



AP-007 - GOVERNANCE FRAMEWORK

Public Edition

Publication Number: AP-007

Version: 1.0

Approved by: Board of Directors

Published: August 2026

Review Cycle: Every two years, or earlier where required

1. Purpose

The Aurora Governance Framework explains how Aurora Multicultural Advisory Hub Inc. is directed, controlled and held accountable.

It establishes the public principles and structures through which Aurora:

- Protects its charitable purpose.
- Makes strategic decisions.
- Oversees organisational performance.
- Manages risk.
- Uses resources responsibly.
- Maintains legal and regulatory compliance.
- Engages with communities and stakeholders.
- Demonstrates transparency and accountability.

This public edition provides an overview of Aurora's governance system. Detailed delegations, procedures, controls and operational registers are maintained internally.

2. Scope

This Framework applies to Aurora's:

- Members.
- Board of Directors.
- Office holders.
- Executive Leadership Team.
- Employees.



- Volunteers.
- Contractors.
- Committees and advisory groups.
- Programs and projects.
- Partnerships and funded activities.

Partner organisations may also be required to comply with relevant Aurora governance, safeguarding, privacy and accountability requirements where these form part of a formal agreement.

3. Governance Commitment

Aurora is committed to governance that is:

Purpose-led

- All decisions must support Aurora's charitable purpose, vision and mission.

Accountable

- Authority is accompanied by clear responsibility, reporting and oversight.

Transparent

- Aurora communicates openly about its governance, priorities and performance while protecting confidential and personal information.

Ethical

- Decisions and conduct must demonstrate integrity, fairness, respect and responsible use of authority.

Community-informed

- Community voice and lived experience inform strategic priorities, programs and evaluation.

Proportionate

- Governance systems reflect Aurora's size, risks, obligations and stage of development.

Sustainable

- Governance decisions consider long-term organisational capability, financial resilience and community impact.



4. Governance Outcomes

Through this Framework, Aurora seeks to achieve:

- Clear strategic direction.
- Effective Board oversight.
- Defined responsibilities and authority.
- Responsible financial stewardship.
- Timely and informed decision-making.
- Strong risk and compliance management.
- Safe and ethical conduct.
- Transparent reporting.
- Meaningful community accountability.
- Sustainable organisational growth.

5. Governance Architecture

Aurora uses an integrated governance architecture that connects strategic direction with operational delivery.

Governance Structure





The architecture is supported by:

- Governing rules.
- Strategic and annual planning.
- Board and executive charters.
- Governance frameworks.
- Policies.
- Procedures.
- Delegations.
- Registers.
- Reporting systems.
- Assurance and review processes.

6. Governing Authority

Aurora operates under:

- Its applicable governing rules.
- Victorian incorporated association requirements.
- Australian charity regulation.
- Relevant taxation and financial obligations.
- Applicable employment, privacy, fundraising and safeguarding requirements.
- Funding agreements and contractual obligations.
- Board-approved policies and delegations.

Where an internal document conflicts with legislation or Aurora's governing rules, the higher authority prevails.

7. Members

Aurora's members form an important part of the organisation's accountability structure.

Members exercise rights and responsibilities in accordance with Aurora's governing rules, including participation in general meetings and elections where applicable.



AURORA MULTICULTURAL ADVISORY HUB INC

Aurora supports informed member participation through:

- Timely meeting notices.
- Access to relevant reports.
- Annual General Meetings.
- Opportunities to ask questions.
- Voting processes.
- Clear records of resolutions.

Members do not ordinarily manage day-to-day operations.

8. Board of Directors

The Board is Aurora's governing body.

It is collectively responsible for:

- Protecting Aurora's purpose.
- Setting strategic direction.
- Overseeing financial sustainability.
- Monitoring organisational performance.
- Managing significant risk.
- Ensuring legal and regulatory compliance.
- Approving major governance instruments.
- Overseeing executive accountability.
- Maintaining stakeholder and community confidence.

The Board governs collectively. Individual directors do not independently direct the organisation unless authority has been formally delegated.

9. Board Composition and Capability

Aurora seeks a Board with an appropriate combination of:

- Governance.
- Finance.

0405854086 

info@auroranexus.com.au 

www.auroranexus.com.au 



- Legal and regulatory knowledge.
- Risk and assurance.
- Community development.
- Health and human services.
- Education and employment.
- Business analysis and strategy.
- Marketing and communications.
- Technology and digital capability.
- Fundraising and philanthropy.
- Government and policy.
- Cultural and lived-experience insight.

Board composition should support diversity, independence of judgement and the capability required to govern Aurora effectively.

10. Office Holders

Office holders perform responsibilities established through Aurora's governing rules and approved governance arrangements.

Their responsibilities may include:

- Supporting effective Board leadership.
- Convening and conducting meetings.
- Maintaining governance records.
- Supporting statutory compliance.
- Overseeing financial reporting.
- Facilitating communication between governance and management.
- Ensuring decisions and actions are recorded.

Office holders remain accountable to the Board and must act within approved authority.



11. Executive Leadership

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

Its responsibilities include:

- Delivering the Strategic Plan.
- Implementing annual priorities.
- Managing programs and projects.
- Developing partnerships.
- Managing employees and volunteers.
- Maintaining operational systems.
- Managing budgets and resources.
- Monitoring risks.
- Reporting performance.
- Escalating significant matters to the Board.

The Executive Leadership Team operates within approved policies, delegations, budgets and Board decisions.

12. Separation of Governance and Management

Aurora distinguishes between governance and management.

Governance

The Board determines:

- Purpose.
- Strategic direction.
- Governance expectations.
- Risk oversight.
- Major priorities.
- Annual budget.
- Matters reserved for Board approval.



- Executive accountability.

Management

The Executive Leadership Team determines how approved priorities are implemented through:

- Operational planning.
- Program delivery.
- Workforce management.
- Stakeholder engagement.
- Procurement.
- Financial administration.
- Digital and corporate systems.
- Performance management.

This separation supports accountability while enabling efficient delivery.

13. Delegation and Authority

The Board may delegate authority to office holders, executives, committees and authorised personnel.

Delegations must be:

- Approved.
- Documented.
- Appropriate to the role.
- Consistent with legislation and governing rules.
- Supported by reporting and oversight.
- Reviewed periodically.

Delegated authority may cover:

- Financial approvals.
- Contract execution.
- Procurement.



- Workforce decisions.
- Program management.
- Partnerships.
- Public communication.
- Operational administration.

The Board remains ultimately accountable for delegated functions.

14. Decision-Making

Aurora's decisions should be:

- Lawful.
- Ethical.
- Evidence-informed.
- Consistent with charitable purpose.
- Financially responsible.
- Proportionate to risk.
- Transparent where appropriate.
- Informed by community and stakeholder impact.
- Clearly documented.

Significant decisions should identify:

- The decision required.
- Strategic alignment.
- Financial implications.
- Risks.
- Legal or compliance considerations.
- Community impact.
- Responsible owner.
- Required actions and timeframes.



15. Strategic and Operational Planning

Aurora's planning system connects long-term direction with measurable delivery.

It includes:

Strategic Plan

- Defines Aurora's long-term priorities and intended outcomes.

Annual Operating Plan

- Translates strategic priorities into annual objectives, activities and measures.

Executive Delivery Plans

- Set short-term actions, accountabilities and deadlines.

Program and Project Plans

- Define specific scope, resources, risks, outputs and outcomes.

Annual Budget

- Allocates resources to approved priorities.

Performance Reporting

- Tracks progress, risks, expenditure and outcomes.

Planning documents are reviewed regularly and adjusted where circumstances change.

16. Financial Governance

Aurora is committed to responsible stewardship of charitable resources.

Financial governance includes:

- Board-approved budgets.
- Defined financial authority.
- Regular financial reporting.
- Cash-flow and sustainability monitoring.
- Appropriate recordkeeping.
- Procurement controls.
- Expense approval.



- Asset management.
- Funding agreement compliance.
- Fraud prevention and response.
- Independent review or audit where required.
- Statutory financial reporting.

Financial decisions must support Aurora's purpose and long-term sustainability.

17. Funding and Revenue Governance

Aurora seeks a diversified and ethical funding model.

Potential income sources include:

- Government funding.
- Philanthropy.
- Corporate partnerships.
- Donations.
- Fee-for-service activities.
- Community fundraising.
- Membership income.
- Social enterprise activities.
- Other lawful and mission-aligned sources.

Aurora will not knowingly accept funding that:

- Conflicts with its charitable purpose.
- Compromises organisational independence.
- Creates unacceptable legal, ethical or reputational risk.
- Requires obligations the organisation cannot responsibly meet.
- Undermines community trust.

Restricted funds must be used for their approved purpose.



18. Risk Management

Risk management is integrated into Aurora's governance and operations.

The Board oversees significant risks, while management is responsible for identifying and managing operational risks.

Key risk categories include:

- Governance.
- Strategy.
- Finance.
- Funding.
- Program delivery.
- Safeguarding.
- Child safety.
- Workforce.
- Legal and regulatory compliance.
- Privacy and information security.
- Partnerships.
- Reputation.
- Business continuity.
- Health and safety.

Risks are assessed according to likelihood, consequence and control effectiveness.

Significant risks must be escalated promptly.

19. Compliance

Aurora maintains systems to identify, monitor and respond to its obligations.

Compliance areas include:

- Incorporated association requirements.
- Charity regulation.



- Taxation.
- Financial reporting.
- Fundraising.
- Employment.
- Workplace health and safety.
- Privacy.
- Child safety.
- Safeguarding.
- Funding agreements.
- Contracts.
- Intellectual property.
- Recordkeeping.
- Other applicable regulatory requirements.

Compliance responsibilities are assigned to appropriate governance and operational owners.

20. Ethical Conduct

Everyone acting on Aurora's behalf is expected to:

- Act honestly.
- Treat people with dignity and respect.
- Use authority responsibly.
- Protect confidential information.
- Avoid discrimination and harassment.
- Manage conflicts of interest.
- Protect organisational resources.
- Comply with laws and policies.
- Report misconduct or serious concerns.
- Support culturally safe and inclusive environments.



Aurora does not tolerate:

- Fraud.
- Corruption.
- Bullying.
- Harassment.
- Discrimination.
- Exploitation.
- Retaliation.
- Misuse of position.
- Serious breaches of confidentiality.

21. Conflicts of Interest

Actual, potential and perceived conflicts of interest must be disclosed.

A conflict may arise where personal, professional, financial or relational interests could improperly influence—or appear to influence—a decision.

Management measures may include:

- Recording the conflict.
- Declaring it at meetings.
- Restricting access to information.
- Excluding the person from discussion.
- Excluding the person from voting.
- Reallocating responsibility.
- Seeking independent advice.

Aurora maintains conflict-of-interest records and reviews material disclosures.



22. Safeguarding and Child Safety

Aurora is committed to safe, respectful and inclusive engagement.

Governance arrangements support:

- Prevention of abuse and exploitation.
- Child-safe practices.
- Cultural safety.
- Safe recruitment.
- Appropriate screening.
- Codes of behaviour.
- Reporting and response mechanisms.
- Incident management.
- Privacy and confidentiality.
- Partner safeguarding expectations.
- Continuous improvement.

Safeguarding is a shared responsibility across the Board, workforce, volunteers and delivery partners.

23. Privacy and Information Governance

Aurora manages personal and organisational information responsibly.

Governance controls address:

- Lawful collection.
- Purpose limitation.
- Consent where required.
- Secure storage.
- Access control.
- Appropriate use and disclosure.
- Data retention.



- Secure disposal.
- Privacy complaints.
- Data breaches.
- Confidential Board and executive information.

Access to information is limited according to role and legitimate organisational need.

24. Records Management

Aurora maintains accurate records of:

- Board and general meetings.
- Resolutions and decisions.
- Financial transactions.
- Membership.
- Policies and approvals.
- Contracts and funding agreements.
- Conflicts of interest.
- Risks.
- Incidents and complaints.
- Workforce matters.
- Program delivery.
- Stakeholder engagement.
- Regulatory reporting.

Records must be complete, secure, accessible to authorised persons and retained in accordance with applicable requirements.

25. Complaints, Feedback and Whistleblowing

Aurora welcomes feedback and recognises complaints as an important source of accountability and improvement.



People may raise concerns about:

- Programs or services.
- Conduct.
- Safety.
- Privacy.
- Discrimination.
- Conflicts of interest.
- Misuse of funds.
- Governance.
- Other organisational matters.

Complaints should be managed:

- Fairly.
- Promptly.
- Respectfully.
- Confidentially where possible.
- Without retaliation.
- With appropriate review and documentation.

Serious misconduct or protected disclosures are escalated through appropriate channels.

26. Stakeholder and Community Engagement

Aurora recognises communities and stakeholders as essential contributors to effective governance.

Engagement may include:

- Community consultation.
- Program co-design.
- Surveys and feedback.
- Stakeholder meetings.
- Partnership forums.



- Annual General Meetings.
- Program evaluation.
- Public reporting.
- Community advisory mechanisms.

Community participation informs governance but does not replace the legal responsibilities of the Board.

27. Partnership Governance

Aurora works with government, community, education, health, corporate and philanthropic partners.

Partnerships should be based on:

- Shared purpose.
- Clear roles.
- Mutual respect.
- Transparency.
- Appropriate due diligence.
- Defined accountability.
- Safeguarding.
- Financial responsibility.
- Information protection.
- Measurable community benefit.

Formal partnerships may be supported by agreements setting out:

- Objectives.
- Responsibilities.
- Resources.
- Decision-making.
- Risk.
- Reporting.



- Intellectual property.
- Confidentiality.
- Dispute resolution.
- Review and termination.

28. Performance and Impact

Aurora monitors both organisational performance and community impact.

Measures may include:

- Strategic delivery.
- Program outputs.
- Participant outcomes.
- Financial performance.
- Funding diversification.
- Partnership development.
- Community reach.
- Workforce capability.
- Governance compliance.
- Risk management.
- Stakeholder confidence.
- Organisational sustainability.

Performance information is used to support decisions, improve programs and strengthen accountability.

29. Assurance and Internal Review

Aurora uses assurance activities to determine whether governance arrangements are working effectively.

These may include:

- Board review.



- Financial review.
- Policy review.
- Risk review.
- Compliance monitoring.
- Program evaluation.
- Incident analysis.
- Complaints analysis.
- External advice.
- Independent audit or assurance.
- Funding acquittal and review.
- Corrective action tracking.

Findings are reported to the appropriate governance or management authority.

30. Transparency and Public Reporting

Aurora supports transparency through publication of appropriate information, including:

- Annual Reports.
- Strategic publications.
- Governance publications.
- Public policies.
- Program reports.
- Regulatory information.
- Contact and complaints information.
- Other accountability materials approved for publication.

Aurora balances transparency with its obligations to protect:

- Personal information.
- Confidential information.
- Commercially sensitive information.



- Legal privilege.
- Safety.
- Internal security and controls.

31. Governance Documentation

Aurora's governance system is supported by documents including:

- Governing rules.
- Board Charter.
- Governance Framework.
- Governance Handbook.
- Strategic Plan.
- Risk Management Framework.
- Financial Management Framework.
- Code of Conduct.
- Conflict of Interest Policy.
- Privacy Policy.
- Complaints Policy.
- Child Safety and Safeguarding policies.
- Delegations.
- Committee terms of reference.
- Operational policies, procedures and registers.

Public and internal documents are reviewed according to approved schedules.

32. Roles and Accountability

Board of Directors

- ❖ Provides strategic oversight and ultimate governance accountability.



President

- ❖ Supports Board leadership, strategic direction and the relationship between governance and executive management.

Secretary and Chief Operating Officer

- ❖ Supports governance administration, compliance, corporate operations and organisational systems.

Executive Director

- ❖ Leads implementation of strategy, programs, partnerships and organisational performance.

Executive Leadership Team

- ❖ Manages operations, resources, risk and delivery.

Employees and Volunteers

- ❖ Perform assigned responsibilities in accordance with policies, authority and expected standards.

Partners and Contractors

- ❖ Meet obligations established through agreements, policies and applicable law.

33. Governance Review and Improvement

Aurora reviews its governance arrangements to ensure they remain effective and appropriate.

Review may be triggered by:

- Scheduled review dates.
- Legislative or regulatory change.
- Organisational growth.
- Significant incidents.
- Audit or assurance findings.
- Governance evaluation.
- Changes to funding or service delivery.
- Community or stakeholder feedback.
- Changes to governing rules.



Improvements are recorded, assigned and monitored through appropriate action plans.

34. Framework Review

This Framework will be reviewed:

- At least every two years.
- Following significant changes to Aurora's governing rules.
- Following major legislative or regulatory changes.
- Following material organisational restructuring.
- Where governance reviews identify the need for revision.

Changes must be approved by the Board.

Public Governance Statement

Aurora Multicultural Advisory Hub Inc. is committed to governance that protects its charitable purpose, supports responsible leadership and earns public trust.

Our governance system is designed to ensure that community voice informs our direction, authority is exercised responsibly, resources are protected and performance is openly assessed.

Through disciplined governance and continuous improvement, Aurora seeks to remain a trusted, sustainable and accountable organisation serving multicultural communities.

Publication Information

Publication Number: AP-007

Title: *Governance Framework — Public Edition*

Version: 1.0

Published: August 2026

Publisher: Aurora Multicultural Advisory Hub Inc.

Website: www.auroramulticultural.org.au

Email: info@auroramulticultural.org.au

© Aurora Multicultural Advisory Hub Inc. All rights reserved.