



Registrar's word

This report demonstrates ORIC is making strong progress against the targets and indicators set out in our *2024–27 Corporate Plan*. Our ambitious and comprehensive change program continues and I am pleased with what we have achieved in 2025–26.

Our reform work has continued and resulted in: new guidance materials for internal and external stakeholders; a continuation in the investment in the capability of staff; and expanded functionality of our new IT systems – in particular the release of self-paced governance training.

In 2026–27 we will continue our reform agenda, and we will have a focus on our priorities as set out in my *2026 Regulatory Posture*. In addition to the enduring regulatory priorities outlined in my July 2025 'How well are we doing' report, we will be focused on:

- working with corporations to ensure the roles and responsibilities of Chief Executive Officers (CEO) and directors are clear and understood

- corporation's meeting the related party benefit obligations established in the CATSI Act and any requirements in their rule books
- using the winding up provisions of the CATSI Act for a small group of corporations that fail to comply with a compliance notice and/or whose officers are misbehaving, are habitually non-compliant and are no longer serving the interests of their members
- member rights and harmony; and
- the financial and governance health of a sample of corporations that deliver municipal services.

When considering regulatory action we have continued to take a proportionate and considered approach consistent with *ORIC's Regulatory Compliance Framework*.

Tricia Stroud
Registrar of Aboriginal and Torres Strait Islander Corporations



Release of the learning management system for corporations

As highlighted above, in June 2026 ORIC released a self-paced learning platform created specifically for directors of Aboriginal and Torres Strait Islander corporations – ORIC learn. The free platform is available to anyone with a log-in to ORIC's corporation portal myCorp and allows users to register for modules, save their progress and download completion certificates. Modules available include budgeting; finance basics; financial board papers; financial delegations; rights of members; and governing an RNTBC.

Support for outback stores – capability uplift

Through 2025–26 ORIC continued a co-design process with sector stakeholders and the National Indigenous Australians Agency to develop a practical, culturally appropriate training package to support directors of remote community stores. This work forms part of the 'Remote retail' pillar of the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities. In 2025–26, pilot sessions began in early 2026 and will continue in the new financial year.

Training for corporations

ORIC provides a limited number of supported places to assist directors of Aboriginal and Torres Strait Islander corporations to undertake a Certificate IV in Aboriginal and Torres Strait Islander Governance. Of the 18 students that commenced in the 2025 cohort, 11 have graduated and 2 are continuing to submit assessments. A cohort of 20 students commenced in May 2026.



During 2025–26 ORIC delivered 66 non-accredited training activities in total. There were:

- 15 2-day governance workshops (all face-to-face) with 255 participants
- 48 workshops on single topics (2 face-to-face and 46 online) with 601 participants
- 3 private workshops tailored for individual corporations (all face-to-face) – one was a corporation that had exited special administration – with 30 participants.

Guidance for stakeholders

There are 9 vodcasts called *CATSI Conversations* available on the ORIC website which cover a range of topics such as the skills that a board needs and how to separate the governance and management functions for a corporation. In 2025–26 there were 292 views of ORIC's *CATSI Conversations*.

In relation to ORIC's other guidance materials, in 2025–26 there were::

- 4,986 fact sheet downloads
- 683,000 visits to website pages
- 509 *Healthy Corporation Checklist* downloads
- 1,459 policy position statement downloads
- 1,305 downloads of the condensed model rule book.

Provide information about the CATSI Act and Registrar

ORIC attends events for a range of purposes including to:

- share and learn from other regulators
- present on ORIC's regulatory approach and priorities
- talk to corporations about their obligations under the CATSI Act
- discuss challenges facing RNTBCs.

The Registrar and ORIC staff attended 28 events during 2025–26 including native title, regulator and other events.

Legal and recruitment support services for corporations

ORIC facilitates access to free legal assistance through its LawHelp service for eligible corporations in certain circumstances. In 2025–26 ORIC received 26 requests for legal help; of which 19 (73%) were supported and 7 (27%) were outside the guidelines. Of the 19 that were supported, 15 received assistance from a law firm, 3 were referred for support but no law firms had capacity to provide assistance, and one was withdrawn by the applicant.

ORIC also assists with advertising vacant roles in corporations registered under the CATSI Act and provides recruitment resources on its website.

In 2025–26, ORIC advertised 25 corporation roles. There were 4,772 visits to ORIC's corporation vacancies and recruitment resources webpages with 608 downloads of recruitment materials.

Interactions with corporations and the general public

ORIC's target is to answer 80% of calls received. In 2025–26, 92% of the 10,371 calls received were answered.

In 2025–26 ORIC took an average of:

- 9 days to process 267 rule book change requests
- 2 days to resolve 2,705 enquiries
- 4 days to process 2,698 auditor's, financial and directors' reports
- 8 days to resolve 1,153 reports of concern raised in relation to corporations.

There were 2,004 requests received for online help in 2025–26.

ORIC's Regulation function

ORIC's Regulation function undertakes examinations and oversees the appointment of special administrators to corporations experiencing financial or governance related difficulties. The function also monitors the external administration of corporations registered under the CATSI Act.

ORIC undertakes 2 types of examinations:

- rolling program – focused primarily on medium and large corporations to check their financial and governance health
- targeted – may be undertaken due to concerns raised by stakeholders, discrepancies in financial information or interactions with corporations.

I ORIC completed 34 examinations in 2025–26 including those carried over from 2024–25. Of the 34 examinations 25 were targeted. There were 19 compliance notices issued in relation to findings from the 34 examinations.

The appointment of a special administrator is a unique power under the CATSI Act and not one that the Registrar exercises lightly. As at 30 June 2026 there were 5 corporations under special administration. During 2025–26, 3 special administrations were concluded with the corporations being successfully handed back to members.



Use of breadth of powers under the CATSI Act

Consistent with *ORIC's Regulatory Compliance Framework* ORIC aims to take proportionate regulatory action in response to compliance matters.

ORIC has continued to focus on expanding its use of compliance notices outside of examinations in 2025–26.

There were 21 compliance notices issued outside of an examination – these represented 53% of the compliance notices issued by ORIC.

In relation to exercising other regulatory powers, in 2025–26 ORIC:

- made 161 Registrar initiated changes to corporation's rule books under section 69-35 of the CATSI Act
- called 3 Registrar initiated meetings under section 439-10 of the CATSI Act
- issued 4 notices to provide information under 407-5 of the CATSI Act outside of an investigation.

ORIC's investigation function

In 2025–26 ORIC referred 17 corporations to the Commonwealth Director of Public Prosecutions (CDPP) for strict liability offences related to non-reporting. At June 2026, of the 17 corporations referred:

- 11 had been prosecuted
- 3 were under assessment by the CDPP
- 2 were sent warning letters by the CDPP
- 1 was not prosecuted due to submission of outstanding reports.

There was one referral to the CDPP for a matter other than non-reporting in 2025–26.

ORIC referred 2 matters for Civil litigation in 2025–26.

2026 Bulk Registrar initiated deregistration program

ORIC has continued to deregister corporations where annual reports have not been lodged over multiple years, the corporation is no longer carrying on business, and the corporation has not engaged with ORIC.

In May 2026 25 medium corporations were deregistered after failing to lodge reports for the past 2 years.

A notice of intention to deregister a further 646 corporations was published in the Business Gazette on 2 June 2026. The corporations have until 2 August 2026 to respond to the notice. If they do not contact ORIC and submit outstanding reports, it will be assumed they are no longer operating and they will be deregistered.