

**From:** [REDACTED]  
**To:** [REDACTED]@resolutionsrtk.com.au";  
**Subject:** RE: Follow-up email [DLM=SENSITIVE]  
**Date:** Tuesday, 14 May 2013 12:26:04

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Hi [REDACTED],

Thank you for taking the time to speak with me today, please find below a summary of the information as per our telephone conversation.

Australian Charities and Not-for-profits Commission (ACNC) is a newly established registrar and regulator of charities and NFPs and it starts its work as a new agency on 3 December 2013. It has been established to ensure that we have a strong and vibrant NFP sector in which the public can have trust and confidence.

The ACNC is led by an independent Commissioner who was appointed to drive all the changes, and report directly to Parliament via the Assistant Treasurer.

The ACNC Executives have agreed to call upon Organisational Development specialists to assist in facilitating a review of the ACNC Compliance & Strategic Intelligence Directorate. The Directorate is thirteen staff in total and sit within the Assistant Commissioner - General Counsel Portfolio.

### **Purpose**

We would like to conduct a review of this Directorate to help identify improvement opportunities as well as 'health check' of the teams involved. The review will need to focus on the current structure and mode of operation and will hopefully assist in assessing the effectiveness of the current team structure and its capacity to handle internal and external functioning relationships.

### **Background**

In late 2012 the Executive supported in principle a progress review to assess the current structure and operating. Key questions included:

- Is the Compliance and Strategic Intelligence Directorate structured effectively for achieving strategic goals?
- Is there a clear link between structure and strategy?
- Does each team have a clear purpose and strategy?
- Are there clear performance measures in place and

consequences for under-performance?

- Do we have clear plans to execute on our goals?
- Do we have all of the basic foundation processes in place for communication?
- Are work processes and handoffs clear and do clients of the team know how to interact with this team?
- Have we got the right job design for our people?
- Do we have the right mix of skills, qualifications and behaviours?
- Are we over or under resourced to deliver in key areas?

Current resourcing within the HR team has meant that we have needed to outsource this review. Executive feel that it will also benefit to have a Organisational Development specialist head up this project.

### **Advice or Issue**

Plan for an analysis of the Compliance and Strategic Intelligence Directorate. This review will need to be conducted by an independent person so that employees feel that they are able to speak freely.

As part of this review the Executive would like to improve the following:

- interpersonal and group processes
- more effective communication within the team and wider organisation
- enhanced ability to cope with organisational problems of all kinds
- more effective decision making processes
- more appropriate leadership style
- improved skill in dealing with destructive conflict
- higher levels of trust and cooperation among organisational members

Look forward to your quote and response.

Kind Regards,

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Charities and Not-for-profits Commission

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