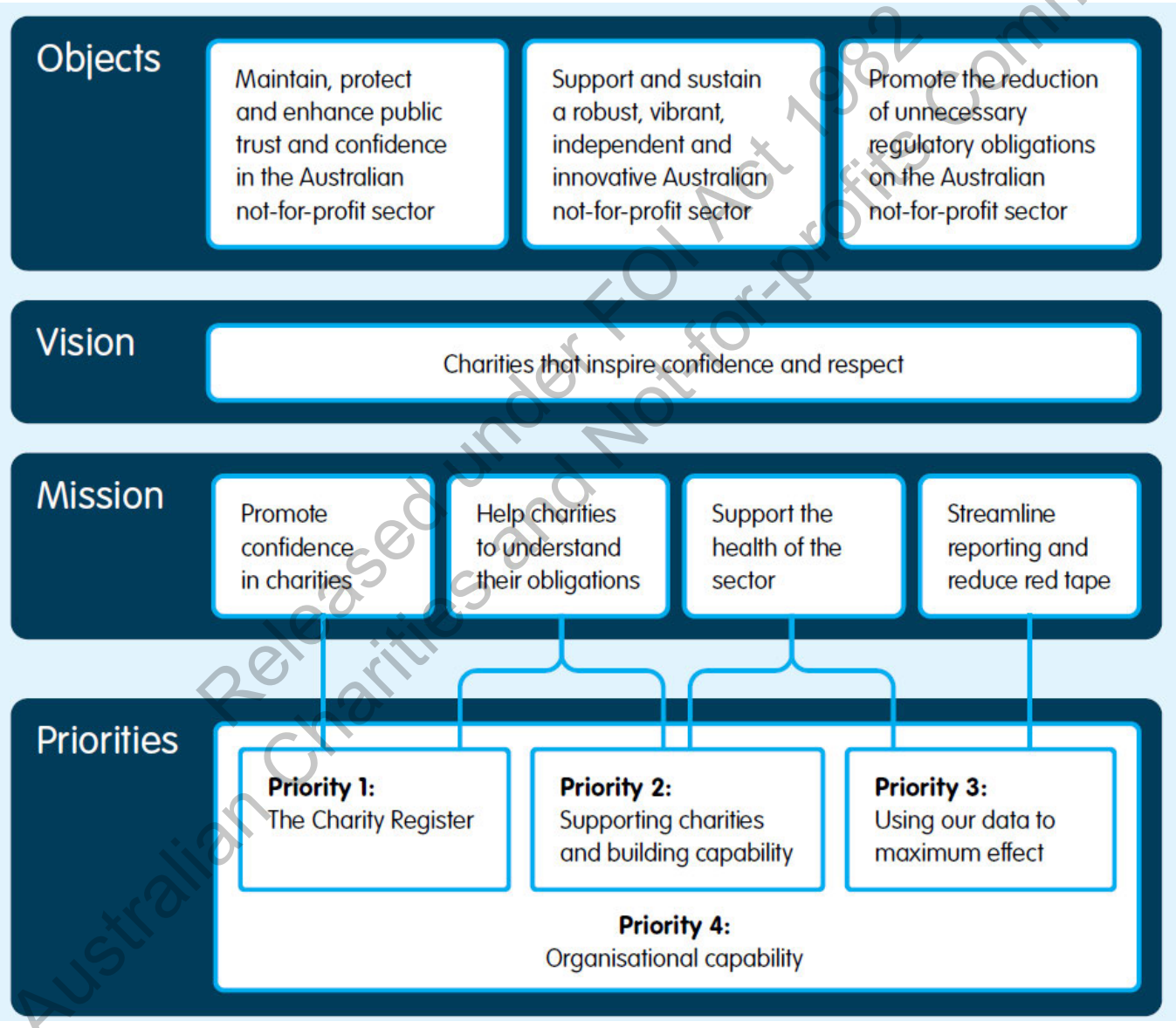
Australian Government | Australian Charities and Not-for-profits Commission

# 2025-26 Directorate plan

## Advice and EPA




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# Advice

## Our priorities

- Meet agreed service standards
- Preventative outreach work to charities
- Quality assurance/L&D to ensure Advice continue to provide accurate information to charities
- Ensure we have the best team makeup to meet our priorities

## External factors that may impact our work

- Cannot meet demand – increased calls or not enough staff
- Other regulators activities/changes impact demand in Advice
- Class action complaints about charities impacting advice

## How we will promote a vision of a 'One ACNC'

### Shared purpose

Advice work across the ACNC to improve the consistency and quality of services provided to charities

### Continually evolving

Advice build capability in line with their L&D strategy. We share lessons learned through team meetings and via reports on engagement project work that include recommendations on how the ACNC can improve systems and processes.

### Supported and connected

Cross directorate catch ups to share information and maintain relationships.

### People belong

We encourage and support our people to speak up, share successes and challenges, and work together cooperatively and collaboratively to solve problems and achieve outcomes.

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# Our contribution to the forward workplan

**Key:** **Planning** P **Consultation** C **Delivery** D

| Activities | | Main deliverables | Accountable individuals | Jul 25 | Aug 25 | Sep 25 | Oct 25 | Nov 25 | Dec 25 | Jan 26 | Feb 26 | Mar 26 | Apr 26 | May 26 | Jun 26 | What does success look like? |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Sub-activity | | | | | | | | | | | | | | | |
| **Registering new charities** | Continued SAITE outreach | Monitoring and reporting on SAITE enquiries | | | | | | | | | | | | | | Identify trends or issues for SAITE entities to inform proactive engagement; peak demand management for Advice/Registration |
| **Maintaining the integrity of the Register** | Double Defaulter process | Outreach to charities at risk of DD<br>At least 2 time each year identify charities (RTS/direct mail) that have DD; send NOIR/NOR and remove from the register | s 22 | | | | | | | | | | | | | At least one attempt is made to contact all charities at risk of revocation<br>Reduction in the number of DD revocations and re-registrations |
| | Processing/making decisions on approved forms | Update Dynamics<br>Review/update work instructions | **All staff** | | | | | | | | | | | | | Processed within agreed service standards<br>Consistent practice across ACNC<br>Reduce red tape for charities |

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| | Sub-activity | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | Streamlined processes for staff |
| | s 22 | | | | | | | | | | | | | | | |
| **Improving the information available on the Register** | s 22 | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| **Assisting charities to understand and comply with their obligations** | s 22 | | | | | | | | | | | | | | | |
| | AIS reminder campaigns | Charities receive at least one reminder letter before their AIS is due<br>Charities receive at least one reminder letter after the due date when they haven't lodged | s 22 | | | | | | | | | | | | | Charities lodge their AIS (preferably on time) |
| | s 22 | | | | | | | | | | | | | | | |

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| | Sub-activity | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | Improved data integrity on the register |
| **Proactively engage with the sector to understand emerging issues, risks and opportunities that affect the sector** | Outreach projects – eg P&C project; RTS outreach | Design project<br>Deliver project<br>Report on project<br>Implement agreed recommendations from projects | s 22 | | | | | | | | | | | | | Improved compliance with obligations<br>Less DD |
| | Review feedback provided to ACNC | Write a report on feedback identifying ACNC areas for improvement | s 22 | | | | | | | | | | | | | Recommendations are implemented |
| **Collecting information on behalf of other regulators** | Updating the registration form to collect additional information for the ATO | Support form testing | | | | | | | | | | | | | | Form deployed and functioning as planned |
| **Maintaining robust, effective and efficient organisational governance** | | | s 22 | | | | | | | | | | | | | |
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| | Sub-activity | | | | | | | | | | | | | | | |
| | | | | s 22 | | | | | | | | | | | | |
| **Meeting whole of government obligations** | | | | s 22 | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| **Proactive workforce planning to attract, retain & develop ACNC talent** | | | | | | | | | | | | | | | | |
| **Maintaining fit for purpose technology** | | | | | | | | | | | | | | | | |
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| | Sub-activity | | | | | | | | | | | | | | | |
| | | | | | | s 22 | | | | | | | | | | |
| **Improving our cyber security posture** | | | | | | | | | | | | | | | | |
| **Enhancing our use of Artificial Intelligence** | | | | | | | | | | | | | | | | |

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## Opportunities/Parking lot

| Activities | Description of opportunity | Benefit | Dependencies |
|---|---|---|---|
| | s 22 | | |

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## Business risks

| Description | Risk Owner | Mitigation strategy | Current risk rating | Next review date |
|---|---|---|---|---|
| | | s 22 | | |

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| Likelihood | Description |
|---|---|
| Rare | The risk will only occur in exceptional circumstances.<br>There is a high level of justifiable certainty that the risk will not be realised.<br>There is a less than 10% chance that the risk will occur in the life of the plan, project or activity being assessed. |
| Unlikely | The risk is unlikely to occur.<br>Whilst there is a credible possibility that the risk may occur, it is unlikely<br>There is a 10-40% chance that the risk will occur in the life of the plan, project or activity being assessed. |
| Even Chance | It is possible for the risk to eventuate.<br>There is a reasonable probability that the risk could occur.<br>There is a 40-60% chance that the risk will occur in the life of the plan, project or activity being assessed. |
| Likely | The risk is likely to occur.<br>Whilst there may not be certainty that the risk will occur, all information indicates that the risk has a high probability of eventuating.<br>There is a 60-90% chance that the risk will occur in the life of the plan, project or activity being assessed. |
| Almost Certain | The risk is expected to occur.<br>There is a high level of certainty that the event will occur.<br>There is a greater than 90% chance that the risk will occur in the life of the plan, project or activity being assessed. |

| Consequence | Rare | Unlikely | Even Chance | Likely | Almost Certain |
|---|---|---|---|---|---|
| Catastrophic | High | High | Very High | Very High | Extreme |
| Severe | Medium | Medium | High | Very High | Very High |
| Major | Low | Medium | Medium | High | High |
| Moderate | Very Low | Low | Medium | Medium | Medium |
| Insignificant | Very Low | Very Low | Low | Low | Low |
| | Likelihood | | | | |

Further information: Risk Management Ratings.pptx

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# EPA

## Our priorities

- Providing advice and reputational support to leaders
- Enhancing and protecting the reputation of the ACNC, including brand management and visual identity
- Developing guidance to support key projects and activities, including FATF, safeguarding, diverse community engagement, SAITE, newly registered and at-risk charities
- Providing communications and promotional support to key projects and activities, including Regulatory Focus, Financial Reviews Report, Annual Report, Volunteer-run charity report, Australian Charities Report, other publications.
- Running ACNC media campaigns, including Safe Giving
- Building and maintaining engagement with charities and the public through the activities outlined.
- EPA Communications Strategy

## External factors that may impact our work

- Government policy changes such as legislation around the secrecy provisions
- Issues in the media that require significant time investment
- Changing ACNC priorities

## How we will promote a vision of a 'One ACNC'

### Shared purpose

EPA works across the ACNC to produce plain language guidance and communications products that support ACNC objectives.

### Continually evolving

While we do not make change for changes sake, we seek opportunities for continuous improvement in our work to enhance relationships, productivity, efficiency and quality outcomes.

### Supported and connected

EPA is both a strategic adviser and a service provider, as such building collaborative working relationships and providing frank and fearless advice across all areas of the ACNC is core to achieving our priorities.

### People belong

We encourage our people to speak up, share successes and challenges, and work together cooperatively and collaboratively to solve problems and achieve outcomes.

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| Likelihood | Description |
|---|---|
| Rare | The risk will only occur in exceptional circumstances.<br>There is a high level of justifiable certainty that the risk will not be realised.<br>There is a less than 10% chance that the risk will occur in the life of the plan, project or activity being assessed. |
| Unlikely | The risk is unlikely to occur.<br>Whilst there is a credible possibility that the risk may occur, it is unlikely<br>Ther i 10-40 chanc tha th ris wil occu i th lif o th plan projec o activit bein assessed |
| Eve Chanc | I i possibl fo th ris t eventuate<br>Ther i reasonabl probabilit tha th ris coul occur<br>Ther i 40-60 chanc tha th ris wil occu i th lif o th plan projec o activit bein assessed |
| Likel | Th ris i likel t occur<br>Whils ther ma no b certaint tha th ris wil occur al informatio indicate tha th ris ha hig probabilit o eventuating<br>Ther i 60-90 chanc tha th ris wil occu i th lif o th plan projec o activit bein assessed |
| Almos Certai | Th ris i expecte t occur<br>Ther i hig leve o certaint tha th even wil occur<br>Ther i greate tha 90 chanc tha th ris wil occu i th lif o th plan projec o activit bein assessed |

| Consequence | Likelihood | | | | |
|---|---|---|---|---|---|
| Catastrophic | High | High | Very High | Very High | Extreme |
| Severe | Medium | Medium | High | Very High | Very High |
| Major | Low | Medium | Medium | High | High |
| Moderate | Very Low | Low | Medium | Medium | Medium |
| Insignificant | Very Low | Very Low | Low | Low | Low |
| | Rare | Unlikely | Even Chance | Likely | Almost Certain |

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