



Australian Government  
Office of the Registrar of  
Indigenous Corporations

# ORIC yearbook 2022-23

Strong corporations  
Strong communities  
Strong people





**Australian Government**  
**Office of the Registrar of  
Indigenous Corporations**

## About the yearbook

Although not required by legislation to produce an annual report, the Registrar believes it is appropriate and good practice to inform all clients and stakeholders about the work of ORIC.

ORIC has contributed to the 2022–23 annual report of the National Indigenous Australians Agency, available via [niaa.gov.au](http://niaa.gov.au).

ORIC has for many years published a yearbook to provide additional information on its activities and performance. ORIC is currently reviewing its approach to providing this information and will likely report in a different format for future years.

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# Contents

<b>Year in review</b>	<b>5</b>
Registrar’s year in review	6
Our year at a glance 2022–23	10
<b>About us</b>	<b>13</b>
The Registrar and the CATSI Act	14
Our purpose, vision and values	15
Our operating framework	16
Strategic priorities	16
Budget	16
Office locations	16
Organisational structure	17
Staff	18
Senior management	18
Community and culture	18
Partnerships	19
<b>Performance reporting:</b>	<b>21</b>
Establishing	23
Research	23
Contribute to policy development	24
Understand sector risks and issues	24
Engage and consult stakeholders	24
Presentations and public engagement	24
Website	25
Media releases and announcements	25
Social media	26
Training survey	26
Spotlight on...	26
Registering	28
Provide pre-registration service	28
Assistance to create or revise rule books	29
Registered corporations	30
New registrations	32
Deregistrations	32
Register documents and changes	32
Lodgement of forms and reports online	35
Provide access to public registers	36

Supporting	37
Publish information and guidance	38
Provide information and advice	39
Exemptions	40
Provide corporate governance training	41
Additional support services	48
ORIC recruitment assistance	49
Corporation jobs	50
Monitoring	51
Promote timely lodgement of annual reports	51
Assess complaints	54
Manage disputes	56
Conduct examinations	57
Conduct investigations	59
Seeking remedy and deterring	60
Rule book changes initiated by the Registrar	61
Call corporation meetings	61
Issue compliance notices	61
Commence special administrations	61
Seek criminal and civil penalties	64
Register of disqualified officers	64
<b>Accountability</b>	<b>65</b>
Senate Estimates appearances	65
Questions on notice	65
Freedom of information	65
Complaints about ORIC	65
Legal services expenditure	66
<b>Appendixes</b>	<b>68</b>
Appendix A – Acronyms	68

# Year in review

Strong corporations  
Strong communities  
Strong people



## Registrar's year in review

I am pleased to present my first full year report as the Registrar – taking the time to reflect on what has been a busy year for ORIC. The past 12 months in the role has strengthened my respect for Aboriginal and Torres Strait Islander corporations, their tireless work, and their unique place in self-determination. That is member-controlled corporations – First Nations Australians agents of programs and services for their communities, and of their rights and interests.

ORIC's refreshed vision of well-governed and self-determining corporations that are achieving their economic, social or cultural purpose drives us to regulate and support corporations with commitment. It motivates us to shine a light on the invaluable work of corporations, and to support corporations to achieve high standards of governance that promotes community and public trust.

Equally as important, we regulate not to merely ensure corporations comply with the legislation and their rule books but to protect the integrity of the Indigenous member-controlled sector.

2022–23 has been a year of review and refresh including our vision as mentioned and our values. It is my commitment that ORIC will regulate and support corporations with independence, impartiality, respect and accountability. I believe corporations, their directors, members and funding bodies expect this of us.

We have embarked on an intensive refresh of our policies, procedures, systems and services. We are providing greater clarity to corporations, members and directors about how we regulate,

while at the same time focusing on improving our responsiveness and client service. Full implementation of these initiatives is expected in 2024, with significant changes to our procedures and systems which will reduce administrative burdens on corporations as well as ORIC team members – freeing them up to engage and support corporations more.

I look forward to sharing the outcome of this work with you over the next 12 months.

## Regulatory posture

In the pursuit of well-governed and self-determining corporations we respect that Aboriginal and Torres Strait Islander member-controlled corporations are self-governing. We also recognise the importance of self-regulating – where corporations have agency over their governance models and for achieving the high standard of governance expected by their members and communities.

This year we have worked towards becoming a regulator that uses its powers with consistency, reasonableness and proportionality. We work with corporations to assist them to overcome challenges, but where the need arises we act swiftly to implement more direct regulatory responses.

We hope to build a culture of self-regulation, where low risk corporations are trusted and supported to undertake self-assessments and are committed to continuous improvement or able to implement remedial action when

necessary. A culture of self-regulation would also see all corporations having greater responsibility and autonomy to resolve internal concerns and disputes.

This year we have increasingly drawn on powers of intervention to clear the way for corporations to implement remedial action to overcome key challenges. These have included Registrar-initiated rule book changes to remove ambiguity or rules which impede corporations' ability to resolve issues. We have also used compliance notices under section 439-20 of the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (CATSI Act) to more regularly to direct corporations to take certain remedial actions. The increased use of both of these powers is supporting our preference to enable corporations to resolve issues themselves, reserving our more serious regulatory interventions for serious non-compliance or where an unresolved issue could lead to significant detriment.

## Reporting compliance

In 2022–23 we continued to observe low levels of compliance with annual reporting across Aboriginal and Torres Strait Islander corporations. While much of this impact has been attributed to COVID, business has now returned to normal, and so too should our expectations for reporting. Annual reporting is fundamental to a corporation's accountability to its members, funding bodies and the public.

ORIC's expectations on reporting compliance has seen a return to that of pre-COVID.

Our compliance campaign entails everything from regular reminders and offers of support to help corporations to lodge their annual reports, through to offering extensions or exemptions where appropriate. Unfortunately, though, there are always a small number of corporations that, despite our best efforts and the level of assistance offered, fail in their statutory obligations.

Turning around the low reporting compliance rates of the past few years requires a period of stronger regulatory action. Ultimately, my aim is to assist corporations to be compliant, but where corporations fail to work with us to meet reporting obligations, prosecution or deregistration is the likely outcome.

In 2022–23 we strengthened our compliance activity and returned to publishing lists of corporations with overdue reports, deregistering non-compliant and inactive corporations, and where all avenues have been exhausted referred corporations for prosecution.

In March 2023 we deregistered 324 corporations. These corporations had not lodged their 2020–21 and 2021–22 annual reports; had not lodged any documentation with ORIC in 18 months; and we had no reason to believe were active. Ninety-six per cent of these corporations were small.

Our approach to reporting compliance for small corporations is to identify inactive corporations for deregistration; for medium and large corporations we focus on identifying corporations for potential prosecution. This financial year we referred 15 corporations to the Commonwealth Director of Public Prosecutions (CDPP) for prosecution.

## Native title changes

We've been working with registered native title bodies corporate (RNTBCs) assisting them in amending their rule books to meet the requirements of the **Native Title Legislation Amendment Act 2021**. Changes took effect from 25 March 2023 introducing certain requirements around common law holder membership and dispute resolution for RNTBCs.

Our native title engagement officers reviewed all existing rule books (some 252) and advised RNTBCs as to what changes were required. RNTBCs were also provided advice on the process for changing their rule books, with assistance offered.

Our assistance included individual and group rule book workshops, the provision of a model rule book to help RNTBCs design rules to suit their own circumstances, as well as a fact sheet to help RNTBCs negotiate the changes.

In keeping with our commitment to a more balanced use of our regulatory powers, we have supported RNTBCs to meet the new legislative requirements while limiting the administrative burden. RNTBCs were afforded the opportunity to put their rule book changes to their 2022 AGMs – thus removing the costs of holding an additional general meeting. This particularly benefiting remote RNTBCs where the cost to bring members together can be onerous.

## Review of investigation functions

This financial year I undertook a review of our investigation and prosecution functions and accepted several recommendations to streamline processes and caseloads, identify

prosecution priorities, and update internal case management and evidence systems. Implementation of the recommendations will further strengthen the relationship between our examinations and regulatory functions and allow us to better leverage investigations and referral for prosecutions where we have identified systematic or harmful practice.

We have also made changes to governance arrangements for our internal case management – our Regulatory Case Committee now oversees complex cases, ensuring a coordinated and consistent approach to ORIC's regulatory enforcement, prosecutions and interventions.

These changes will inform our forward strategy and particularly how prosecution best serves as an appropriate and useful tool to minimise risk in the sector and protect the integrity of Aboriginal and Torres Strait Islander corporations.

## The year ahead

In the year ahead we will turn our attention to other equally important indicators of good governance – where corporations are transparent and accountable to their members. These include holding AGMs, providing information to members, and ensuring that directors are duly appointed by their members.

While driving a culture of compliance is my immediate priority, I don't believe it can come at the expense of our support and capacity building role.

We are preparing to refresh our website, with a particular focus on the public register, making it more accessible and easier for members, corporations and the public to source information



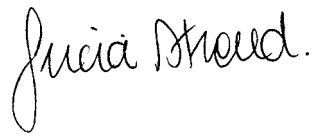
on corporations. A priority for me is a website and public register that accurately reflects the state of the sector.

We are also rebuilding our IT system to provide greater and simpler functionality for users, both corporations and ORIC staff.

In 2023–24 we will deliver our new governance training program, with content and timing being informed by feedback from corporation directors, staff and members. We will also deliver a series of webinars and vodcasts to complement our existing materials – providing more tailored and flexible offerings. Through these we will provide training on specific topics that are important to directors, supported by educational resources which support directors to apply the learnings and to build their directorship confidence.

Supporting directors to apply for their unique director identification number will continue as a priority in 2023–24.

I look forward to our next report – which will be in a different format than this yearbook – on how we have performed against our 2023–24 priorities, and how their delivery is building our regulatory reputation and that of the Indigenous member-controlled sector.



Tricia Stroud

November 2023

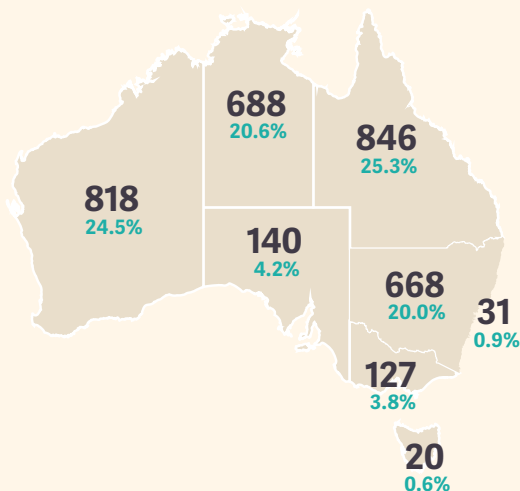


# Our year at a glance 2022–23

## Sector snapshot

**3,338 registered corporations;** up 32% since the CATSI Act was introduced in 2006.

Of those, **258 are RNTBCs.**



## Registration activities

174 corporations registered – 158 new, 8 transfers in and 8 reinstatements.

373 corporations deregistered – 324 in a bulk deregistration initiated by the Registrar.

We processed 4,038 forms and 2384 reports from corporations.

Changes applied to the Register of Aboriginal and Torres Strait Islander Corporations included:

- 239 changed rule books
- 17 changed corporation names
- 1524 changes to corporation contact details, their directors, contact person or secretary

### Accessing information is growing

18.7% more online visits to the Register of Aboriginal and Torres Strait Islander Corporations

## Support for corporations

### More phone calls and enquiries received

Calls to our 1800 number increased by 17.7% from last year (16,168 calls).

Enquiries finalised also increased, up by 20.5% (7063 enquiries finalised).

### Greater use of online resources

140,392 users visited the ORIC website in 358,204 sessions. There were 3.2% more users and 27.7% more sessions from last year.

While visitor sessions were up, total file downloads across the site were down by 38.1% from last year.

The **most popular downloads** were the PDF form to apply for a director ID (2,441 downloads), our template application for corporation membership form (2,038 downloads) and 'The rule book—condensed' (1,690 downloads).

The most **popular fact sheet** was 'Duties of directors and other officers'. Total downloads of fact sheets were down (from 8,639 to 5,156 – a 40.3% decrease).

We advertised 67 job vacancies at corporations through **Corporation Jobs**.

### **Fewer exemptions requested, and fewer of them granted**

We received fewer requests for exemptions this year (543 received, 22% less than last year).

We granted a smaller proportion of them (68.9% granted this year compared to 82.5% last year).

The type of exemption most requested is for extra time to hold an AGM (328 received; 60.4% of all exemption requests).

### **Training in varying shapes and forms suits our directors**

We delivered 56 non-accredited training workshops, involving 815 participants from 276 corporations.

Workshops that focus on a single topic and delivered online attract the most participants: 439 (53.9%).

We sponsored places for 9 people in a diploma qualification.

## Monitoring

### **We're turning the curve on corporation reporting trends**

The reporting rate (2021–22 reports) was 65.5% as at 30 June 2023 – up 3% compared to the reporting rate for the previous year.

### **Complaints involving corporations are tracking the same**

The number received (338) is only 3.7% less than last year.

The top areas of concern are the same: conduct of directors, and corporation meetings.

### **Examinations are finding fewer serious issues**

We examined 51 corporations, with 56.9% receiving a management letter as the outcome (last year 21% received this outcome).

20 received a notice to comply and 2 were asked to show cause why a special administrator should not be appointed.

### **We undertook a review of our investigation and prosecution functions**

We've accepted and will implement recommendations to streamline processes and caseloads, identify prosecution priorities, and manage internal case management and evidence systems.

## Remedy and deter wrongdoing

3 corporations were asked to show cause why a special administrator should not be appointed. All 3 were ultimately placed under special administration.

2 special administrations ended, both with the corporation being handed back to members' control.



*Saltwater ceremony, Larrakia Country*

# About us

We regulate and support corporations registered under the CATSI Act – to be well governed in accordance with the CATSI Act and their own rule book.



Strong corporations  
Strong communities  
Strong people

## The Registrar and the CATSI Act

The Registrar of Aboriginal and Torres Strait Islander Corporations is an independent statutory office holder appointed by the Minister for Indigenous Australians to administer the ***Corporations (Aboriginal and Torres Strait Islander) Act 2006*** (CATSI Act). The Office of the Registrar of Indigenous Corporations (ORIC) is the group of staff that assists the Registrar to administer the CATSI Act

The CATSI Act is a special statute of incorporation for Aboriginal and Torres Strait Islander people. It is a strong but flexible legislative framework that maximises alignment with the ***Corporations Act 2001*** where practicable, but provides sufficient flexibility for corporations to accommodate specific cultural practices and tailoring to reflect the particular needs and circumstances of individual groups. It offers safeguards through the Registrar's unique regulatory powers.

The CATSI Act has some unique features:

- Registered corporations must be owned and controlled by Aboriginal or Torres Strait Islander people – a majority of both members and directors must be Aboriginal or Torres Strait Islander people.
- The Registrar has special powers, for example to appoint examiners and special administrators.
- ORIC provides support to corporations to strengthen their corporate governance and conducts research.

## Our purpose, vision and values

### Purpose

(what we do)

We regulate corporations registered under the CATSI Act – supporting them to be well governed in accordance with the CATSI Act and their own rule book.

We do this by:

- registering corporations or transferring registrations to operate under the CATSI Act
- regulating compliance with the CATSI Act
- intervening when necessary and appropriate
- training directors, members and key staff in good governance
- supporting corporations to access services and resources.

### Vision

(why we do it)

Well-governed and self-determining Aboriginal and Torres Strait Islander corporations achieving their economic, social or cultural purpose.

### Values

(how we do it)

We deliver our purpose with independence, impartiality, respect and accountability.

- Independence – The Registrar is independent and apolitical. We are balanced in how we exercise the Registrar’s powers and do so without influence or interference.
- Impartiality – We remain neutral and treat all equally. We apply our policies and processes consistently, and we listen to all perspectives to ensure decisions and actions are free from bias.
- Respect – We show regard for the dignity of Indigenous people, their cultures, views and self-determination. We respect the diversity and worth of Aboriginal and Torres Strait Islander corporations and are committed to high-quality products and services that support them to achieve their purpose.
- Accountability – We are open and transparent in our decision-making and actions, accept responsibility for them, and are responsive to scrutiny.

## Our operating framework

To achieve our vision, we operate within a framework that covers:

- our regulatory approach
- the risks we identify
- how we categorise and prioritise cases
- how we measure our performance.

## Strategic priorities

Our activities are also guided by priorities identified in our corporate plan:

1. strengthening governance in registered native title bodies corporate
2. use of preventative activities before more significant action is required
3. ensuring a more strategic and targeted investment of our limited resources for investigations

4. generating knowledge and understanding of governance by members, directors and officers of corporations

These priorities announce our key areas of focus for compliance and our efforts to drive behavioural change and grow capability of the sector.

## Budget

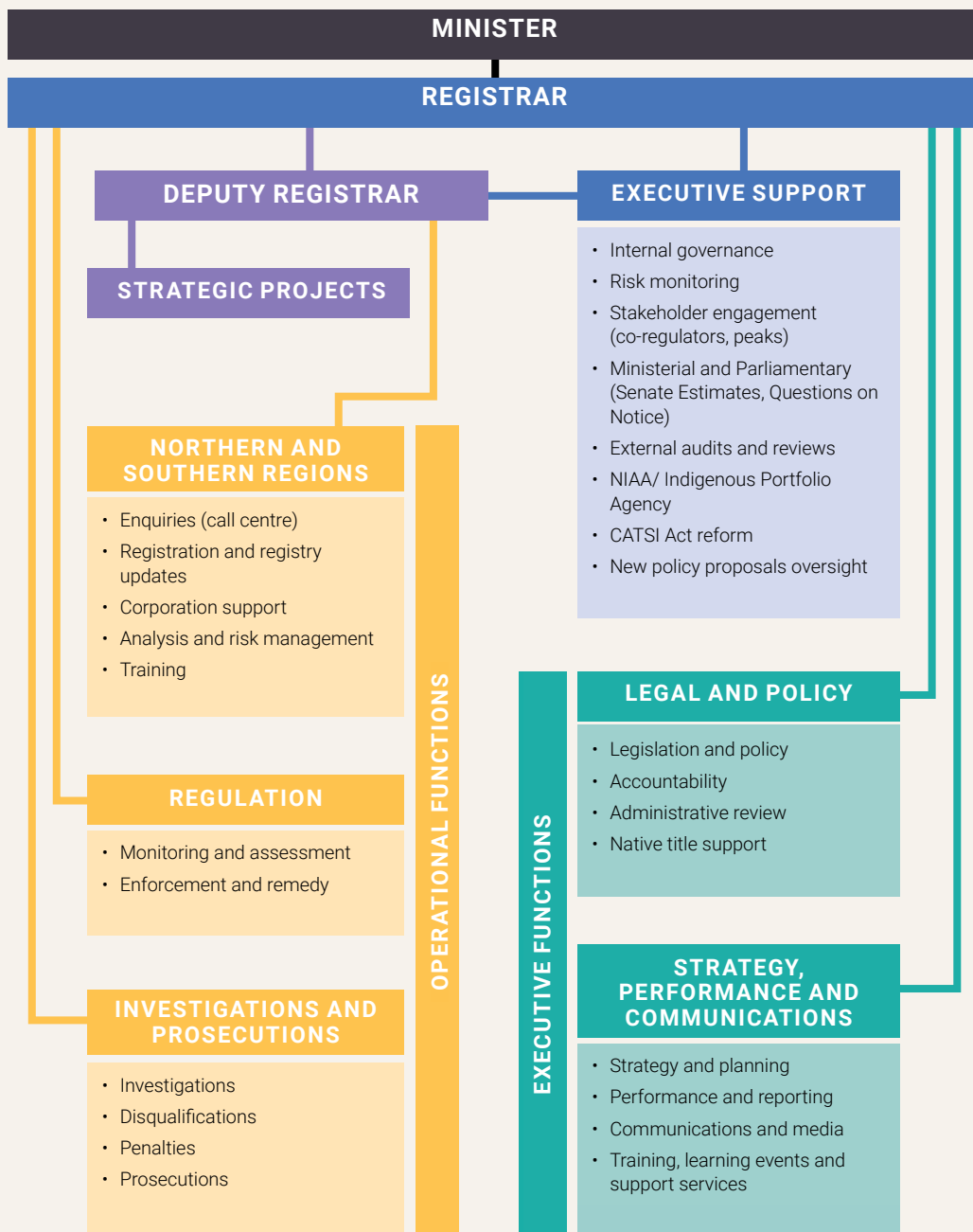
The Registrar's budget allocation for 2022–23 was \$9.507 million from departmental funding, with an extra \$2.988 million of administered funds mostly to deliver additional measures in leadership and governance and to support registered native title bodies corporate. Our actual spend was \$8,891 million from departmental and \$1.652 from administered. This left an underspend of \$1.952 million.

## Office locations





## Organisational structure



## Staff

As at 30 June 2023, ORIC had a staff of 43 people (41.4 full-time equivalent). This is an increase of 6.9 FTE from the same time last year. Of ORIC's employees:

- 21 (48.8%) worked from the Canberra office
- 22 (51.2%) worked from a regional office
- 19 (44.2%) were Aboriginal and/or Torres Strait Islander
- 26 (60.5%) were women
- 4 (9.3%) were part-time.

## Senior management

Senior managers at 30 June 2023 (Pictured below, left to right):

- Tricia Stroud, Registrar
- Andrew Huey, Deputy Registrar
- Kylie Jackson, Executive Officer
- Ben Murray, Special Projects
- Kate Wheen, acting General Counsel
- Lisa Hugg, Manager Strategy, Performance and Communications
- Catherine Turtle, Manager Southern Region
- Hannah Roe, Manager Northern Region

- Trish Mu, Manager Investigations and Prosecutions
- Kevin Vu, Manager Regulation

## Community and culture

ORIC staff are encouraged to participate in annual and special events that celebrate Aboriginal and Torres Strait Islander people and culture. ORIC staff may take up to 3 days' paid leave per year to participate in cultural or ceremonial activities and/or 2 months' leave without pay for cultural activities. In 2022–23, ORIC staff used 6 days of leave for 'cultural and ceremonial' reasons plus 10 days of leave for NAIDOC Week.

At the all-staff recall on Larrakia Country (Darwin) in May 2023 we were welcomed to Country by Larrakia Elder Richard Fejo with a saltwater ceremony on the beach.



During NAIDOC Week, 9 ORIC staff members formed a team and played in the NAIDOC APS Touch Football Day.



## Partnerships

ORIC maintains partnerships with a range of organisations for different purposes. As at 30 June 2023 we had memorandums of understanding or information sharing protocols with the following organisations:

- Australian Securities and Investments Commission
- Australian Charities and Not-for-profits Commission
- National Native Title Tribunal
- Australian Taxation Office.

ORIC joined the National Regulators Community of Practice (NRCoP) in May 2023, inspired after attending its February panel discussion exploring Indigenous knowledges and partnerships.

NRCoP is an active network of public sector regulators from all levels of government and from every regulatory sector, professional background, role and level of seniority, who are keen to learn from and with each other.

ORIC is pleased to contribute our knowledge, and conversely benefit from understanding and collaborating with the diverse community of regulatory peers.

To provide our pro bono legal assistance service, LawHelp, in 2022–23 we worked with 17 of Australia’s leading law firms:

- Allens
- Ashurst
- Australian Government Solicitor
- Baker & McKenzie
- Barry Nilsson Lawyers
- Bradley Allen Love Lawyers
- Castledine Gregory Law & Mediation
- Clayton Utz
- DLA Piper Australia
- Herbert Smith Freehills
- Holding Redlich
- HWL Ebsworth Lawyers (until April 2023)
- Jackson McDonald
- Minter Ellison
- MPS Law
- Norton Rose Fulbright
- Perth Commercial Lawyers
- Taylor David Lawyers.





## Performance reporting:

Our influence on the ultimate value created by Aboriginal and Torres Strait Islander corporations and the wider community is indirect, so we do not seek to measure it. Instead we focus on measuring our performance by output, this also helps us to understand the efficiency of our operations.

**Establishing:** Creating a sustainable regulatory framework to give effect to the CATSI Act

**Registering:** Registering corporations under the CATSI Act

**Supporting:** Fostering good governance in corporations

**Monitoring:** Ensuring transparency of operations in corporations

**Seeking remedy and deterring:** Intervening in matters where required



## Principles of regulator best practice

Regulators are required to report against 3 principles of regulator best practice through their corporate plans and annual reports.

1. Continuous improvement and building trust: regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
2. Risk based and data driven: regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.
3. Collaboration and engagement: regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

ORIC applies these principles when delivering our activities for each output. While not included in our *Corporate Plan 2021–2024*, we intend to outline performance measures as part of our revised 2023–24 reporting framework.

*The Registrar's functions include providing education activities to support the development of improved corporate governance standards in corporations.*



# Performance reporting: Establishing

The Registrar is responsible for administering the CATSI Act. This involves creating a sustainable regulatory framework to give effect to the legislation.

## Research

The University of Queensland conducted exploratory research from August 2020 to June 2022 which delivered a final research report in July 2022, published as Supporting Corporations beyond Compliance: Advancing ORIC's Governance Approach. This report was designed to inform rather than specifically direct ORIC's governance approach. The report established a need for further related research about how critical and academic insights could be operationalised within ORIC's remit.

ORIC intends to undertake a second project will analyse the relationship between the academic research and ORIC's operations, and produce a series of policy and practice recommendations for ORIC.

Throughout 2022–23 ORIC continued to support the Indigenous Economic Power Project, a research collaboration to compile a national longitudinal database of Indigenous businesses. The dataset is used by Dilin Duwa Centre for Indigenous

Business Leadership to generate an annual snapshot study, shedding light on Indigenous entrepreneurial activities. The Snapshot Study 2.0 was launched on 21 November 2022.

ORIC publishes a monthly set of open data via [data.gov.au](https://data.gov.au) about registered Aboriginal and Torres Strait Islander corporations. Openly publishing a data set means that many more people are able to use ORIC data to conduct research, to combine our data with that from other sources, to embark on innovative collaborative research and potentially, to generate new insights into the sector.



## Contribute to policy development

As a stakeholder in Aboriginal and Torres Strait Islander affairs, ORIC is consulted in relation to policy reform or new initiatives. Requests for input may come from ministers, government departments or agencies, or parliamentary committees and may be informal or formal.

## Understand sector risks and issues

We analyse information staff receive in the course of their daily work and – periodically – plan a response. The issues identified are fed into our annual planning process where we plan responses to address those risks. This work guides our regulatory activities, training, how we prioritise our assistance in relation to complaints and disputes, the general information we provide and the communication activities we undertake.

## Engage and consult stakeholders

Engaging and consulting with government and industry stakeholders is a regular part of ORIC's work. We also engage with other national, state and territory regulators and enforcement bodies. We use the opportunity to gather their feedback on our services and regulatory activities, as well as issues relevant to the sector and regulation. This information is also used to inform our annual planning.

ORIC helps to inform the broader community about Aboriginal and Torres Strait Islander corporations and

ORIC's regulatory activity through a range of communication activities and consultation.

## Presentations and public engagement

As part of contributing to public discussion and education about the CATSI Act, Aboriginal and Torres Strait Islander corporations and the role of the Registrar and ORIC, staff and the Registrar make presentations and speak at relevant forums.

In 2022–23 the Registrar participated in several forums in most cases providing information on ORIC's role and functions. These forums included speaking on a panel with the ACNC and ATO at the Tax Institute's Not-for-profit Tax Intensive and hosting a panel discussion about the spaces in between ORIC's business, corporation business and common law holder business at the AIATSIS Summit.

The AIATSIS Summit is a principal gathering for the native title sector and provides a valuable opportunity to engage face-to-face with native title corporations, representative bodies and other stakeholders. In 2023 the conference was hosted by the Whadjuk Nyoongar people on Noongar Boodja in Perth, Western Australia, from 30 May to 3 June. ORIC was a sponsor and hosted an information stall.







ORIC became a member of the National Regulators Community of Practice (NRCoP) to engage with regulatory peers across the country.

ORIC facilitated a discussion 'What's your business? What's our business?'. Guests on the panel included Member Glen Kelly, National Native Title Tribunal and Mr Ned David, Chair, Gur A Baradharaw Kod Sea & Land Council.

We hosted 2 staff members from Australian Business Registry Services (ABRS) for the final 3 days of the summit, in support of the director ID program. ABRS staff assisted around 50 corporation directors to apply for and obtain their director IDs at the summit, and viewed it as an opportunity to raise awareness of the requirement across the sector.

## Website

The ORIC website at [oric.gov.au](http://oric.gov.au) has a range of information and resources for and about Aboriginal and Torres Strait Islander corporations. Interested people can:

- download corporations' public documents
- access statistical reports
- find a list of prosecution outcomes
- sign up for news and media releases.

It's also a portal through which, for example, corporations can:

- lodge their documents
- advertise job vacancies
- register for training.

In 2022–23 140,392 people used the ORIC website in 358,204 sessions. Relative to last year, that's 3.2% more users and 27.7% more sessions. There were 72,643 users and 165,895 sessions on the public register ([register.oric.gov.au](http://register.oric.gov.au)) – 29.1% more users and 18.7% more sessions than 2021–22. On average users viewed 1.9 pages per session (down from 4.5 in the previous year).

## Media releases and announcements

The Registrar issues regular media releases and announcements on significant developments or events affecting Aboriginal and Torres Strait Islander corporations.

In 2022–23 the Registrar issued 7 media releases and 3 announcements, all of which are available on the ORIC website.

## Spotlight on...

### Social media

ORIC has a social media presence on LinkedIn and X (formerly known as Twitter), on which we share our monthly Spotlight stories, advertise upcoming training, and mark days or events of importance to Aboriginal and Torres Strait Islander peoples.

At the beginning of 2022–23 we had 938 LinkedIn followers; on 30 June 2023 we had 1,349 – an increase of 411, or 69.5%. Our growth on X has been slower, but we increased our followership from 211 to 227 during the year.

### Training survey

ORIC has an open invitation for all corporations to suggest training topics or locations by emailing or calling us. As part of our annual planning for our training program we run a more deliberate activity to elicit information about training needs and wants. We invite all corporations and interested people to respond to a survey asking for preferences for location, in-person or online, timing and duration, and prioritisation of topics to be covered.

### Spotlight on...

Each month we publish a story of an Aboriginal or Torres Strait Islander corporation. For the featured corporation, it's due recognition and celebration of their efforts and achievements. For the broader public it's a way to learn more about this vibrant, diverse sector.



JULY  
2022

Healing spirits, winning gongs  
**Wungening Aboriginal Corporation**



AUG  
2022

Ingenuity for young people  
**Wanta Aboriginal Corporation**



SEPT  
2022

A dictionary 64 years in the making  
**Goldfields Aboriginal Languages Centre  
Aboriginal Corporation**



OCT  
2022

Collaboration and partnership key to support  
and connection  
**BlaQ Aboriginal Corporation**



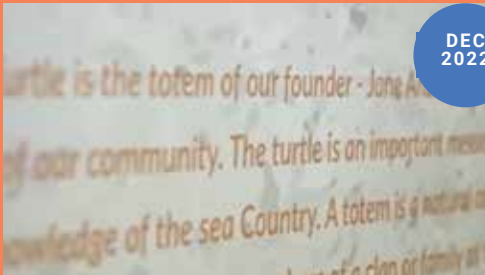
NOV  
2022

Community groups and safe spaces  
**Baabayn Aboriginal Corporation**



MAR  
2023

Unifying the community with the  
strength of culture  
**Mudjar Aboriginal Corporation**



DEC  
2022

Still strong in the Shoalhaven  
**South Coast Medical Service  
Aboriginal Corporation**



APR  
2023

Surf's up for healthy minds and wellbeing  
**Naru Indigenous Corporation**



JAN  
2023

Small change and big hearts  
can go a long way  
**Mad Mob Aboriginal Corporation**



MAY  
2023

Healthy brains for healthy lives  
**Yiliyapinya Indigenous Corporation**



FEB  
2023

The future is strongbala  
**Yugul Mangi Development Aboriginal  
Corporation**



JUN  
2023

Proud warriors for culture and community  
**Warrigunya Aboriginal and Torres Strait  
Islander Corporation**



## Performance reporting: Registering

We provide a process for Aboriginal and Torres Strait Islander corporations to register and a reporting framework to ensure transparency of their operations.

### Provide pre-registration service

#### **Pre-registration meetings with groups**

ORIC staff often field queries from groups of Aboriginal and Torres Strait Islander people who are thinking about incorporating and wanting more information about their options. Some conversations occur over the phone; in other cases, an ORIC officer will meet with the group to discuss options and determine whether registering under the CATSI Act is appropriate in their circumstances. This pre-registration service is also available to groups that are already incorporated under alternative legislation and considering transferring their registration.

#### **Pre-registration workshops with groups**

ORIC staff run workshops to assist groups who are planning to incorporate for the first time, transfer their existing registration or amalgamate with another organisation. We provide information on the requirements and process and help develop a constitution (rule book) that is consistent with the CATSI Act.

## Assistance to create or revise rule books

We provide various model rule books on our website.

Combined with the pre-registration workshop mentioned above, we offer assistance to new groups to create their first rule book.

Rule book workshops are also offered to registered corporations seeking to review and update their existing rule book. ORIC recommends that corporations regularly review their rules to make sure directors and members can understand them, and that the rules work well for their corporation’s changing circumstances.

The ***Native Title Legislation Amendment Act 2021*** (NTLA Act) required existing RNTBCs to change certain parts of their rule books by 24 March 2023, to:

- include a process for resolving disputes between the RNTBC and people who claim to hold native title
- provide for either direct or indirect representation of all native title holders
- remove the discretion of directors to refuse membership of native title holders and limit the grounds for cancelling their membership.

ORIC reviewed the submitted rule books of affected RNTBCs and provided support to corporations to meet the requirement. As at 30 March 2023 compliance was approximately 40% rising to approximately 53% by June 2023, with ORIC focused on supporting late RNTBCs to meet the requirements by passing a rule book change in the upcoming AGM season (before 30 November 2023).

*ORIC officers presenting information on NTLA requirements at the Central Land Council’s PBC camp in June 2023, Mparntwe, NT.*



## Registered corporations

At 30 June 2023, 3338 corporations were registered under the CATSI Act. The year before there were 3521. That's a net decrease of 183 corporations, which includes 158 new incorporations, 8 transfers in, 8 reinstatements, 357 deregistrations (5 arising from 5 transfers out and 324 in March 2023 at the Registrar's instigation).

Of the 3338 corporations, 258 (7.7%) are RNTBCs.

**Figure 1. Registered and new corporations, last 20 years**



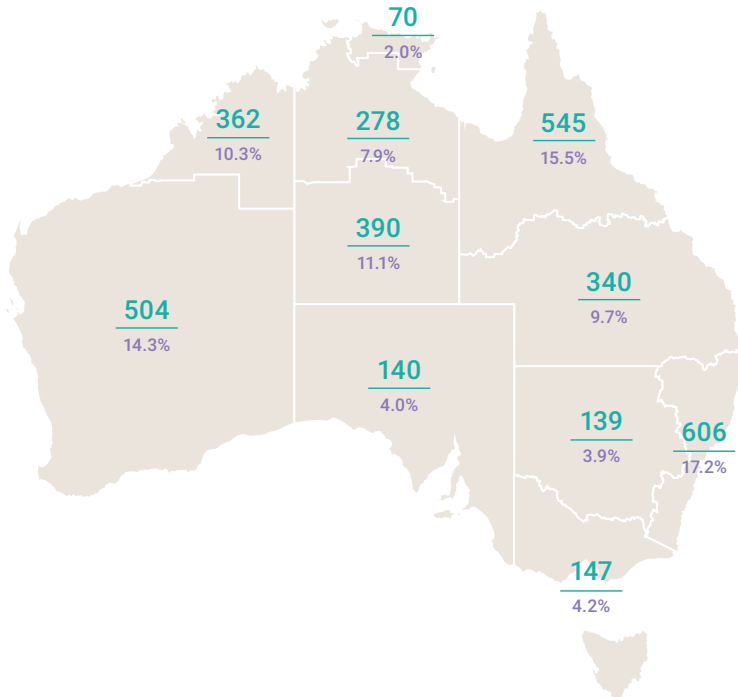
**Table 1: Number of registered corporations by state/territory as at 30 June 2023**

	No. of corps	% of total
Queensland	846	25.3%
Western Australia	818	24.5%
Northern Territory	688	20.6%
New South Wales	668	20.0%
South Australia	140	4.2%
Victoria	127	3.8%
Australian Capital Territory	31	0.9%
Tasmania	20	0.6%
<b>TOTAL</b>	<b>3338</b>	

**Table 2: Number of registered corporations by region as at 30 June 2023**

	No. of corps	% of total
Eastern NSW	582	17.4%
Greater Western Australia	474	14.2%
North Queensland	506	15.1%
Central Australia	370	11.1%
Kimberley	334	10.0%
South Queensland	326	9.8%
Top End & Tiwi Islands	263	7.9%
South Australia	144	4.3%
Victoria & Tasmania	144	4.3%
Western NSW	129	3.9%
Arnhem Land & Groote Eylandt	66	2.0%
<b>TOTAL</b>	<b>3338</b>	<b>100%</b>

**Figure 2. Number of registered corporations by region as at 30 June 2023**



## New registrations

During 2022–23 there were 174 registrations. This was 15 fewer than the previous year. The total number of registrations includes:

- 158 new groups
- 8 transfers of registration to the CATSI Act from other incorporation legislation
- 8 reinstatements to restore a corporation to registered as if it was never deregistered.

Requests to register a corporation were processed in an average of 55 days – 12 days longer than last year’s figure of 43 days. Processing time includes time waiting for additional information to support an application.

**Table 3: Requests to incorporate, last 5 years**

Requests to incorporate	2018–19	2019–20	2020–21	2021–22	2022–23
Received	235	231	219	253	244
<b>Actioned:</b>	<b>223</b>	<b>221</b>	<b>217</b>	<b>244</b>	<b>235</b>
▶ approved	193	189	175	189	174
▶ refused	6	12	9	10	20
▶ lapsed/withdrawn	24	20	33	45	41

**Note:** The figures above include applications for reinstatement. In 2022–23 17 applications for reinstatement were received, and 8 corporations were reinstated.

## Deregistrations

There were 357 deregistrations this year, compared with 26 deregistrations in 2021–22 – an increase of 92.7%.

The reason was a Registrar-initiated bulk deregistration (under section 546-5) of 324 dormant corporations.

## Register documents and changes

Corporations lodge a range of information, forms and reports for adding to or updating information on the Register of Aboriginal and Torres Strait Islander Corporations. This year ORIC processed 6,542 jobs and an additional 15 Registrar-initiated jobs.

The range of jobs requiring changes to the register includes:

- change corporation name

- change corporation address and/or other contact details
- change directors, contact persons or secretaries
- change rule book
- lodge updated membership list
- change native title status
- lodge general, financial and directors’ reports.



**Table 4: Sample of registration activity in the last 5 years**

Requests to change rule book	2018–19	2019–20	2020–21	2021–22	2022–23
Received	232	218	254	257	348
Finalised:	214	221	244	257	331
▶ approved	201	167	187	200	239
▶ refused	13	54	57	57	92
Average processing time in days	23.52	30.72	26.26	34.87	55.1

**Requests to change name**

Received	26	28	29	24	31
Finalised:	25	28	28	28	27
▶ approved	23	22	23	23	17
▶ refused	2	6	5	5	10
Average processing time in days	15.64	26.68	19.29	66.71	34.2

**Requests to change a corporation's contact details or details of directors, contact person or secretary**

Received	1323	1312	1427	1362	1658
Finalised	1303	1317	1426	1352	1653
Changes applied to the public register	1280	1273	1355	1285	1524
Average processing time in days	2.8	3.8	2.93	4.65	5.9

**Notes:**

1. Processing times are measured in calendar days, not business days.
2. Some requests finalised during 2022–23 were initiated in the previous year.
3. Where a request to change details for a contact person or other officer is not implemented, usually the reason is that the person making the request is not authorised to change those details.

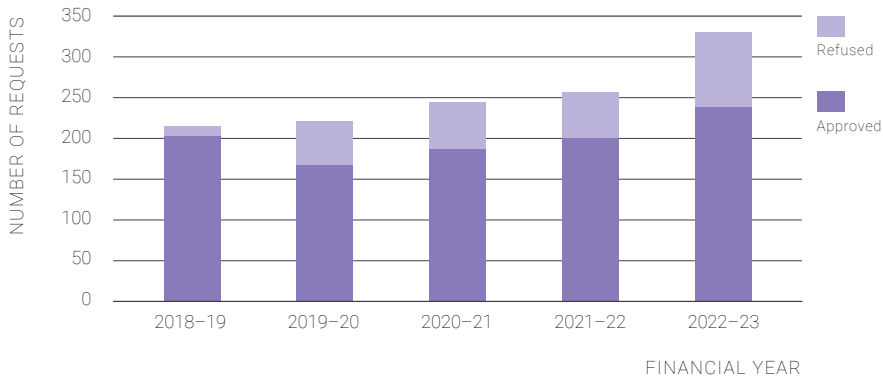
Depending on the type of changes required to the register, the time to process them varies.

**Table 5: Average processing time for each type of change request**

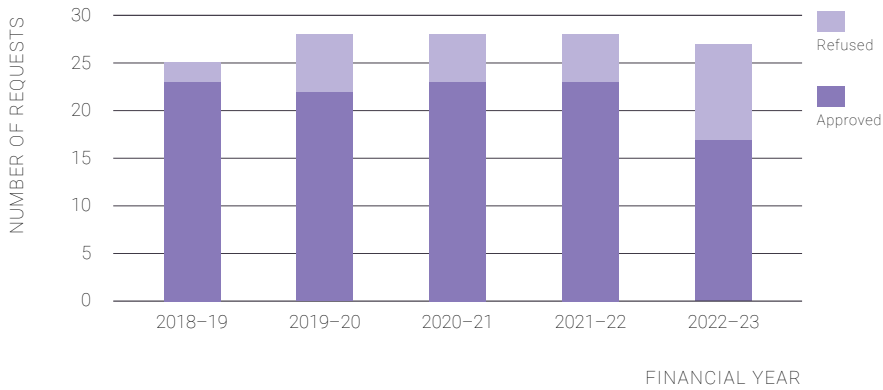
Type of change request	Average processing time in days
Rule book	55.1
Corporation name	34.2
Contact details for corporation or officers	5.9
Member list	4.5
Native title status	15.4

**Note:** Processing times are measured in calendar days, not business days. Processing time starts when a job opens and ends when it is closed, during this period the job may be idle which is not excluded from the processing time. For example, ORIC may need to wait for request information from a corporation because the original request had insufficient or inadequate supporting documentation.

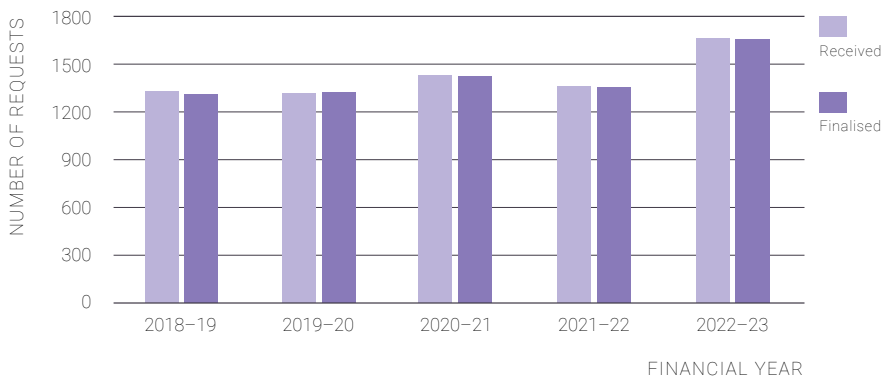
**Figure 3: Requests to change rule book**



**Figure 4: Requests to change name**



**Figure 5: Requests to change corporation contact details or details of contact person, secretary or director/s**



## Lodgement of forms and reports online

ORIC provides forms for corporations to register and meet reporting and other obligations under the CATSI Act. To optimise accuracy of the information and efficiency of the process, we encourage corporations to use ORIC’s secure system for online lodgement at [online.oric.gov.au](http://online.oric.gov.au). When a corporation needs to lodge a report or update their details, they can log in and their corporation’s registered information will pre-populate the relevant form. They can easily revise their information and instantly lodge it with the Registrar. To ensure access for all, we still provide

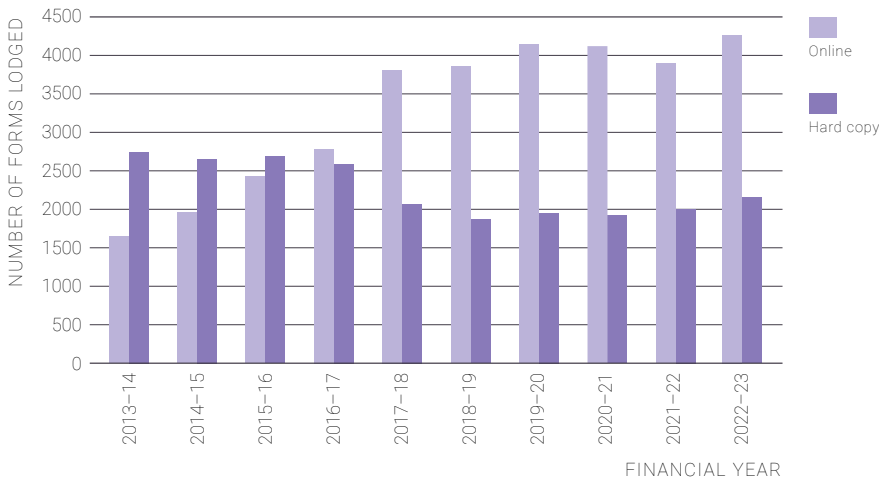
PDF versions of our forms, which corporations can download, print, complete, scan and return.

This year:

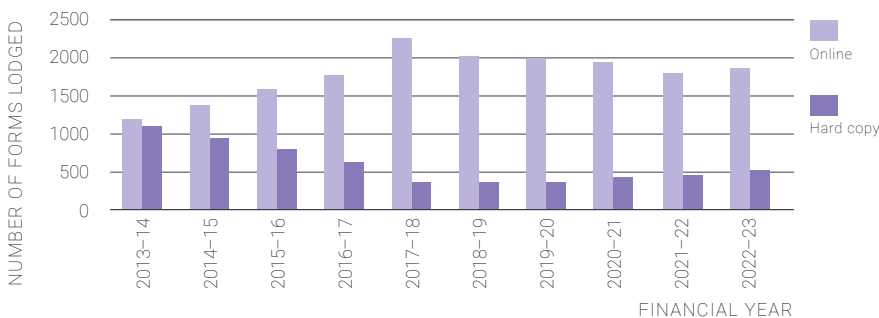
- 66% of all forms were lodged online – the same percentage as last year.
- 78% of general reports were lodged online – 2% less than last year.

The rate of corporations’ compliance with their annual reporting obligations will be addressed later in this document. See ‘Promote timely lodgement of annual reports’.

**Figure 6. Forms and reports lodged online, last 10 years**



**Figure 7. General reports lodged online compared to hard copy, last 10 years**



## Provide access to public registers

ORIC manages the Register of Aboriginal and Torres Strait Islander Corporations and makes part of it – contact details and certain documents about each corporation such as financial reports and regulatory actions by ORIC – publicly accessible on the web. We also manage and publish online the Register of Disqualified Officers. Maintaining and providing access to these information resources is a highly valued service provided by ORIC.

In 2022–23 there were:

- 165,895 sessions on the public Register of Aboriginal and Torres Strait Islander Corporations – which is 18.7% more than the previous year (139,745). Around 35.9% of sessions from the ORIC website end up on a corporation search result page on the public register.
- 1,692 sessions to the page linking to the Register of Disqualified Officers.

**Table 7: Website visits to the registers of corporations and disqualified officers**

	2018–19	2019–20	2020–21	2021–22	2022–23
Register of Aboriginal and Torres Strait Islander Corporations	111,677	128,652	140,719	139,745	165,895
Register of Disqualified Officers	424	446*	1,150	1,573	1,692

**Note:** \* The full number of visits for 2019–20 resulting in a referral to the register of disqualified officers is not ascertainable as there was a blackout in tracking that data from 7 August to 17 November 2019.

*Online access is growing.*



## Performance reporting: Supporting



The Registrar's functions include supporting Aboriginal and Torres Strait Islander corporations to succeed and promoting good governance.

The CATSI Act provides the Registrar with powers to adapt the legislation to meet the individual circumstances of Aboriginal and Torres Strait Islander corporations where appropriate. The Registrar is also required to conduct education activities to support the development of improved corporate governance standards in corporations.

Building capability of corporations is also embedded in many of the Registrar's incorporation, monitoring and regulatory functions. For example, the express function of providing public information about corporations is designed to increase transparency and support the accessibility of information available to members and other stakeholders.

## Publish information and guidance

ORIC provides corporations and other interested people with a wealth of guidance on the CATSI Act and good governance, including:

- information on starting and running a corporation
- fact sheets
- guides to legislation and reporting
- newsletters
- templates for:
  - rule books
  - a register of members
  - application forms for members and directors
  - meeting notices, minutes and resolutions.

The guidance offers practical advice and tips on various topics. Materials are developed or revised throughout the year in response to trends and issues in the sector identified through complaints about corporations, inquiries, examinations, training activities, local officer engagement, and common issues with lodgement of forms and other information. Guidance is provided in both digital and printed formats.

As a general indicator of demand for general information and guidance, during 2022–23 there were 358,204 sessions on the website (up 27.7% from last year) by 140,392 users (up 3.2%). On average users viewed 1.9 pages per session.

There were 56,297 downloads from the site, with the most popular file downloaded 'Application for a director identification number – for people living in Australia' (2,441 downloads) followed by 'Application for membership (2,038 downloads) and 'The rule book – condensed' (1,690 downloads).

### Fact sheets

We currently have 24 titles in our core fact sheet series. We also provide a range of other information offering guidance on specific matters such as rules required for gift funds.

**Table 6: Most downloaded fact sheets from oric.gov.au, 2022–23**

Fact sheet title	Total downloads	Unique downloads
Duties of directors and other officers	624	451
Rule book changes for RNTBCs	601	363
A corporation's rule book: what you need to know	531	416
Making a complaint about a corporation	476	382
Becoming a corporation member	437	325

## Provide information and advice

### Call centre

ORIC operates a call centre offering information and advice to corporations and others interested in the governance and regulation of Aboriginal and Torres Strait Islander corporations. Calls are

free from fixed line phones. In 2022–23, 16,168 calls were made to ORIC's freecall number, 1800 622 431. Of those, 6,755 calls during business hours were diverted to voice mail.

**Table 7: Calls to 1800 622 431, last 5 years**

Measure	2018–19	2019–20	2020–21	2021–22	2022–23
Total calls presented	11,407	11,708	12,341	13,739	16,168
• Calls answered by an ORIC officer	8567	8332	7077	5531	6515
• Calls referred to voice mail during business hours	311	2463	3854	5990	6755
• Calls presented but caller hung up before speaking	236	825	1276	2161	2746
• Calls received after hours	499	88	134	57	152

**Note:** The call centre system was changed in 2019. For 2018–19, total calls presented includes 1404 calls that were re-presented to a more active phone line.

### Enquiries

In 2022–23, ORIC finalised 7,063 enquiries from corporations and the public including requests for information, support and referrals.

An example of the nature of enquiries is rule books. ORIC is sometimes

called upon to help members and directors understand their rules, address complaints or disputes arising from disagreements or the application of rules. During 2022–23 ORIC received 325 enquiries related to rule books.

**Table 8: Enquiries finalised by method of enquiry, last 5 years**

Enquiry method	2018–19	2019–20	2020–21	2021–22	2022–23
By phone	3,074	4,665	5,216	4,006	4,891
In writing	1,028	1,023	1,463	1,838	2,143
In person	32	24	10	16	29
TOTAL	4,134	5,712	6,689	5,860	7,063

## Exemptions

The Registrar has the power to grant exemptions in relation to particular sections of the CATSI Act to facilitate effective and efficient operation and regulation of Indigenous corporations. The Registrar must consider requests with regard for what is appropriate in the corporation's circumstances.

In 2022–23 ORIC processed 540 applications for exemptions from various provisions of the CATSI Act. On average, applications for exemptions were processed in 11.9 days, up from 7.81 days.

**Table 9: Requests by exemption type, 2022–23**

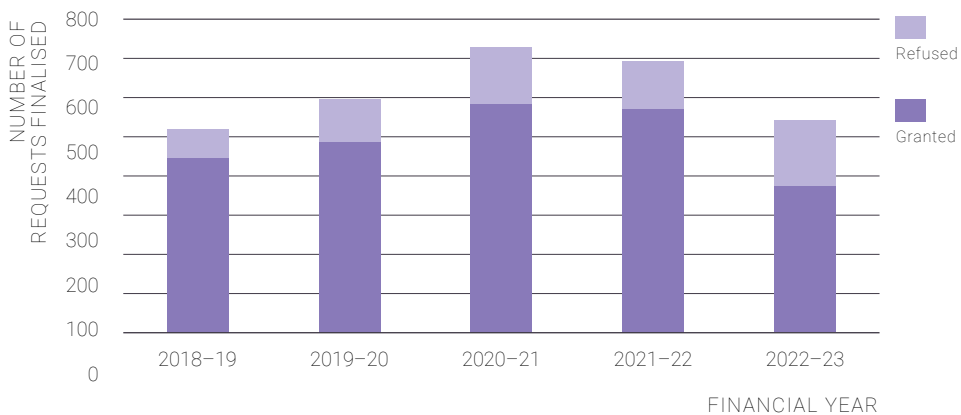
Exemption type	Received	Finalised	Granted	Refused
Extension of time to hold AGM	328	326	199	127
Exemption in relation to record keeping and reporting requirement	135	136	108	28
Exemption in relation to meetings	28	28	20	8
Exemption in relation to directors	8	10	9	1
Exemption in relation to members	35	31	27	4
Exemption in relation to member approval for related party benefit	9	9	9	0
<b>TOTAL</b>	<b>543</b>	<b>540</b>	<b>372</b>	<b>168</b>

**Note:** Some requests finalised were received in the previous financial year and some received are carried over to next financial year.

**Table 10: Requests for exemptions, last 5 years**

Exemptions	2018–19	2019–20	2020–21	2021–22	2022–23
Received	521	606	729	697	543
Finalised:	520	598	729	692	540
▶ granted	444	485	581	571	372
▶ refused	76	113	148	121	168



**Figure 8. Requests for exemptions, last 5 years**

## Provide corporate governance training

ORIC delivers corporate governance training to corporations that are either registered under the CATSI Act or planning to be. The training supports good governance and works to:

- build knowledge and skills among the directors, staff and members who participate in the programs
- increase the capability and accountability of the directors and staff of corporations
- ultimately, strengthen Aboriginal and Torres Strait Islander communities.

Training is delivered by ORIC staff and external contractors, most of whom are Aboriginal and Torres Strait Islander people.

As part of our annual planning for training activities we analyse a range of information including:

- attendance and retention rates for previous training workshops
- cost-effectiveness

- demand/requests for training
- emerging regulatory risks, priorities and issues
- responses to our annual survey to all corporations and open to the public asking for preferences for location, in-person or online, timing and duration.

Scheduled courses are listed on the ORIC website at [oric.gov.au/training](http://oric.gov.au/training) with an online form to apply to participate. Customised training, adapted to the individual needs of corporations, is also available on request. The Registrar encourages directors, members and staff of corporations to apply for corporate governance training.

In 2022-23 we provided access to non-accredited training for 815 participants from 276 corporations in 56 workshops. We also sponsored places for 9 people in a diploma qualification.

The range of workshops on offer this year was:

- introduction to corporate governance (ICG) – a 3-day workshop
- 2-day governance workshops – a compressed form of the ICG
- online workshops focused on a specific topic
- corporation-specific training (CST) – workshops tailored to the particular needs and circumstances of corporations upon their request

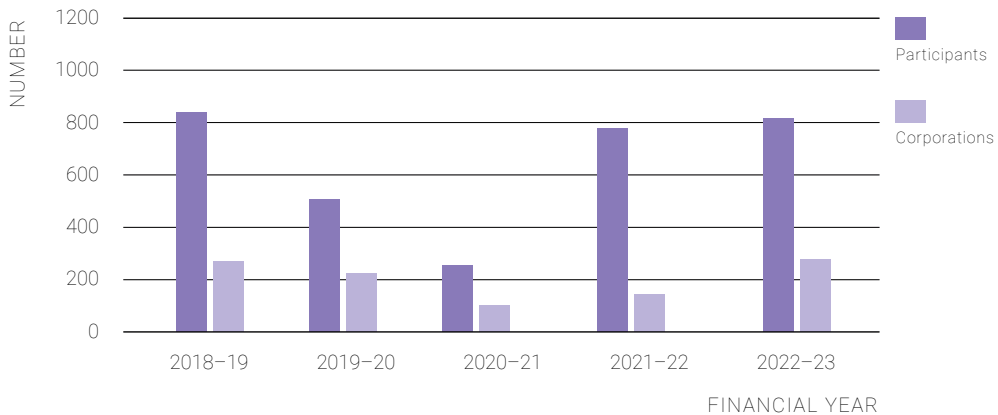
We also sponsored people to access 2 accredited courses:

- BSB50220 – Diploma of Aboriginal and Torres Strait Islander Governance – this was the last delivery of this qualification sponsored by ORIC. It is now superseded.
- BSB40220 – Certificate IV in Aboriginal and Torres Strait Islander Governance – this course began in 2021–22 and carried through 2022–23.

**Table 11: Participation in training, last 5 years**

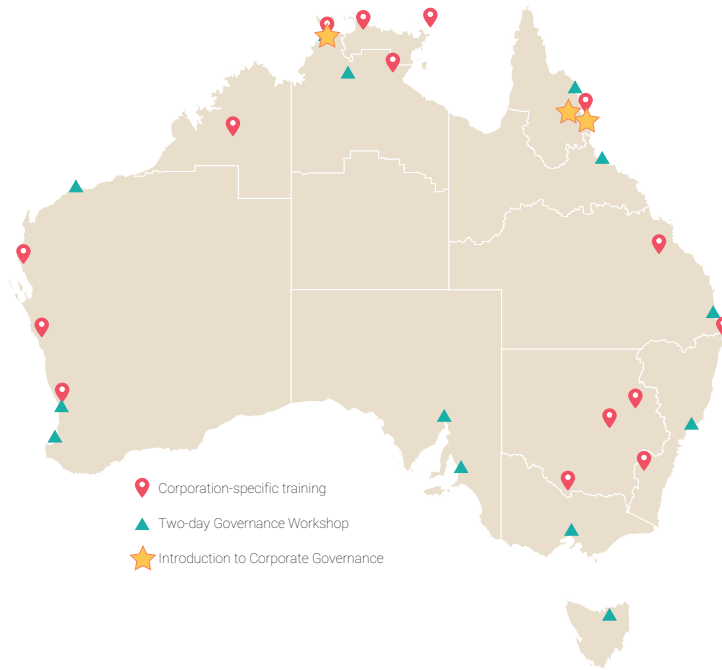
	2018–19	2019–20	2020–21	2021–22	2022–23
Number of participants	880	513	253	779	815
Number of corporations	276	224	102	145	269

**Figure 9. Participation in all training, last 5 years**

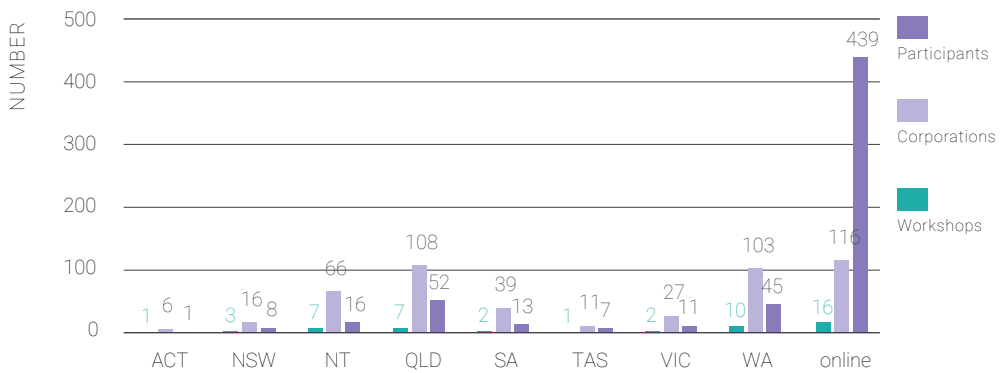


## Training locations

**Figure 10. Locations of training provided, 2022–23**



**Figure 11. All training workshops by state and territory, 2022–23**



## Types of training activities

### Workshops with single topic focus

Short online workshops focusing on a single topic continue to be popular across corporations. The workshops offer a valuable opportunity to increase knowledge and improve skills in a compact and convenient format.

All workshops in this year’s series were delivered by lawyers from Justice Connect who have expertise in charity and not-for-profit law. Like our face-to-face workshops, these online workshops brought people from different corporations together for information

sharing, networking and problem-solving practice.

We trialled 2 new topics this year:

- Safety, risk and insurance
- Mastering meetings.

There were 7 different topics offered across 16 separate workshops.

The registration process for these online workshops was simpler than for face-to-face workshops, so we don’t have data for how many corporations were involved in online workshops.

**Table 12: Workshops with single topic focus, 2022–23**

Date	Duration	Workshop	Participants
20 Jul 22	3 hours	Working with other orgs	37
30 Aug 22	3 hours	Key legal duties of directors	74
23 Sep 22	3 hours	Key legal duties of directors	23
28 Sep 22	90 minutes	Safety, risk and insurance	31
19 Oct 22	90 minutes	Risk management in corpora-tions	23
24 Nov 22	3 hours	Working with other organisa-tions	36
2 Feb 23	3 hours	Key Legal Duties of Directors	37
27 Feb 23	90 minutes	Risk management in corpora-tions	38
21 Mar 23	3 hours	Working with Other Organisa-tions	19
23 Mar 23	90 minutes	Safety, Risk and Insurance	22
13 Apr 23	3 hours	Key Legal Duties of Directors	26
24 Apr 23	90 minutes	Risk management in corpora-tions	8
18 May 23	90 minutes	Mastering Meetings	24
31 May 23	3 hours	Key Legal Duties of Directors	6
19/06/2023	90 minutes	Mastering Meetings	27
27/06/2023	3 hours	Disputes and conflict on the board	8
TOTAL			439

## Introduction to corporate governance workshops

This workshop looks at corporate governance for members and directors of corporations. It provides an introduction to the key aspects of running a corporation well.

In 2022–23, 65 participants from 31 corporations attended the 3 ICG workshops.

**Table 13: Introductory corporate governance workshops, 2022–23**

Date	Location	State/territory	Number of corporations	Number of participants
25–27 Oct 22	Cairns	Qld	11	24
7–9 Mar 23	Darwin	NT	7	18
18–20 Apr 23	Cairns	Qld	13	23
Total			31	65

## 2-day Governance Workshops

Generally, ORIC's 2-day governance workshops take place in community locations and are run by ORIC's regional officers, with sensitivity to cultural protocols and ways of learning.

In 2022–23 ORIC delivered 13 2-day governance workshops in 12 locations,

as listed in the table below. A total of 207 people, representing 103 corporations, participated. Workshops in Kununurra and Kalgoorlie (scheduled for May and June 2023 respectively and both in Western Australia) were cancelled due to low enrolments.

**Table 14: 2-day Governance Workshops in 2022–23**

Date	Location	State/territory	Mode	Number of corporations	Number of participants
31 Aug – 1 Sep 22	Adelaide	SA	In person	7	14
20–21 Sep 22	Perth	WA	In person	14	16
12–13 Oct 22	Cooktown	Qld	In person	8	13
2–3 Nov 22	Bunbury	WA	In person	7	11
9–10 Nov 22	Launceston	Tas	In person	7	11
15–16 Feb 23	Brisbane	Qld	In person	8	14
22–23 Feb 23	Townsville	Qld	In person	8	18
15–16 Mar 23	Melbourne	Vic	In person	10	22
29–30 Mar 23	Newcastle	NSW	In person	6	12
4–5 Apr 23	Karratha	WA	In person	8	29
3–4 May 23	Perth	WA	In person	10	14
23–24 May 23	Port Augusta	SA	In person	6	25
31 May – 1 Jun 23	Katherine	NT	In person	4	8
Total				103	207

## Corporation-specific training

Corporation-specific training (CST) workshops are usually held at a corporation's premises or a central venue within a community. The training is conducted over one or two days and is adapted to meet a corporation's needs. The standard workshops are:

- rule book design and re-design

- corporation/post-administration governance training
- corporation support and mentoring.

In 2022–23 ORIC delivered 17 CST workshops on corporate governance involving 104 participants from 19 corporations. There were a further 7 workshops focused on rule books.

**Table 15: CST corporate governance workshops, 2022–23**

Date	Location	State/ territory	Mode	Number of participants	Number of corporations
19 Jul 22	Moura	Qld	in person	2	1
2 Aug 22	Dubbo	NSW	in person	4	1
9 Aug 22	Perth/Carnarvon	WA	Mixed		1
10 Aug 22	Perth/Carnarvon	WA	mixed		1
31 Aug – 1 Sep 22	Ngukurr	NT	in person	11	2
14 Sep 22	Condobolin	NSW	Online	5	1
27 Sep 2022	Echuca	Vic	in person	5	1
27 Oct 22	Geraldton	WA	in person	14	1
15 Nov 22	Fitzroy Crossing	WA	in person	9	1
7 Feb 23	Canberra	ACT	in person	6	1
28 Feb 23	Perth	WA	in person	5	1
2 Mar 23	Nhulunbuy	NT	in person	9	1
8–9 Mar 23	Byron Bay	NSW	in person		1
18–19 Apr 23	Darwin	NT	in person	8	1
2 May 23	Cairns	Qld	in person	14	2
31 May 23	Gunbalanya	NT	in person		1
20–21 Jun 23	Ngukurr	NT	in person	12	1
Total				104	19

**Table 16: Rule book design full workshops, 2022–23**

Date	Location	State/ territory	Mode	Number of participants	Number of corporations
9 Aug 2022	Perth/Carnarvon	WA	Mixed	8	1
10 Aug 2022	Perth/Carnarvon	WA	mixed	8	1
28 Sep 2022	Port Hedland	WA	In person		1

**Table 17: Rule book NTLA requirements, 2022–23**

Date	Location	State/ territory	Mode	Number of participants	Number of corporations
6 Mar 2023	Alice Springs	NT	In person	8	1
17 Mar 2023	Kyogle	NSW	Online	8	1
14 Apr 2023	Brisbane	Qld	Online		1
23 May 2023	Brisbane	Qld	online		1

## Accredited training

To cater for Aboriginal and Torres Strait Islander people who want to extend their corporate governance knowledge and management skills, ORIC assists directors to attain nationally recognised qualifications. In 2021–22

ORIC engaged a registered training organisation to deliver 2 qualifications. Both these qualifications have since been superseded by a new certificate IV qualification.

**Table 18: Accredited courses, 2022–23**

Qualification	Mode	Delivered by registered training organisation	Delivery dates	No. of people supported by ORIC to participate
BSB50220 - Diploma of Aboriginal and Torres Strait Islander Governance	Online	Tranby Aboriginal Co-operative Ltd trading as Tranby College	5/9/2022 to 20/1/2023	16 invited; 9 enrolled; 3 withdrew; 1 partial completion; 1 completed qualification
BSB40220 - Certificate IV in Aboriginal and Torres Strait Islander Governance	Online	Tranby Aboriginal Co-operative Ltd trading as Tranby College	6/6/2022 to 25/1/2023	20 invited; 19 enrolled; 1 withdrew; 8 partial completion; 2 completed qualification



## Additional support services

### LawHelp

ORIC created LawHelp to provide access to pro bono legal assistance to:

- not-for-profit Aboriginal and Torres Strait Islander corporations
- other entities seeking to transfer their registration to the CATSI Act.

Corporations can access a wide variety of legal assistance, such as tax issues, employment contracts and intellectual property rights.

When we receive an application for LawHelp, we review it for eligibility, then

forward it to the independent LawHelp assessment panel for review. In 2022–23, ORIC received 19 LawHelp applications, compared to 10 the previous year. Of the 19 applications:

- 5 were outside the scope for LawHelp but the applicant was provided with details of alternate resources or contacts that may be able to assist (such as ACNC, ASIC, ATO and ORIC's own service centre)
- 14 were successfully referred to a law firm.

**Table 19: Number of LawHelp applications received by state/territory, last 5 years**

State	2018–19	2019–20	2020–21	2021–22	2022–23
Qld	2	4	10	5	4
NT	8	2	5	1	5
WA	3	4	2	5	3
NSW	3	4	4	1	5
SA	1	0	0	1	0
Vic	0	1	1	0	1
Tas	0	1	0	0	1
TOTAL	17	16	22	13	19

**Note:** Figures from 2020–21 include all applications that were received by the LawHelp secretariat including applications that the secretariat deemed ineligible for the service and were redirected to an alternative form of support.



**Table 20: Number of LawHelp applications received by subject, last 5 years**

	2018–19	2019–20	2020–21	2021–22	2022–23
Contracts	6	5	12	2	6
Employment	3	1	1	1	1
Property and conveyancing	1	0	1	2	0
Taxation	1	0	0	0	2
Other	4	6	4	0	4
Intellectual property	0	1	0	0	0
Corporate	0	0	0	0	0
Trust deeds	0	0	0	0	0
Registration transfers	2	2	1	1	1
Letter of demand	0	0	2	2	0
Outside guidelines, referred elsewhere			1	1	5
Withdrawn			0	2	0
TOTAL	17	15	22	11	19

**Note:** Figures from 2020–21 include all applications that were received by the LawHelp secretariat including applications that the secretariat deemed ineligible for the service and were redirected to an alternative form of support.

## ORIC recruitment assistance

ORIC recruitment assistance (ORA) provides help and guidance through the process of recruiting to corporations to fill their senior positions. It encourages best practice – and helps build capacity – by supporting corporations to follow a clearly defined process with established guidelines.

The service is free to corporations, although they must meet their own advertising costs. Corporations also remain responsible for all decisions, including selecting the successful candidate and negotiating a suitable salary package.

No requests were made through ORA in 2022–23.

**Table 21: Requests accepted through ORA and senior positions filled, last 5 years**

	2018–19	2019–20	2020–21	2021–22	2022–23
Requests for recruitment assistance	8	10	3	3	0
Senior positions filled	4	10	2	4	0

**Note:** The outcome of requests for recruitment activities is not always the position being filled. For example, some corporations withdraw from the recruitment activity part way through and some determine that there were no suitable applicants.

## Corporation jobs

ORIC offers corporations the chance to advertise their employment vacancies free of charge on the ORIC website. In the past 5 years, 387 jobs have been

advertised through this service.

In 2022–23, 67 job vacancies were advertised on Corporation Jobs.

**Table 15. Corporation jobs advertised on the ORIC website by state/territory, last 5 years**

State/territory	2018–19	2019–20	2020–21	2021–22	2022–23
ACT	1	2	1	1	4
New South Wales	42	16	27	14	13
Northern Territory	14	17	18	22	12
Queensland	19	7	9	8	12
South Australia	3	2	6	7	5
Tasmania	0	0	0	0	0
Victoria	1	5	4	9	1
Western Australia	16	23	9	17	20
Total	96	72	74	78	67

In recognition that not all corporations take up the offer to advertise on the ORIC website, and to add value to our web page, the Corporation jobs page includes a link to ‘related vacancies’ (in Aboriginal and Torres Strait Islander corporations) on the EthicalJobs website.



# Performance reporting: Monitoring



We monitor corporation activity and intelligence to identify and decide on appropriate actions for individual corporations at risk, and to address risks that pose a threat to trust and confidence in the sector.

## Promote timely lodgement of annual reports

The CATSI Act emphasises the importance of compliance and reporting as a mechanism to improve transparency and accountability. Not only is access to corporation information important, that information needs to be timely so that members, communities, creditors and government agencies are confident that the public Register of Aboriginal and Torres Strait Islander Corporations is accurate and up to date. For these reasons, ORIC has a strong focus on maintaining high rates of compliance among corporations with their reporting obligations.

Reporting requirements vary according to the registered size of a corporation – large, medium or small – and its income. Unless they are granted an exemption (either from reporting at all or for an extension of time), corporations are

required under the CATSI Act to lodge their annual reports with the Registrar within 6 months of the end of the financial year; 2020–21 reports were due by 31 December 2022.

### Reporting rate

The number of corporations required to provide reports for the 2021–22 reporting period was 3070. This number is based on corporations registered at 31 December 2022 and excludes corporations under liquidation or being deregistered.

Of the 3070 corporations required to lodge 2021–22 reports, 2010 (65.5%) had met their obligations as at 30 June 2023.

**Table 22: Reporting rate for 2021–22 reports, by corporation size as at 30 June 2023**

State/territory	Number of corporations required to report	Corporations that have met requirements	
		Number	Percentage
Large	201	188	93.5%
Medium	689	542	78.7%
Small	2180	1280	58.7%
Total	3070	2010	65.5%

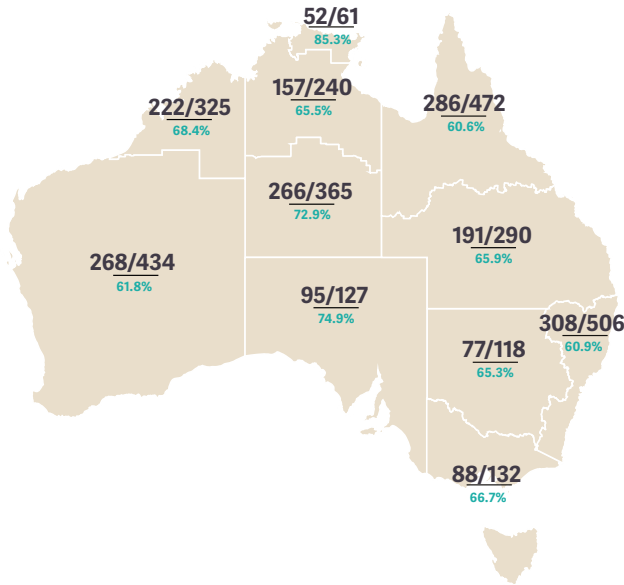
**Table 23: Reporting rate for 2021–22 reports, by state/territory as at 30 June 2023**

State/territory	Number of corporations required to report	Corporations that have met requirements	
		Number	Percentage
Australian Capital Territory	26	19	73.1%
New South Wales	593	363	61.2%
Northern Territory	656	467	71.2%
Queensland	770	485	63.0%
South Australia	122	90	73.8%
Tasmania	17	15	88.2%
Victoria	115	73	63.5%
Western Australia	771	498	64.6%
Total	3070	2010	65.5%

**Table 24: Reporting rate for 2021–22 reports, by region as at 30 June 2023**

Region	Number of corporations required to report	Corporations that have met requirements	
		Number	Percentage
Arnhem Land & Groote Eylandt	61	52	85.3%
Central Australia	365	266	72.9%
Eastern NSW	506	308	60.9%
Greater Western Australia	434	268	61.8%
Kimberley	325	222	68.4%
North Queensland	472	286	60.6%
South Australia	127	95	74.9%
South Queensland	290	191	65.9%
Top End & Tiwi Islands	240	157	65.5%
Victoria & Tasmania	132	88	66.7%
Western NSW	118	77	65.3%
TOTAL	3070	2010	65.5%

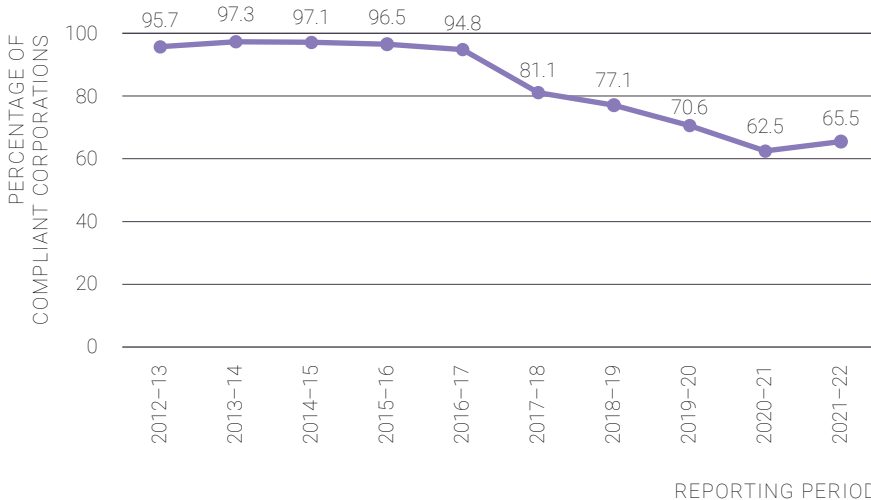
**Figure 12. Reporting rate for 2021–22 reports, by region as at 30 June 2023**



### History of corporation reporting rate

In previous years the reporting rate by Aboriginal and Torres Strait Islander corporations has been strong. However recent years show an unacceptable decline in the rate, raising concern about transparency and accountability. ORIC is working to reverse this trend. ORIC accepts the Covid pandemic impacted reporting rates in recent years, however now that business has returned to normal our expectation is that corporations should meet their normal reporting obligations.

**Figure 13. Reporting rate nationally, last 10 years**



The Registrar devotes considerable resources to optimising corporations' compliance with their reporting obligations:

- periodic reminders and offers of guidance, by email, letter or telephone and through notices and messages on the Registrar's website
- follow-up of key groups and specific sectors, such as RNTBCs and corporations helped by bigger corporations operating in remote regions
- face-to-face visits by ORIC's regional officers, particularly to corporations in remote locations and outside metropolitan areas – regional officers helped to complete reports as well as to build capacity for the future
- telephone reminders to newly registered corporations reporting for the first time and to corporations that were late to lodge in the previous year
- telephone outreach to corporations in breach – ORIC staff identified corporations that for whatever reason did not submit their annual reports by the due date and, where appropriate, assisted them to lodge
- formal warnings of prosecution action were sent to corporations that were in breach and that failed to respond to reminders
- maintaining a list of corporations with overdue reports on the ORIC website.

## Assess complaints

Under the CATSI Act one of the functions of the Registrar is to deal with complaints involving Aboriginal and Torres Strait Islander corporations. Complaints serve a very useful and important purpose. A complaint can be made by phone,

email, fax or in person, and it is often the first indication of disharmony at a corporation and therefore the first sign that something may be starting to go wrong.

**Table 25: Complaints involving corporations, last 5 years**

	2018–19	2019–20	2020–21	2021–22	2022–23
Number of complaints received	588	523	406	351	338
Change from previous year	-29.2%	-11.1%	-22.4%	-13.5%	-3.7%
Number of complaints finalised*	557	556	403	351	327

**\*Note:** this figure includes complaints carried over from the previous year.

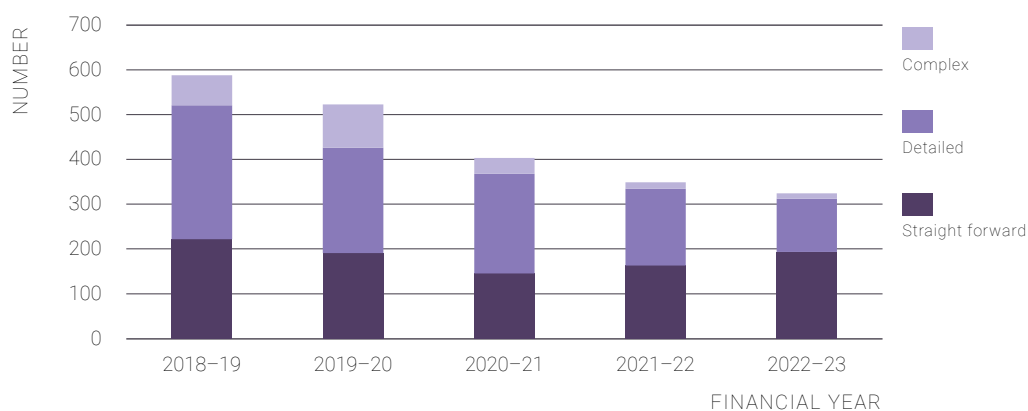
The top areas of concern in complaints have remained relatively consistent since 2016:

- the conduct of directors or breaches of directors or officers duties
- corporation meetings.

**Table 26: Number of complaints received by complexity, last 5 years**

Type	2018–19	2019–20	2020–21	2021–22	2022–23
Straightforward	222	191	145	163	193
Detailed	299	235	223	171	119
Complex	67	97	35	15	12
TOTAL	588	523	406*	351*	338*

**Note:** \*At the time of reporting some complaints received were uncategoryed as to complexity. For 2022–23, 14 complaints were uncategoryed; for 2021–22, 2 complaints were uncategoryed; for 2020–21, 3 complaints were uncategoryed; for 2022–23 14 complaints were uncategoryed.

**Figure 14. Number of complaints received by complexity, last 5 years**

In 2022–23 on average, ‘straightforward complaints’ were finalised in 24 calendar days (the same as last year), ‘detailed complaints’ were finalised in 31 days (compared to 27 days last year), while the most ‘complex complaints’, which often required considerable background research and follow-up with third parties, were resolved in 96 days (103 days last year).

This year, 57% of the complaints ORIC received about corporations were ‘straightforward’. In many cases, this means that the person contacting ORIC simply wants an explanation of the rules, and some information about how they can resolve their concerns through the use of good governance practices. This is usually information on the use of the dispute resolution rule, or the rules setting out members’ rights to request a

meeting, to replace directors, or to attend, speak and vote at general meetings. It may also be about a matter outside the Registrar’s jurisdiction (3.8%).

Where possible and appropriate, as part of its complaints-handling process ORIC also assists the subjects of complaints by providing:

- information about good corporate governance
- guidance on what constitutes a breach of the CATSI Act or a corporation’s rule book, and how to rectify the breach
- options that may help to resolve concerns raised in a complaint
- information to corporation members and directors on rights and responsibilities under a corporation’s rule book.

The Registrar's fact sheets, *Making a complaint about a corporation* and *Handling complaints*, are also helpful documents. Both are available on the ORIC website.

Sometimes complainants allege fraud or misappropriation of funds at a corporation. Such allegations are taken very seriously but ORIC will always ask for evidence to support the claims. This is crucial – no case can be built or action taken if there is insufficient supporting evidence. Hearsay and suspicion alone are not sufficient.

## Manage disputes

The Registrar treats all disputes sensitively and takes into consideration the culture and traditions of Aboriginal and Torres Strait Islander people. With early intervention and careful management, a dispute can often be resolved and the damage minimised. A well-managed dispute can improve a corporation's resilience. As well as consulting with all parties involved and taking care to tailor responses to suit a corporation's particular needs, ORIC helps corporations build capacity to prevent disputes from flaring up.

In 2022–23 ORIC received notification of 2 disputes, compared to 4 in the previous year. Both cases were opened during 2022–23; nil were carried over from the previous year. Disputes by nature are complex. One ORIC took no action; the other was resolved in 6 days.

Corporations are often very appreciative of the assistance ORIC staff provide during a dispute. ORIC responds to disputes in circumstances such as:

- the corporation receives Australian Government funding, holds land or native title, has a large number of members or has stopped functioning
- an Australian Government agency has requested help
- essential community services are at risk
- there is a broader public interest in resolving the dispute.

ORIC supports corporations in dispute by:

- listening and providing information – by telephone, email or face-to-face
- offering advisory opinions – a formal letter from the Registrar giving an opinion about how the CATSI Act and the corporation's rule book applies to the matter
- recommending rule book amendments to reduce the likelihood of disputes and to provide an effective dispute resolution process.

See also the fact sheet, *Dispute resolution*.



## Conduct examinations

In 2022–23 ORIC began the year with 21 examinations carried over from 2021–22 and during the year started a further 42 examinations – 14 more than the year before. As at 30 June 2023, 51 examinations had been finalised – 32 more than the year before, leaving 12 on hand.

The Registrar has the power under the CATSI Act to prompt an examination of a corporation's books and records. The purpose of examinations is to assess the standards of corporations' governance and the health of their finances. An examination may include checks that a corporation is:

- operating in accordance with the CATSI Act and its rule book
- keeping up-to-date financial records and managing its finances in line with its policies, procedures and delegations
- properly managing any conflicts of interest and benefits to related parties.

Each year the Registrar conducts a rolling program of examinations of corporations with specific characteristics rather than compliance concerns. For example, large in size, receiving public funding, providing essential services or community infrastructure, or managing interests in native title.

The Registrar also initiates examinations of corporations with signs of potential financial or governance difficulties.

Examinations are an element of the CATSI Act, designed to proactively protect the interests of Aboriginal and Torres Strait Islander people and

communities. They perform an important function in detecting early signs of trouble.

An examination can confirm that a corporation is managing its corporation's affairs effectively, and the governance of the corporation is to a high standard.

In a small number of cases, an examination is undertaken for the specific purpose of financial analysis and solvency assessment. In those cases, the outcome is usually a report to the corporation.

**Table 27: Examinations completed by state/territory in 2022–23**

State/territory	Number of corporations
Australian Capital Territory	0
New South Wales	11
Northern Territory	8
Queensland	11
South Australia	2
Tasmania	2
Victoria	2
Western Australia	15
TOTAL	51

Corporations who were examined in 2022–23 were from these sectors:

- 21.6% corporations operating in multiple sectors
- 21.6% corporations in the health and health-related services
- 17.6% corporations were registered native title bodies corporate and similar native title providers
- 11.8% corporations in the community services sector.

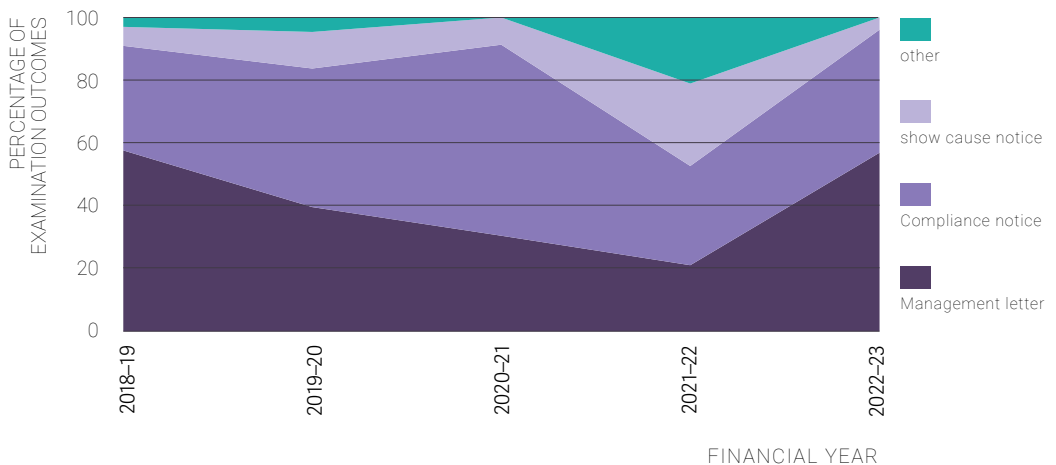
**Table 28: Examinations completed, by activities in 2022–23**

Main activities of corporations	Examinations
Multiple varying activities	11
Primary health care and health related services	11
RNTBCs and native title	9
Community services	6
Housing	3
Employment	2
Child care	2
Education and training	2
Municipal services	1
Construction	1
Trustee	1
Agriculture	1
Community stores	1
<b>TOTAL</b>	<b>51</b>

**Table 29: Outcomes of examinations, last 5 years**

Examination outcome	2018–19	2019–20	2020–21	2021–22	2022–23
Management letters	38	17	7	4	29
Compliance notice	22	19	14	6	20
Show cause notice	4	5	2	5	2
Other	2	2	0	4	0
<b>TOTAL</b>	<b>66</b>	<b>43</b>	<b>23</b>	<b>19</b>	<b>51</b>

**Figure 15. Outcomes of examinations as a percentage of all examinations**



## Conduct investigations

Potential breaches of the law, including the CATSI Act, are brought to the Registrar's attention in several ways, including from:

- complaints or inquiries from members of the public
- referrals from funding agencies (including other government departments), other regulators or the police
- statutory reports from examiners, auditors and external administrators (liquidators, special administrators, voluntary administrators and receivers)
- the Registrar's staff.

The Registrar carefully considers how to respond to all potential breaches of the law, but does not undertake a formal investigation of every complaint or matter that is brought to her attention.

A formal investigation is the first step toward initiating (or ruling out) a referral for prosecution.

In deciding whether or not to conduct a formal investigation, the Registrar considers resources, the available evidence, the public interest, and how recently the alleged breach occurred. This is referred to as an assessment. If the available information indicates evidence of a serious breach the Registrar may investigate.

During 2022–23, nil assessments were referred to other agencies for further action.

The year started with 17 matters on hand from 2021–22:

- 9 referrals for assessment
- 8 matters under investigation

ORIC received 2 new referrals for assessment during 2022–23.

Eleven investigations commenced during 2022–23 including one for minor regulatory prosecutions for failing to hold an AGM and another involving 33 corporations for failing to lodge 2020–21 reports.

During 2022–23 ORIC completed

- assessments of 11 referred matters
- investigations into 5 matters.

At the close of the year 14 matters remained on hand:

- nil referrals for assessment
- 15 investigations, including 2 for minor regulatory prosecutions for failing to lodge reports

At the close of the year ORIC is also monitoring one matter referred to the CDPP for possible prosecution.



## Performance reporting: Seeking remedy and deterring

The Registrar has a number of regulatory powers under the CATSI Act to mitigate risks to the effective running of corporations, solve problems, and to address and deter wrongdoing.

We recognise that the majority of corporations seek to be, and are, compliant, and others can be compliant with assistance. We offer these corporations support to build their governance skills and further their corporate objectives. Corporations or individuals within corporations that are disengaged or deliberately doing the wrong thing are in the minority. For those choosing not to comply, we have a graduated response culminating in criminal or civil litigation.



## Rule book changes initiated by the Registrar

Under section 69-35 of the CATSI Act, the Registrar has the power to change a corporation's rule book on the Registrar's own initiative. There are specified circumstances which must exist before this power can be exercised.

In 2022–23, 13 changes to rule books were initiated by the Registrar:

- 3 to correct errors
- 5 in relation to Native Title Legislation Amendment requirements
- 5 in relation to internal governance rule/CATSI Act requirements.

## Call corporation meetings

Under Part 10-2 of the CATSI Act, the Registrar may convene a meeting to discuss a matter affecting a corporation, or call a general meeting or an annual general meeting. This kind of action may be in response to a request by members of the corporation, or because a scheduled meeting was not held, or for some other reason that the Registrar believes warrants it. In such cases the Registrar would either chair the meeting or authorise another person to be the chair.

During 2022–23, 4 Registrar-initiated general meetings were held. Two were called during 2021–22 and 2 in 2022–23. In all 4 meetings, the agenda included a proposal to change the corporation's rule book – 2 to assist with meeting quorum and 2 to reflect particular corporation activities. Two of the meetings also involved appointing directors.

## Issue compliance notices

When the Registrar suspects that a corporation has some governance or financial issues, and often as a result of an examination, the Registrar may send the corporation a compliance notice. The notice sets out the reasons for the suspected non-compliance, and directs the corporation to take action, within a specified timeframe. In these cases ORIC's view is the corporation has capability to address the matters itself. The notice provides valuable information to the corporation's members and other stakeholders (such as funding agencies and creditors) about the standards of corporate governance and financial management within a corporation at a given point in time.

Each notice is made available on the public Register of Aboriginal and Torres Strait Islander Corporations.

In 2022–23 we issued 20 compliance notices – 8 from examinations started in 2022–23 and 12 from examinations started in the previous year.

## Commence special administrations

Special administrations are a form of external administration unique to the CATSI Act. They allow the Registrar to provide proactive regulatory assistance to corporations experiencing financial or governance difficulties. The special administrator works in the best interests of the corporation and its members.

Special administrations are different to receiverships, liquidations or voluntary administrations under the *Corporations Act 2001*, as the latter are usually driven by the interests of creditors.

The grounds on which the Registrar can decide to place a corporation under special administration are outlined in section 487-5(1) of the CATSI Act. The grounds are not restricted to insolvency or the inability to pay a debt.

The Registrar appoints an independent, suitably qualified person (the special administrator) to work with a corporation to remedy any issues and to restore it to good corporate health as soon as possible. At the end of their appointment, the special administrator returns full control of the corporation to its members.

In 2022–23:

- 3 special administrations continued from the previous year
- 3 special administrations started
- 2 special administrations completed – both handed back to members' control
- 4 special administrations remained in progress as at 30 June 2023.

Before any corporation is placed under special administration, the Registrar accords a period of procedural fairness. The corporation is issued a notice to show cause as to why it should not be put into special administration. The corporation is given a reasonable time to respond to the notice.

In 2022–23, 3 corporations were required to show cause why a special administrator should not be appointed to manage the corporation. The activity leading to a show cause notice being issued is not always an examination:

- 2 were based on examination findings
- 1 was issued based on other supporting evidence.

Of the 3 corporations asked to show cause, all were ultimately placed under special administration.

The aim of a special administration is usually to achieve one or both of the following:

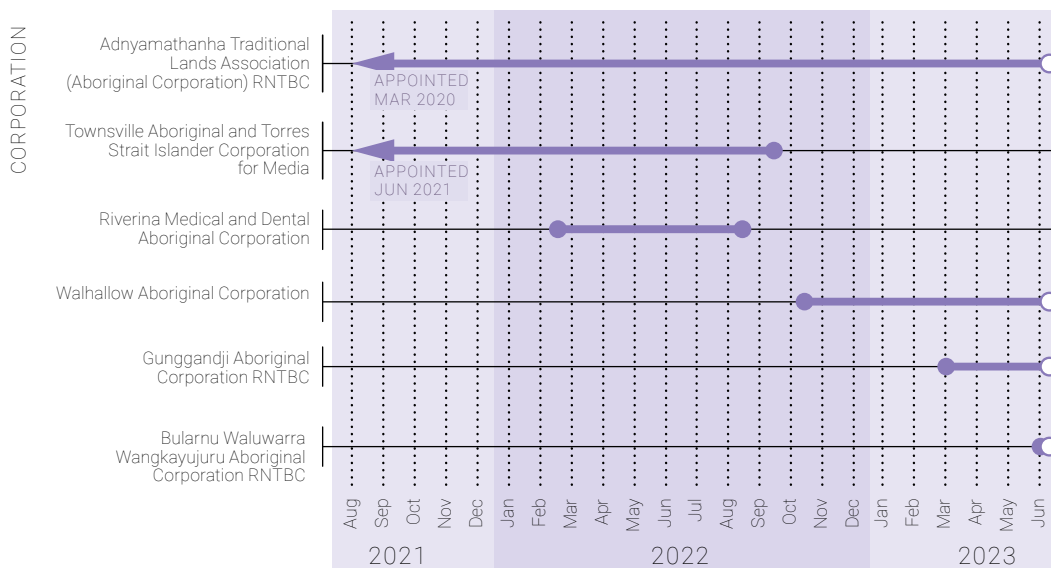
- restoration of good operational order – usually after a corporation has not complied with the CATSI Act or its rule book, has experienced financial difficulties or there has been a dispute
- a restructure – usually after the directors or members have asked the Registrar to intervene to improve governance standards or organisational structures.

Two special administrations ended during 2022–23, with both corporations being handed back to members' control. One went for 15 months and the other 6 months.

**Table 30: Corporations under special administration in 2022–23**

Date appointed	Carried forward from prev year	Corporation, special administrator(s)	Status as at 30/6/2023	Date ended or due
25 Mar 2020	CF	Adnyamathanha Traditional Lands Association (Aboriginal Corporation) RNTBC, Peter McQuoid	In progress	30 Jun 2024
14 Jun 2021	CF	Townsville Aboriginal and Torres Strait Islander Corporation for Media, Neil Michel and Mark O'Shea	Ended	30 Sep 2022
22 Feb 2022	CF	Riverina Medical and Dental Aboriginal Corporation, Peter McQuoid	Ended	26 Aug 2022
17 Oct 2022	New	Walhallow Aboriginal Corporation, Jack James and Paula Smith	In progress	20 Oct 2023
2 Mar 2023	New	Gunggandji Aboriginal Corporation RNTBC, Anthony Beven and Tony Jonsson	In progress	1 Sep 2023
20 Jun 2023	New	Bularnu Waluwarra Wangkayujuru Aboriginal Corporation RNTBC, Anthony Beven and Tony Jonsson	In progress	22 Dec 2023

**Figure 16. Special administrations in progress during 2022–23**



## Communications with members of corporations under special administration

During the course of a special administration the Registrar requires a special administrator to keep members and stakeholders informed. The special administrator needs to:

- explain the process of a special administration
- discuss necessary changes that must be made
- involve members in planning for the corporation's future.

To orchestrate the process, special administrators provide newsletters and hold community information meetings. They might also establish one or more advisory groups. ORIC supports the special administrator by checking the wording of notices, newsletters and nomination forms, and designing them in line with the corporation's own branding.

## Seek criminal and civil penalties

As part of its regulatory approach, ORIC may elect to commence civil proceedings for breaches of the CATSI Act. In appropriate cases ORIC will also prepare and refer a brief of evidence to the Commonwealth Director of Public Prosecutions (CDPP) for consideration of criminal proceedings. The decision to prosecute alleged criminal offences under the CATSI Act is made by the CDPP in accordance with the Prosecution Policy of the Commonwealth.

ORIC publishes a summary of prosecution outcomes on our website.

In 2022–23 the Registrar referred one matter to the CDPP for possible criminal proceedings.

### Criminal matters

Nil criminal matters were finalised during 2022–23; nil were in progress as at 30 June 2023.

### Civil matters

Nil civil matters were finalised during 2022–23; nil were in progress as at 30 June 2023.

## Register of disqualified officers

The Registrar maintains a publicly available register of people disqualified from managing Aboriginal and Torres Strait Islander corporations. See the Register of Disqualified Officers on the ORIC website.



# Accountability



## Senate Estimates appearances

The Registrar may be called to appear before the Senate Finance and Public Administration Legislation Committee during the cross-portfolio hearing on Indigenous matters.

During 2022–23 the Registrar was called as a witness to answer questions before the committee on 3 occasions – 11 November 2022, 17 February 2023 and 24 May 2023.

## Questions on notice

ORIC answered 45 questions on notice arising from Senate Estimates in the 2022–23 year. These questions can be roughly grouped into 3 categories:

- questions about specific corporations generated by members raising issues with individual senators such as governance or performance concerns, and regulatory action taken or not taken
- broader questions about failure of corporations to lodge reports, ORIC's approach to certain functions
- questions put to multiple agencies such as organisation resources and funding, staffing profile and movements, communication of Voice campaign materials.

## Freedom of information

In accordance with the Australian Government requirement for agencies to be open and transparent with regard to the functions they perform and the information they hold, the Registrar's website includes an information publishing plan for ORIC and a freedom of information (FOI) disclosure log.

In 2022–23:

- one FOI request was on hand at the outset of the year
- 11 FOI requests were made to the Registrar, compared to 8 in the previous year
- 6 FOI requests were finalised
- 6 remained in progress as at 30 June 2023.

The Office of the Australian Information Commissioner (OAIC) advised ORIC of the receipt of one Information Commissioner review application.

## Complaints about ORIC

During 2022–23, 3 complaints about staff were received, compared to 2 complaints received the year before.

During the year, ORIC received nil 'section 8' notices from the Commonwealth Ombudsman, indicating that it was

investigating complaints received in the Office of the Commonwealth Ombudsman (OCO).

ORIC also received one 'section 7A' notice, indicating that the Ombudsman was conducting a preliminary inquiry into a complaint received in the OCO. The Registrar responded to the requests for information set out in the notices.

## Legal services expenditure

The tables that follow are a statement of legal services expenditure by ORIC for 2022–23 and provided in order to comply with paragraph 11.1(ba) of the Commonwealth's Legal Services Directions 2017.

**Table 31: Expenditure on legal services and legal service providers**

Internal legal services expenditure	\$ GST exclusive
Total internal legal services expenditure	\$546,913

**Note:** Internal legal services expenditure was derived through estimates of the percentage of time spent by legally qualified staff on legal work. Expenditure was calculated using base salaries and overheads.

External legal services expenditure	\$ GST inclusive
Total external legal services expenditure	\$185,126.83

**Note:** External legal services expenditure includes Administered funding \$106,109.24 and Departmental funding \$79,017.59.

Nil counsel briefs in the period.



# Appendixes

## Appendix A – Acronyms

- ABRS** Australian Business Registry Services
- ACNC** Australian Charities and Not-for-profits Commission
- AIATSIS** Australian Institute of Aboriginal and Torres Strait Islander Studies
- CATSI Act** *Corporations (Aboriginal and Torres Strait Islander) Act 2006*
- CDPP** Commonwealth Director of Public Prosecutions
- FOI** Freedom of information
- NIAA** National Indigenous Australians Agency
- NTLA Act** *Native Title Legislation Amendment Act 2021*
- OAIC** Office of the Australian Information Commissioner
- OCO** Office of the Commonwealth Ombudsman
- ORIC** Office of the Registrar of Indigenous Corporations
- PBC** prescribed body corporate
- PM&C** [Department of] the Prime Minister and Cabinet
- RNTBC** registered native title body corporate

