



Australian Government  
Office of the Registrar of Indigenous Corporations

# Performance measurement framework





## About the framework

Our performance measurement framework describes how we measure the value of the work we do.

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:

- outputs—how much of each activity we do, and how much we produce as a result
- outcomes—the impact our activities have on Aboriginal and Torres Strait Islander corporations
- regulator performance—how we perform against the Australian Government’s regulator performance framework (RPF).

## Developing our ability to measure

We currently measure our performance by output. Output measures help us to understand the efficiency of our operations. However, they do not measure the ultimate outcomes of our activities and regulation.

Over the next five years, we want to build capability to measure our impact on good governance and trust in the Aboriginal and Torres Strait Islander corporate sector—our outcomes. What is important to us is the influence we are having, or change we are making, in Aboriginal and Torres Strait Islander corporations and the people and communities they serve.

We will also measure our performance against the RPF.

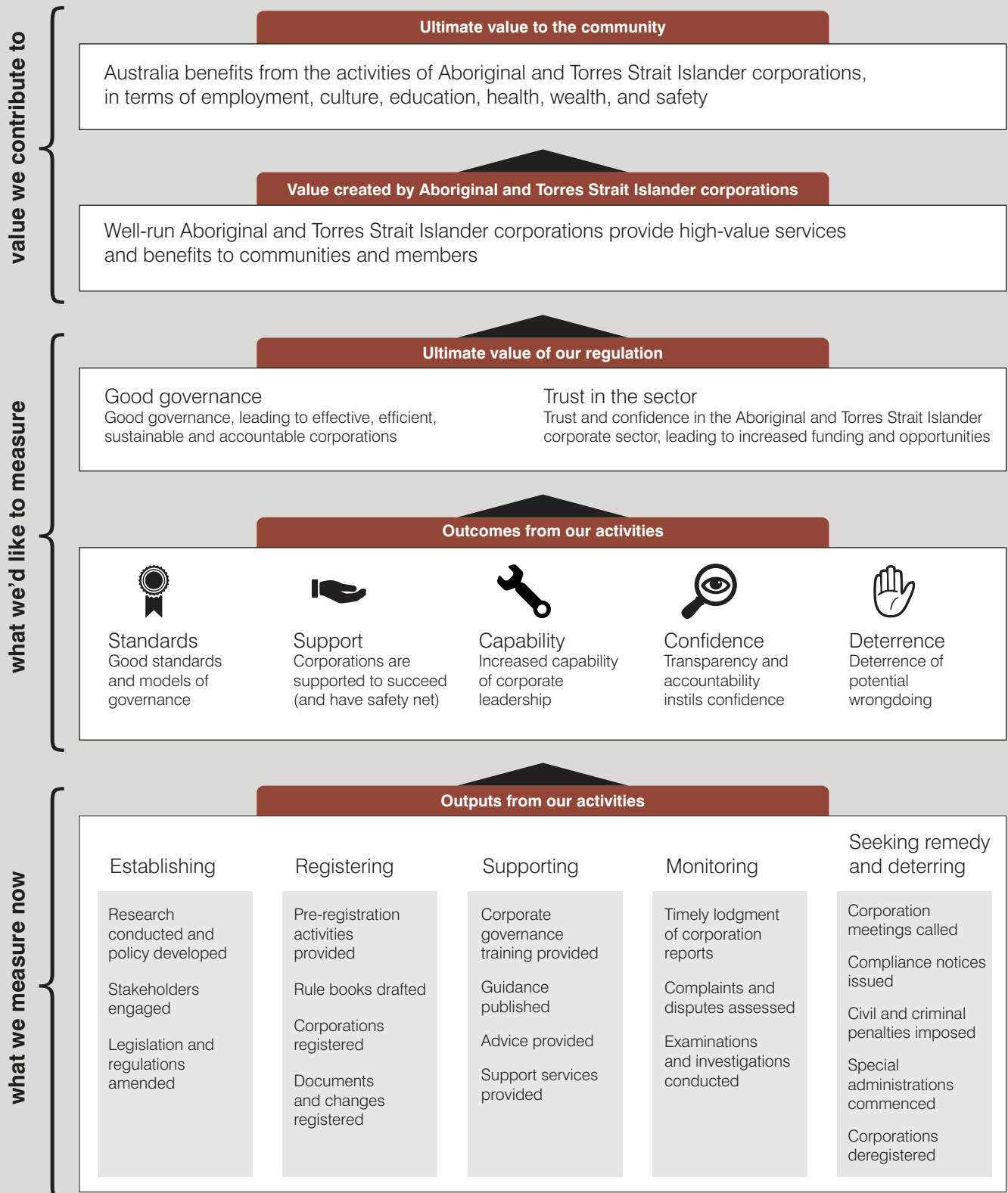
## Our reporting and accountability

We make information available about who we are, how we work and what we do:

- on our website and in the Registrar’s yearbook and other publications
- in our portfolio agency’s annual report
- through media releases
- in submissions to, and appearances before, parliamentary inquiries and committees.

# Performance measurement framework

Our framework describes how our activities lead to ultimate outcomes.



# Our performance measures

## Outputs

| ACTIVITIES  | MEASURES   |
|---|--|
| <b>Establishing:</b> Creating a sustainable regulatory framework to give effect to the CATSI Act  |  |
| <b>Conduct research and develop policy</b> <ul style="list-style-type: none"> <li>carry out research on matters affecting corporations</li> <li>contribute to policy development</li> </ul> | Number of research projects<br>Contributions made toward government policy development: <ul style="list-style-type: none"> <li>requests for input received</li> <li>requests for input completed</li> </ul>  |
| <b>Engage stakeholders</b> <ul style="list-style-type: none"> <li>develop partnerships with clients and other key stakeholders</li> </ul>   | Feedback from government stakeholders is gathered and considered in annual strategic and business planning process<br>Staff contribute to identification of emerging risks and issues<br>Partnerships/MOUs with NGOs, other Australian Government departments, organisations and state/territory governments   |
| <b>Amend legislation and regulations</b>  | Required amendments identified<br>Consultation undertaken with portfolio agency and stakeholders   |
| <b>Registering:</b> Registering corporations under the CATSI Act  |  |
| <b>Provide pre-registration service</b>   | Pre-registration meetings with groups<br>Pre-registration workshops with groups  |
| <b>Draft rule books</b>   | Rule books drafted for new and existing corporations   |
| <b>Register corporations</b> <ul style="list-style-type: none"> <li>assist with registration process</li> <li>register and deregister corporations under the CATSI Act</li> </ul>           | Registration activities—corporations: <ul style="list-style-type: none"> <li>number of new registrations</li> <li>number of deregistrations</li> <li>total number of registered corporations</li> </ul>  |
| <b>Register documents and changes</b>   | Registration activities—documents and information changes: <ul style="list-style-type: none"> <li>number of jobs received</li> <li>number of jobs completed</li> <li>average time taken to complete jobs</li> <li>job types (rule book changes, officer changes etc)</li> </ul> Registration activities—lodgment method: <ul style="list-style-type: none"> <li>number of documents lodged online</li> <li>types of documents lodged online</li> </ul> Exemptions from the CATSI Act: <ul style="list-style-type: none"> <li>number of requests for an exemption</li> <li>number of exemptions granted / declined</li> </ul> |

| ACTIVITIES  | MEASURES  |
|---|---|
| <b>Supporting: Fostering good governance in corporations</b>  |   |
| <p><b>Provide corporate governance training</b></p> <ul style="list-style-type: none"> <li>provide corporate governance training to build the capacity of directors, members and key staff of corporations</li> <li>develop training content and materials that meet the needs of directors and corporations and take into consideration cultural, historical and community circumstances</li> <li>seek and respond to client feedback on training</li> <li>provide corporate governance training to key sectors and organisations</li> </ul> | <p>Requests received for training (from individuals and corporations)</p> <p>Number of corporations that participated in training</p> <p>Number of individuals who participated in training</p> <p>Types of training courses delivered</p> <p>Level of participant satisfaction with training:</p> <ul style="list-style-type: none"> <li>improved their understanding of corporate governance</li> <li>improved their understanding of their role in the corporation</li> <li>equipped them with the skills and knowledge to build good corporate governance</li> </ul> <p>Average costs (per workshop type, remote/regional, participant etc)</p> |
| <p><b>Provide guidance</b></p> <ul style="list-style-type: none"> <li>provide information, publications and resources on good corporate governance and the CATSI Act</li> </ul>   | <p>Feedback on quality of guidance and publications</p> <p>Amount of information, publications (e.g. fact sheets, policy statements, research reports, statistics) and resources (e.g. templates) available on the website and in print</p> <p>Amount of information provided through presentations at conferences etc</p> <p>Number of document downloads (e.g. fact sheets) from website</p>  |
| <p><b>Provide advice</b></p> <ul style="list-style-type: none"> <li>provide accurate advice and information on the CATSI Act via the call centre, in writing and face-to-face</li> </ul>  | <p>Feedback on quality of advice</p> <p>Call centre:</p> <ul style="list-style-type: none"> <li>number of calls received (to 1800 number)</li> <li>number of calls successful—either answered immediately or passed to relevant section for action</li> <li>number of calls abandoned</li> </ul> <p>Number of emails sent to info@oric.gov.au</p>   |
| <p><b>Provide support services</b></p> <p>Provide face-to-face support and assistance to Aboriginal and Torres Strait Islander corporations</p>   | <p>Feedback on quality of support and assistance provided face-to-face</p> <p>Number of corporations visited and assisted</p>   |
| <p>LawHelp—pro bono legal assistance</p>  | <p>Number of applications received</p> <p>Number of applications accepted and successfully referred to a lawyer/law firm</p> <p>Feedback on quality of legal assistance provided</p>  |
| <p>ORA—recruitment assistance for senior positions</p>  | <p>Number of applications received</p> <p>Number of applications accepted and actioned</p> <p>Feedback on quality of recruitment assistance</p>   |
| <p>Corporation jobs</p>   | <p>Number of jobs advertised</p>  |

| ACTIVITIES   | MEASURES  |
|--|---|
| Independent <i>directory</i>   | Number of directorships advertised  |
|  | Candidates registered   |
|  | Feedback on quality of service  |
| <b>Monitoring: Ensuring transparency of operations in corporations</b>   |   |
| <b>Promote timeliness of corporation report lodgment</b><br>Ensure corporations submit their general reports and other documents to comply with the CATSI Act (at least 90 per cent)   | Percentage of corporations compliant with reporting obligations   |
| <b>Assess complaints and disputes</b><br>Assess complaints involving Aboriginal and Torres Strait Islander corporations  | Number of complaints received   |
|  | Number of complaints finalised  |
|  | Nature of complaints (type and complexity)  |
|  | Average time taken to finalise complaints   |
| Assess disputes involving Aboriginal and Torres Strait Islander corporations: <ul style="list-style-type: none"> <li>• help resolve disputes and governance difficulties</li> <li>• improve dispute management</li> <li>• build corporations' capacity to address disputes themselves</li> </ul> | Number of disputes received   |
|  | Number of disputes finalised  |
|  | Nature of disputes (type and complexity)  |
|  | Average time taken to finalise disputes   |
| <b>Conduct examinations and investigations</b><br>Conduct examinations to assess: <ul style="list-style-type: none"> <li>• the health of corporations' governance standards and financial position</li> <li>• corporation compliance with the CATSI Act and rule books</li> </ul>                | Number of examinations conducted  |
|  | Examination outcomes by category  |
| Conduct investigations of serious breaches of the CATSI Act and other laws   | Number of investigations  |
|  | Number of criminal prosecutions conducted   |
|  | Number of civil penalty proceedings conducted   |
| <b>Seeking remedy and deterring: Intervening in matters where required</b>   |   |
| <b>Call corporation meetings</b><br>Call Registrar-initiated general meetings  | Number of Registrar-initiated general meetings called   |
| <b>Issue compliance notices</b><br>Issue compliance notices requiring Aboriginal and Torres Strait Islander corporations to address governance and financial matters   | Number of compliance notices issued   |
| <b>Seek criminal and civil penalties</b><br>Where sufficient evidence is available, commence criminal and civil litigation for breaches of the CATSI Act and other laws involving Aboriginal and Torres Strait Islander corporations   | <ul style="list-style-type: none"> <li>• Number of criminal briefs referred to the Commonwealth Director of Public Prosecutions</li> <li>• Number of criminal prosecutions conducted and penalties ordered</li> </ul> |
|  | Number of civil penalty proceedings conducted and penalties ordered   |

| ACTIVITIES   | MEASURES  |
|--|---|
| <b>Commence special administrations</b><br>Commence special administrations to: <ul style="list-style-type: none"> <li>• restore good operational order</li> <li>• resolve financial problems</li> <li>• improve corporate governance structures</li> <li>• protect the interests of members and stakeholders</li> </ul> | Number of notices issued to corporations to show cause why they should not be placed under special administration |
|  | Number of special administrations commenced   |
|  | Number of special administrations finalised   |
|  | Average time taken for special administrations  |

## Outcomes

Over the next five years, we want to develop outcome-based measures in the following areas.

### Trust and confidence in the Aboriginal and Torres Strait Islander corporate sector

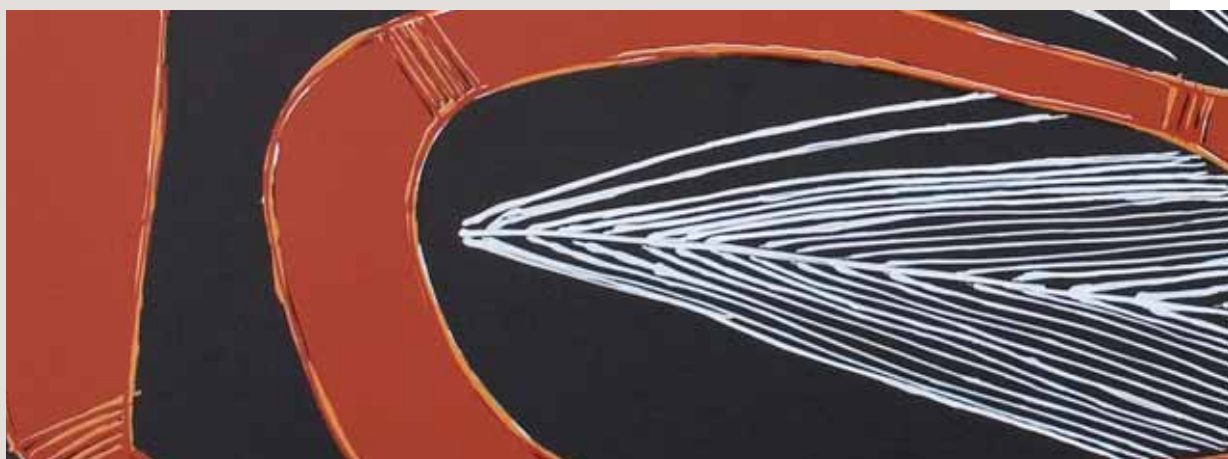
Potential measures include:

- assessing media articles to understand positive and negative sentiment
- statistics on top 500 Aboriginal and Torres Strait Islander corporations, including revenue, assets and revenue sources
- amount of government investment and funding in the sector
- growth in the number of registered Aboriginal and Torres Strait Islander corporations
- increased membership of individual corporations
- case studies
- examination findings
- targeted surveys
- increased contracting by government and the private sector with Aboriginal and Torres Strait Islander corporations
- analysis of systemic issues identified in inquiries and complaints raised with ORIC.

### Good governance of Aboriginal and Torres Strait Islander corporations

Potential measures include:

- targeted assessments of the corporate governance knowledge of directors
- review and analysis of reports from external administrators
- analysis of results of examinations to measure compliance by corporations with the CATSI Act and rule book
- increased use of the *Healthy corporation checklist*
- increased quality of lodged documents
- assessing financial viability of Aboriginal and Torres Strait Islander corporations
- analysing complaints data.



## Regulator performance framework

The regulator performance framework seeks to measure how effectively Commonwealth regulators are implementing the Australian Government's 'cutting red tape' agenda. The framework is designed to assess only one aspect of a regulator's performance—that is, how effectively regulators reduce unnecessary burden for their regulated entities.

All regulators are measured against a common set of key performance indicators:

KPI 1: Regulators do not unnecessarily impede the efficient operation of regulated entities

KPI 2: Communication with regulated entities is clear, targeted and effective

KPI 3: Actions undertaken by regulators are proportionate to the regulatory risk being managed

KPI 4: Compliance and monitoring approaches are streamlined and coordinated

KPI 5: Regulators are open and transparent in their dealings with regulated entities

KPI 6: Regulators actively contribute to the continuous improvement of regulatory frameworks

