Authority	Board of Directors
Review Frequency	Annual
Planning Period	July 2026 – June 2029

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1. Executive Summary

Aurora Multicultural Advisory Hub Inc. was established to strengthen multicultural communities through collaboration, leadership, education, advocacy and organisational capability.

This Strategic Plan provides Aurora's long-term direction for the period 2026–2029.

It establishes the organisation's strategic priorities, objectives and success measures while providing a clear framework for decision-making, resource allocation and organisational growth.

The Plan reflects Aurora's commitment to strong governance, financial sustainability, community leadership and measurable social impact.

Implementation of this Strategy will be supported through annual operating plans, enterprise frameworks and performance reporting.

2. About Aurora

Aurora Multicultural Advisory Hub Inc. is an Australian registered charity dedicated to building stronger, more inclusive and resilient multicultural communities.

Aurora works collaboratively with governments, local councils, community organisations, educational institutions, businesses and philanthropic organisations to improve social, economic and civic participation.

Aurora's work focuses on:

- Community Development
- Capacity Building
- Community Leadership
- Education
- Advocacy
- Strategic Partnerships
- Research
- Organisational Development

Detailed organisational information is contained within the **Aurora Organisation Profile (EEDS-01)**.



3. Strategic Context

Australia's multicultural communities continue to experience changing social and economic challenges.

These include:

- Cost of living pressures
- Employment and economic participation
- Settlement and integration
- Social inclusion
- Community leadership
- Digital inclusion
- Health literacy
- Access to services
- Community resilience

Aurora recognises these challenges as opportunities to create stronger partnerships, innovative programs and sustainable community outcomes.

The organisation will continue strengthening its capability while responding to changing community needs through evidence-informed planning and collaborative leadership.





AURORA MULTICULTURAL ADVISORY HUB INC

4. Vision

- ❖ Inclusive, empowered and connected multicultural communities where every individual has equitable access to opportunities, services and support to thrive.

5. Mission

- To strengthen multicultural communities through advocacy, education, capacity building, strategic partnerships and community-led initiatives that improve social, economic and civic participation.

6. Values

Aurora is guided by the following organisational values.

Value	Description
Integrity	Acting ethically and honestly.
Inclusion	Creating opportunities for everyone.
Collaboration	Working together to achieve shared outcomes.
Innovation	Encouraging creative thinking and continuous improvement.
Accountability	Accepting responsibility for our actions.
Respect	Valuing diversity and every individual.
Empowerment	Building community capability and leadership.
Excellence	Delivering high-quality outcomes.



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7. Strategic Priorities

- Aurora's strategic direction is organised around eight Strategic Priorities.

Strategic Priority 1

Governance Excellence

- ❖ Strengthen organisational governance through accountability, transparency, compliance and effective leadership.

Strategic Priority 2

Community Impact

- ❖ Design and deliver high-quality programs that improve outcomes for multicultural communities.

Strategic Priority 3

Financial Sustainability

- ❖ Build a financially resilient organisation through diversified funding, effective financial stewardship and sustainable growth.

Strategic Priority 4

Strategic Partnerships

- ❖ Develop meaningful collaborations with government, education, business and community organisations.

Strategic Priority 5

Organisational Capability

- ❖ Strengthen people, systems, technology and organisational maturity.



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Strategic Priority 6

Research & Advocacy

- ❖ Generate evidence, influence policy and advocate for equitable community outcomes.

Strategic Priority 7

Brand & Communications

- ❖ Increase organisational visibility, credibility and stakeholder engagement.

Strategic Priority 8

Innovation & Continuous Improvement

- ❖ Embed innovation, learning and continuous organisational improvement across all areas of Aurora.



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8. Strategic Objectives

Strategic Priority	Strategic Objective
Governance Excellence	Maintain effective governance and regulatory compliance.
Governance Excellence	Strengthen Board capability and organisational accountability.
Community Impact	Deliver community programs that create measurable outcomes.
Community Impact	Expand community participation and engagement.
Financial Sustainability	Diversify funding sources and increase financial resilience.
Financial Sustainability	Maintain sound financial governance and reporting.
Strategic Partnerships	Develop long-term partnerships across sectors.
Strategic Partnerships	Increase collaborative funding opportunities.
Organisational Capability	Strengthen workforce capability and organisational systems.
Organisational Capability	Improve digital maturity and operational efficiency.
Research & Advocacy	Build evidence-based programs and community research capability.
Research & Advocacy	Advocate for multicultural community priorities.
Brand & Communications	Increase organisational awareness and stakeholder confidence.
Brand & Communications	Strengthen communication and engagement across all channels.
Innovation & Continuous Improvement	Foster innovation across governance, programs and operations.
Innovation & Continuous Improvement	Embed continuous improvement into organisational culture.



9. Strategic Success Measures

Aurora will measure success using the following indicators.

Governance

- Governance compliance
- Board effectiveness
- Policy maturity

Financial

- Annual revenue growth
- Funding diversification
- Financial reserves
- Grant success rate

Community

- Number of participants
- Community satisfaction
- Community partnerships
- Program outcomes

Organisation

- Staff and volunteer capability
- Digital maturity
- Operational efficiency

Partnerships

- Active partnerships
- Joint initiatives
- Stakeholder satisfaction

Reputation

- Brand awareness
- Community trust
- Media engagement



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10. Strategic Roadmap

Year	Strategic Focus
2026	Establish strong governance, enterprise frameworks and organisational capability.
2027	Expand programs, partnerships and organisational capacity.
2028	Strengthen sustainability, research capability and statewide presence.
2029	Consolidate organisational leadership and maximise long-term community impact.



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11. Governance, Monitoring & Review

The Board of Directors is responsible for oversight of the Strategic Plan.

Progress will be monitored through:

- Annual Operating Plan
- Quarterly Board Reports
- Enterprise Performance Reporting
- Annual Strategic Review
- Enterprise Risk Management Framework
- Financial Management Framework
- Monitoring, Evaluation & Learning Framework

The Strategic Plan will be formally reviewed annually and updated as required.

12. Related Enterprise Documents

This Strategic Plan is supported by the following enterprise documents:

- Aurora Constitution
- Aurora Integrated Governance & Management System (AIGMS)
- Aurora Organisational Architecture Framework (AOAF)
- Aurora Business Capability Model (ABCM)
- Aurora Corporate Governance Framework (ACGF)
- Aurora Financial Management Framework (AFMF)
- Aurora Enterprise Risk Management Framework (AERMF)
- Aurora Annual Operating Plan
- Aurora Organisation Profile
- Aurora Business Capability Statement
- Aurora Partnership Prospectus
- Aurora Executive Snapshot



Closing Statement

Aurora Multicultural Advisory Hub Inc. is committed to becoming a trusted leader in multicultural community development through strong governance, strategic partnerships, sustainable organisational growth and measurable community impact.

This Strategic Plan provides the long-term direction that will guide Aurora's decisions, investments and actions as we work with our communities and partners to create lasting positive change across Victoria and beyond.

Publication Information

Publication Number: AP-002

Title: *Strategic Plan 2026–2030*

Version: 1.0

Published: August 2026

Publisher: Aurora Multicultural Advisory Hub Inc.

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