

2024

**Institute of
Community Directors
Australia**

Annual Report

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From the Executive Director

In 2024, the world witnessed a record number of national democratic elections, which led to significant changes globally. Australia did not hold a federal election, yet the landscape was nonetheless complex and fast-changing for Australian not-for-profits. For the Institute of Community Directors Australia, 2024 saw both growth and consolidation, in response to the needs of the community sector. With a readership of over **64,000**, we delivered training to a record **22,000** participants from all over Australia, through webinars, in-person inhouse training and self-paced online modules. Critically, we were able to help the community sector do what it does best (change the world) by supporting it in the background with free access to policy templates, process templates, help sheets, news and publications, which collectively were used by more than **200,000** people. With our members' varied learning styles in mind, ICDA launched the *NFP Agenda*, a quarterly live news broadcast featuring government ministers and deep thinkers as well as new research, and a podcast series exploring stories of people with purpose.

The impacts of large language models on individuals and organisations proved revolutionary in 2024. ICDA responded with a menu of publications, policy templates and programming to build capacity and explore ethics in the field of AI as it relates to the community sector.

Governance cannot be divorced from leadership, and we know that skills, connections and the opportunity to reflect and grow are critical for middle managers, executive leaders and board members in NFPs. Responding to requests from

our members, ICDA delivered in-depth leadership programs specially designed for these leaders, and particularly for chairs and secretaries, during the third annual Leadership Week, an acclaimed fixture on the NFP leadership calendar.

Ethics is at the heart of ICDA's work, and we identified a need for nuance and recognition of complexity in the face of polarised language in and around the community sector, so we delivered programming and articles to explore a moderate agenda, to navigate scenarios in which multiple narratives are true even when they conflict, and to consider our messages as an organisation with diverse stakeholders. We will be exploring this further in 2025.

I enjoyed speaking at conferences in New Zealand and Sydney about how the Australian community sector can be the best it can possibly be in the face of challenges. As each opportunity to speak presents itself, I learn from organisations large and small about innovative ways to solve problems, courageous leadership and governance quandaries.

The Institute of Community Directors Australia Annual Report is our way of sharing with you, our community, how you used our services, what you told us about your work and how we can help. We hope you enjoy reading it as much as we have enjoyed working with you this past year.



Adele Stowe-Lindner
Executive Director

ICDA's mission and vision

The Institute of Community Directors Australia exists to create a stronger, more efficient, more effective Australian not-for-profit sector and stronger Australian communities.

We believe the keys to achieving this lie in:

- the development of a strong, inclusive, inspirational, ethical and diverse pool of sector and community leaders
- the experience and promotion of greater cultural and psychological safety by board members and community leaders
- diversity of thought and experience being heard and seen in the sector
- thought leadership and advocacy to government and community

These conditions will be created through board directors and those who report to them increasing their governance and leadership knowledge, skills, confidence and connections and enhancing their ethical understanding.

We play our part by providing:

- training for government and community boards
- public education
- information and publications
- educational resources
- adaptable policy and process templates
- services including a board position online portal and membership
- public acknowledgement in the form of awards.



2024 in numbers

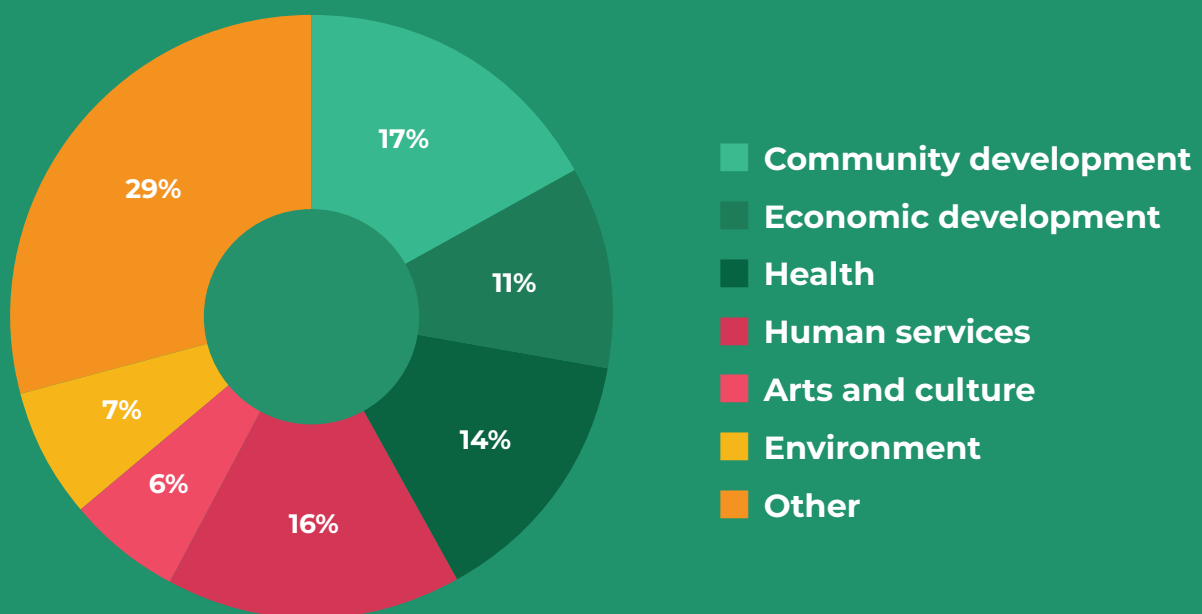


Our community

The ICDA community consists of a readership of over **64,000** people who access monthly news analysis, governance updates and training application. The community spans all states in Australia, and all sizes of not-for-profit and social enterprise organisations.

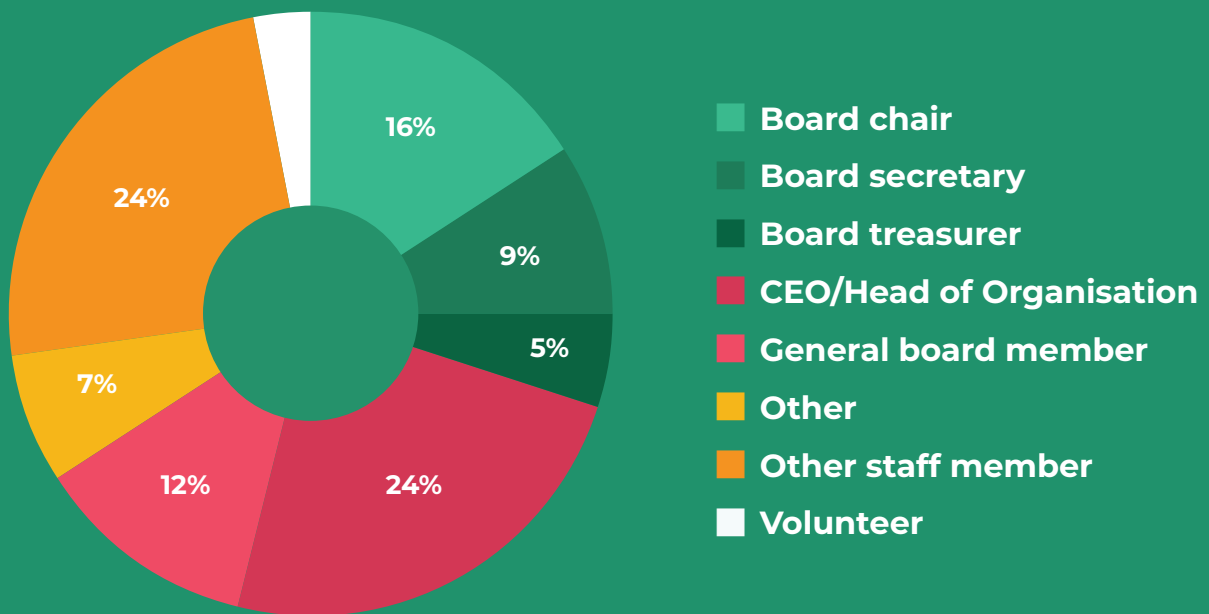
As Australia's preeminent governance training organisation specifically designed for the community sector, who is accessing ICDA's community-focused professional development program? Organisations from the community development, human services and health sectors combined comprise half of ICDA's training attendees with high numbers of board members and staff from the environment, economic development and arts sectors also attending training.

Training attendees by sector



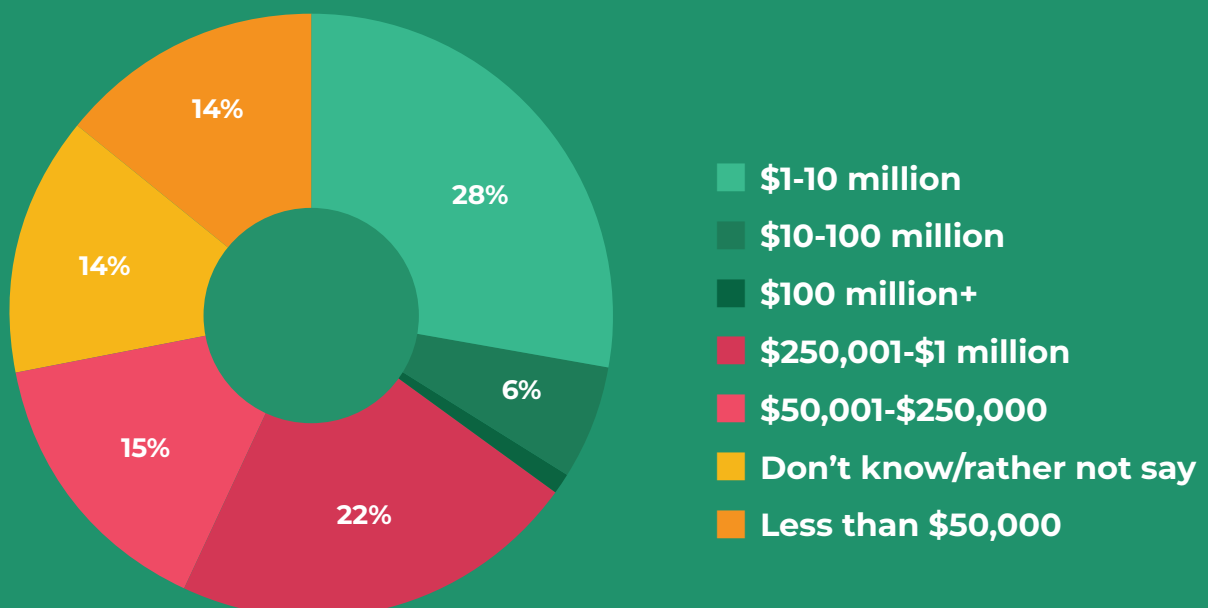
Regarding the roles of training attendees, almost half (48%) are staff, including 24% who are the CEO or Executive Director running the organisation and 24% are other staff roles. These roles report to the board so it makes sense that they should look to understand board governance. Regarding those in board positions, 16% are Chairs/Presidents, 9% are secretaries and 5% are treasurers while 12% are general board members without portfolio.

Training attendees by role



Organisations attending ICDA training vary in size, with just under a quarter (22%) of the organisations having an income of \$250,000-\$1 million, and just over a quarter (28%) earning between \$1 million and \$10 million annually. Just over a quarter (29%) of the organisations earn under \$250,000 per year. This variance offers the opportunity to attendees when connecting with one another to hear from others in the community sector with different lenses from their different organisational size and capacity.

Organisations attending training by size



Program delivery in 2024

In 2024, ICDA provided courses for government boards, specialty programs for board roles and leaders, one-hour webinars, longer in-depth public courses, inhouse training to full boards, self-paced training, and the 12-month Diploma of Governance, which was undertaken by 137 people across seven cohorts and completed by 96 people. A cohort supported by the Australian Sports Commission became the first sector-specific group to commence the Diploma. In addition, the Board Positions Service continued to offer a free online noticeboard where NFP organisations can advertise board roles.

Government boards and programs

Program	Number of sessions delivered	Number of attendees	Number of hours of training per attendee
Cemetery Trusts	68	487	6
Women Leading Locally	26	63	3
Rural women's leadership	3	10	18

Speciality programs

Program	Number of sessions delivered	Number of attendees	Number of hours of training per attendee
Advanced Leadership for Community Chairs	24	145	10
Community Secretaries	6	208	6
NFP leadership certificate	18	78	12

Festival of Community Directors

The year-long Festival of Community Directors program featured 67 one-hour webinars attended by **16,553** people. For example, one component of the festival was a thought leadership program consisting of six sessions with high-profile speakers who addressed 1249 attendees on youth in governance, leading in an activist age, the way we work, high performance, innovation, social justice, and communicating for impact.

Festival themes arise in response to sector and global trends and changes as well as requests from ICDA members. ICDA works with its partners to deliver specialty content: AON for NFP Insurance Week, Maddocks for a law series and McKinsey and Company for Leadership Week, for example. The 2024 festival covered the following:

Advocacy 89 attendees	Artificial intelligence 706 attendees	Comms 176 attendees	Community Advocate podcast 2176 attendees
Culture 842 attendees	Cybersecurity 436 attendees	Diversity 692 attendees	Finance 2360 attendees
Fundraising 1574 attendees	General governance 2180 attendees	Human resources 1773 attendees	Innovation 61 attendees
Insurance 1176 attendees	Leadership 344 attendees	Legal 371 attendees	Marketing 289 attendees
Mental health 24 attendees	NFP Agenda news 1175 attendees	Social enterprise 941 attendees	Technology 100 attendees

Standard training

ICDA's standard training program features in-depth three-hour webinars on building basic governance capacity by enhancing skills and knowledge. In 2024, ICDA delivered 13 sessions to 904 participants, as outlined below.

Theme	Number of sessions delivered	Number of attendees
Dealing with conflict	2	70
Finding funding and winning grants	2	151
Good governance and understanding your constitution	2	103
Impact evaluation on a shoestring	1	84
Leading a team	1	43
Project management for community organisations	1	49
Strategic planning	1	75
Understanding the finances	3	329



Governance training with Jon Staley

In-house training

Inhouse training is delivered in person and online throughout Australia to full boards. In 2024, our trainers provided 74 sessions to 1341 participants. Two sessions were delivered in the ACT, 34 in Victoria, nine in New South Wales, six in the Northern Territory, eight in Queensland, eight in South Australia and four in Western Australia. In addition, three sessions were delivered online to boards with members across multiple states.

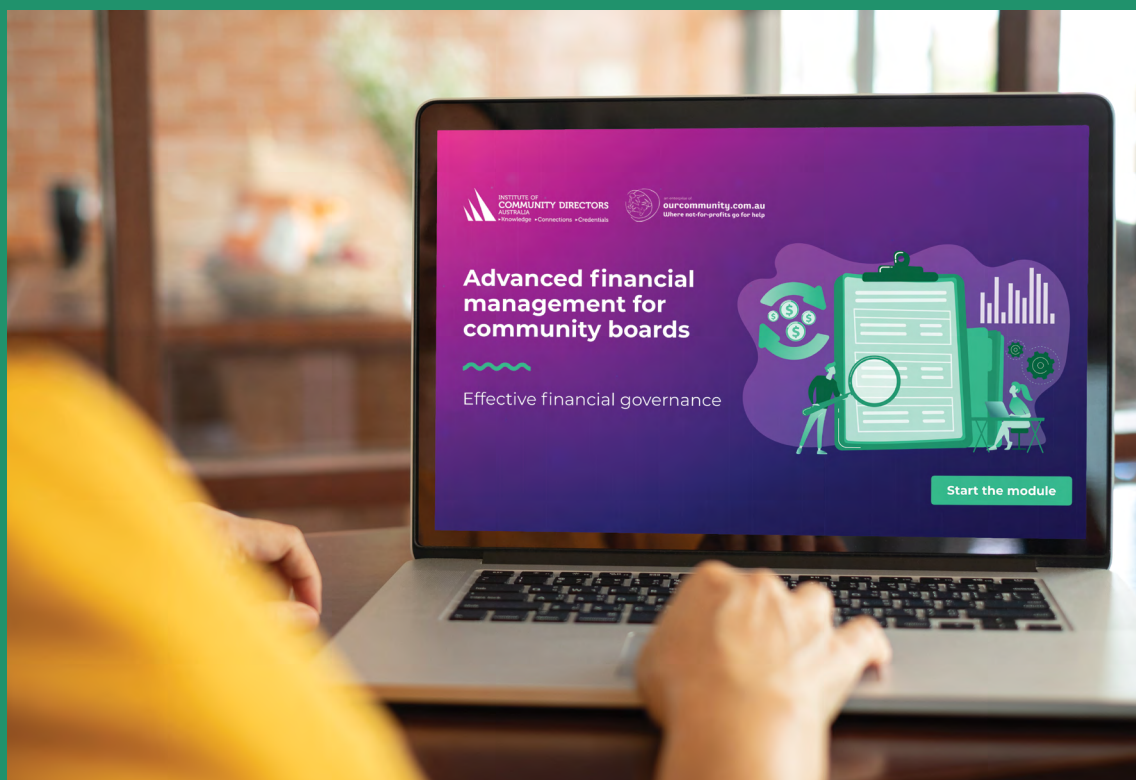
Theme	Number of sessions delivered	Number of attendees
Finance	10	105
General governance	35	561
Fundraising and funding	6	279
Leadership	3	27
Strategic planning	3	30
Other	17	339



Self-paced courses

ICDA has designed a range of self-paced courses to suit the needs of NFP board members and leaders who require a flexible timetable, as outlined below.

Course name	Number of participants
Certified Community Director – 7 modules	344
Advanced Financial Governance – 3 modules	51
Step in, Step Up	112
Where's the Funding?	65
Win More Grants	38
Cemetery Essentials	46
Leadership for Chairs	56



Board Positions Service

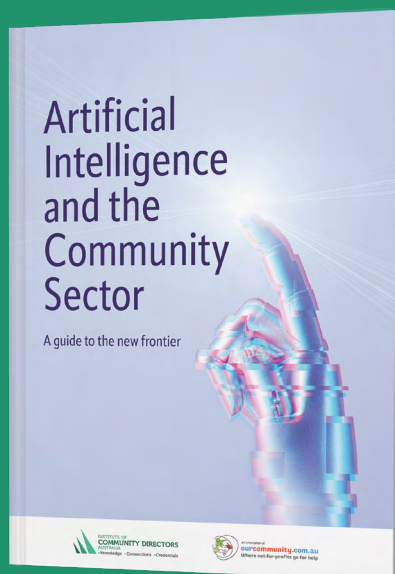
ICDA offers a free online Board Positions Service, which attracted **482** listings in 2024. These represent NFPs of many sizes, incomes and numbers of staff. Of all the listings, 6% offered paid roles, 19% offered reimbursement of expenses, and 75% were voluntary positions without reimbursement. In terms of board size, 5% of listings were for boards with three or fewer board members, 55% were for organisations with four to seven board members, 38% were for organisations with eight to 12 board members and 2% of the listed roles were for organisations with more than 12 board members.

Skills and experience in high demand included accounting or finance knowledge (55% of listings), advocacy and government relations (16%), governance knowledge (11%), and fundraising knowledge (5%). However, there was significant diversity in skills sought, so community members who wish to support causes that are important to them should not hesitate to contact NFPs that interest them.

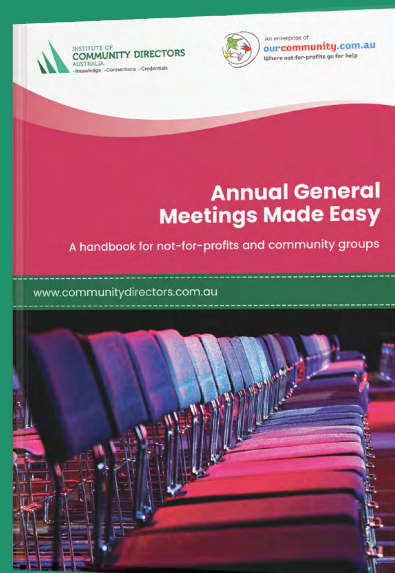
New products launched

In response to community requests, ICDA developed new policies, resources, training, publications and news products in 2024.

Books

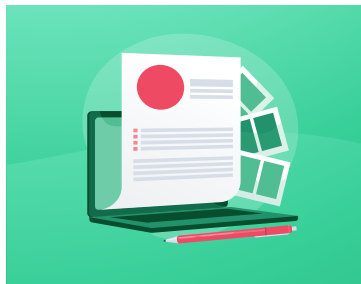


Artificial Intelligence and the Community Sector:
A guide to the new frontier



Annual General Meetings Made Easy:
A handbook for not-for-profits and community groups

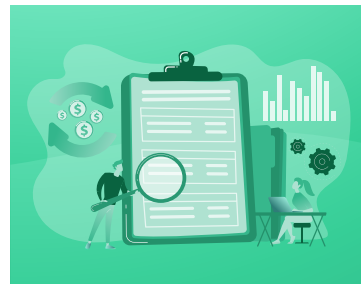
Courses



Community Sector Secretaries:
three-week
webinar series



NFP Leadership Certificate:
four-week course for
middle managers and
executive leaders



Financial management self-paced course
for board members

News services



The NFP Agenda
a quarterly live news program
featuring guest speakers, including
government ministers



Community Advocate Podcast
a monthly series of interviews
exploring people with purpose

Policies and resources

1. **Project management:**
www.communitydirectors.com.au/tools/project-management-plan-for-social-enterprises
2. **Social enterprise feasibility study:**
www.communitydirectors.com.au/help-sheets/feasibility-analysis-help-sheet
3. **Social enterprise project plan:**
www.communitydirectors.com.au/tools/simple-plan-for-social-enterprise-activities
4. **Social enterprise strategic plan:**
www.communitydirectors.com.au/help-sheets/business-and-strategic-planning-for-social-enterprises

5. Social enterprise outcomes:
www.communitydirectors.com.au/help-sheets/ten-questions-every-social-enterprise-needs-to-ask-about-measuring-outcomes
6. Emotional intelligence:
www.communitydirectors.com.au/help-sheets/emotional-intelligence-reflections-for-board-directors
7. Must-have policies:
www.communitydirectors.com.au/help-sheets/building-a-policy-manual
8. Disability policies:
www.communitydirectors.com.au/help-sheets/disability-sector-policies
9. Cybersecurity policy:
www.communitydirectors.com.au/policies/cyber-security-policy
10. Local council community boards:
www.communitydirectors.com.au/help-sheets/local-government-support-for-community-organisations
11. Disability boards:
www.communitydirectors.com.au/policies/disability-sector-policies
12. Chairs – policies to start with:
www.communitydirectors.com.au/help-sheets/building-a-policy-manual
13. Arts boards:
www.communitydirectors.com.au/help-sheets/good-governance-for-arts-boards
14. Sports boards:
www.communitydirectors.com.au/help-sheets/good-governance-for-community-sports-24
15. Interactive board self-assessment tool, which generates different resources based on score:
www.communitydirectors.com.au/tools/board-self-assessment-tool
16. Board skills matrix:
www.communitydirectors.com.au/tools/board-skills-and-experience-matrix
17. Acceptable use of artificial Intelligence:
www.communitydirectors.com.au/policies/use-of-artificial-intelligence-policy-2024
18. 10 questions women should ask about joining a board:
www.communitydirectors.com.au/help-sheets/ten-questions-women-should-ask-about-joining-a-board
19. CEO review policy, CEO induction helpsheet and CEO annual review template
www.communitydirectors.com.au/policies/ceo-annual-review-template
20. Neurodiversity checklist:
www.communitydirectors.com.au/help-sheets/ten-questions-every-board-director-needs-to-ask-about-neurodiversity
21. Risk management:
www.communitydirectors.com.au/help-sheets/ten-questions-a-board-member-should-ask-about-risk-management
22. Acceptable Use of Artificial Intelligence Policy:
www.communitydirectors.com.au/policies/use-of-artificial-intelligence-policy-2024?token=ZQDdBZysqngOVjfd7o30f2-fLhwdobl

Impact

ICDA aims to increase the skills, knowledge and confidence of board members and those who report to them, and the connections between them. ICDA values feedback as it helps us to learn and remain innovative.

We survey participants to gauge their satisfaction level and their views on impact after every program we deliver. The average satisfaction rate of our participants across all programs in 2024 was 88%.

ICDA delivers a range of programming both free and paid, recognising that achieving great governance in the community sector requires a realistic understanding of the varied income levels of the 600,000 NFPs in Australia. One participant's survey response highlighted the importance of this: "Thank you for providing these webinars for FREE. I work as a volunteer board member and therefore I can access these webinars for FREE at my own discretion rather than missing out because they are cost prohibitive or having to approach the board to approve a registration fee."

Skills

NFP board members and those who report to them are expected to learn and execute a

variety of skills. Governance and leadership skills include writing a strategy, navigating finance documents, delivering evaluations, writing minutes and carrying out CEO annual reviews, to name a few.

In rating the skills they learned in training sessions in 2024, participants applied an average 85% score in relation to the Diploma program, the Festival of Community Directors, the NFP Leadership Certificate, inhouse training, standard training and the Community Sector Secretaries course. One participant in standard training commented, "The speaker was excellent and gave practical examples that I could then convert to my own project and use the information learnt." An inhouse training participant echoed that theme: "I enjoyed how practical the session was, and I am keen to use the methods obtained today within my workplace."

Many ICDA members have told us they are concerned about their finance skills, so in 2024 ICDA produced a self-paced Understanding the Finances three-module course. One participant told us: "The rest of the board need to be exposed to this information – I am definitely working with people who are too trusting and wave through the finance reports."

Program	% positive responses from respondents
Standard training	90% said they felt more able to do the things they had learnt
NFP Leadership Certificate	83% said they felt more able to do the things they had learnt
Inhouse training	96% said they felt more able to do the things they had learnt
Festival of Community Directors one-hour webinar	86% said they felt more able to do the things they had learnt
Diploma of Governance	91% said the course helped them identify actions they could apply at their organisation



Training in Tharawal, New South Wales



Women Leading Locally graduates, Victoria

Knowledge

Knowledge involves understanding governance and leadership theory and frameworks and knowing where to go for help and support when required. This can have a critical impact on boards and NFP organisations.

One participant in the Festival of Community Directors program told us, “This session on perfecting a funder pitch provided a simple nuts & bolts method to follow that helped me realise ... I can do that!”

Another commented on a contrasting method of learning offered by the program,

saying, “The presenter was knowledgeable and personable, opening up lines of thought and expanding horizons rather than offering a didactic ‘there is only one way’ approach.”

ICDA seeks to alter the course topics on offer in response to trends and changes, enabling organisations to apply governance skills to any situation in a changing world. We know we've hit the mark when we receive feedback like this: “My favourite thing was feeling the confidence and pride of the culture and being able to get to hear information that normally isn't easily available and particularly not presented in such a warm, frank and friendly manner.”

Program	% positive responses from respondents
Standard training	92% of respondents said after attending the session, they knew more about the topic at hand
NFP Leadership Certificate	96% of respondents said after attending the session, they knew more about the topic at hand
Inhouse training	95% of respondents said after attending the session, they knew more about the topic at hand
Festival of Community Directors one-hour webinar	91% of respondents said after attending the session, they knew more about the topic at hand
Diploma of Governance	82% of respondents said the presentations were interesting, easily understood and easily remembered

“ I have been a part of non-profit organisations for quite a few years now but the depth and understanding that I could gain from the course was simply unparalleled. Learning in detail about the intricacies of regulatory frameworks and compliance standards, which are vital for effective governance, were very helpful. The case studies, discussions and recommended solutions were extremely interesting. I also gained insights into various resources and channels for information and assistance, which I know will be very helpful in the long run. ”

Diploma of Governance attendee

Confidence

Confidence in navigating boardroom conversations, questioning decisions and deciding to join a board in the first place varies between participants. Overall, participants prefer sessions that build on their existing skills and knowledge while demonstrating, in a structured way, how they can apply governance principles in real-life

board settings. For example, one participant in standard training wrote in her feedback, “I am now excited about developing a strategic plan rather than seeing it as a necessary chore!” A participant in the NFP Leadership Certificate said, “The most useful thing was having the confidence to manage myself and team through a transformation process.”

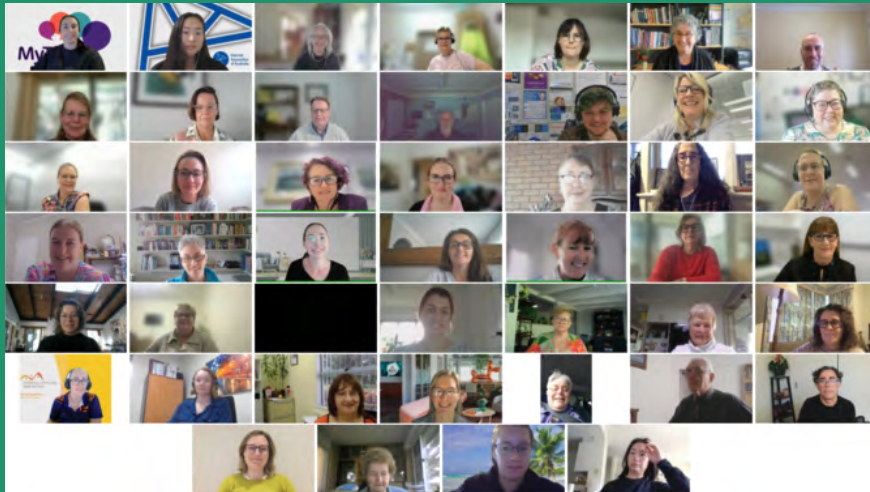
Program	% positive responses from respondents
Standard training	90% of respondents said they were more confident working with the topic they had learnt about
NFP Leadership Certificate	87% of respondents said they were more confident working with the topic they had learnt about
Inhouse training	93% of respondents said they were more confident working with the topic they had learnt about
Festival of Community Directors one-hour webinar	88% of respondents said they were more confident working with the topic they had learnt about
Diploma of Governance	82% of respondents said they had noticed changes in their own personal governance attitudes, skills or behaviour as a result of the Diploma studies

“

It’s a great program and has been fabulous to watch others flourish from it. I have watched some of my new friends just grow in confidence and watch their ‘campaigns’ come alive. the program has inspired and helped so many women pursue leadership roles within local gov context.

Women Leading Locally participant

”



The final session of the Community Sector Secretaries course for 2024



Training in Perth, Western Australia

Connections

In 2024, participants connected well with their peers in training, whether in face-to-face sessions, in breakout rooms online, in leadership pods or through the chat function in webinars. One inhouse training participant commented, “I liked the open discussion with my fellow Board members about scenarios and how we would approach them.”

It was pleasing that online formats did not impede connection between participants. One participant in the Advanced Leadership for Community Chairs online program commented, “The diversity of demographics and geography of the NFPs represented made the conversation rich, and therefore their reflections were learning of itself. “

A NFP Leadership Certificate participant wrote, “I valued my breakout pod and wished we had more time together. I liked that the pods were the same every week so we could get to know each other.”

The value of connection for those who attended specialty courses related to their roles cannot be underestimated, particularly because the Australia-wide nature of the course meant the organisations represented were not in competition, and participants found themselves commiserating and collaborating. A participant in the Community Secretaries course wrote, “I liked being able to talk to other secretaries and comparing stories, resources and scenarios.”

ICDA uses technology (e.g. the chat function in webinars) to foster connections and conversations online. This benefits those who live great distances from cities and from one another. A Festival of Community Directors participant noted the advantages: “Being in a space of people all over Australia wanting to learn about the same topic. Hearing their perspectives as much as we could in the chat.”

Program	% positive responses from respondents
Standard training	97% said they communicated with others during this session
NFP Leadership Certificate	99% said they communicated with others during this session
Inhouse training	94% said they communicated with others during this session
Festival of Community Directors one-hour webinar	50% said they learnt from others during the session
Diploma of Governance	82% said they had enough opportunities to interact with peers during the course

“ I found it valuable to be in a small group with other chairs and learned the most from them wrestling with how to apply these ideas to needs-based NGOs. ”

Advanced Leadership for Community Chairs

Stories from the field

Organisations from around Australia contact ICDA seeking training inhouse training for whole boards, senior leadership teams, or the community leaders they support so they can build capacity and a shared language. These case studies highlight the types of organisations and courses delivered in 2024.

1. Financial literacy for a body-positive not-for-profit board in South Australia

ICDA delivered a financial management course to the board of directors of a not-for-profit organisation dedicated to promoting wellbeing and a healthy body image for young people. The training covered the fundamentals of financial oversight, including how to read and interpret financial reports. Beyond the technical aspects, the program was designed to create a safe and supportive environment in which directors could ask informed questions and have meaningful discussions about maintaining their financial sustainability.

2. Empowering university student leaders in Queensland

ICDA collaborated with a university student representative council in Queensland to deliver a two-day, in-person training program focused on board governance and leadership. Council members sought to better understand their duties, reflect the diversity of their student community, and feel empowered to use their voices to bring about change. The training incorporated board simulations and practical strategies for board effectiveness that the participants could put to immediate use. One participant shared this feedback: "The scenarios were fun and engaging and the information provided was detailed and simple without too much legal jargon."

3. Building the capacity of refugee-led organisations in Victoria

ICDA conducted a four-session online training series tailored for refugee-led organisations that support people seeking asylum in Australia. The program covered essential topics such as governance 101, grant writing, financial literacy and project management. Participants completed the program feeling more confident and capable in their leadership roles, equipped with hands-on skills to enhance their organisational impact.

4. Measuring what matters in New South Wales

In partnership with a local council in NSW, ICDA ran an interactive workshop to build the impact evaluation capacity of not-for-profit and community organisations in the local area. We explored how organisations can do impact evaluation well on a shoe-string budget simply by putting a few systems in place. Participants learnt how to use data to tell a compelling story to potential funders, supporters and stakeholders.

5. Developing social enterprise models with an Aboriginal Corporation in the Northern Territory

ICDA partnered with an Aboriginal Corporation in the Northern Territory to refine its social enterprise business model. The program covered understanding organisational purpose, defining a unique selling proposition, and distinguishing between impact and outcomes. Participants found value in the collaborative approach. One attendee described the experience as "Seeing other people's ideas, sharing as a group and having a laugh but also getting some good work done."

What did our community say?

As well as rich survey responses, we love to hear from you in emails and on social media. Here is a selection of what you told us this year.



Community advocate | Strategic communication | Policy | Deputy Mayor ...

5d ...

I can attest that this program is transformative. The opportunity to be part of a state-wide network of inspiring women, some who stood this time, some who supported those that did - it is an uplifting experience. Our regional city now has a Council with a majority of women Councillors. The next step will be to reduce the barriers to wider diversity of representation in local government.

Like · 🍷 2 | Reply



Clean Air Communities

(edited) 5d ...

Thank you so much for the opportunity to participate in this incredible program! The training, support, mentorship was indeed transformative- it gave me the skills and confidence to run a professional campaign, and knowledge that I had the capability to perform successfully in a local government leadership role.

Thank you to my mentor circle which included Michelle Cowan, Liz Roberts and Cindy Madeley- I'm so lucky to be on this journey with you all.

Like · ❤️ 1 | Reply

“ I’ve just done the course and it’s great. And there is so much in the course, and in the booklet that make me go: yes! ”

Step in, Step Up course participant



Alpine Entrepreneur MICDA, Board Chair/Director- Commun...
18h • 🌐

+ Follow ...

If any of my non-profit contacts are looking for an economic option for board training [Nina Laitala](#) from [Institute of Community Directors Australia](#) is a great option. Some fantastic content and great conversations with our board members. It's a big thumbs up from me. [#improvement](#) [#governance](#) [#discussion](#) [#volunteers](#) [#board](#)



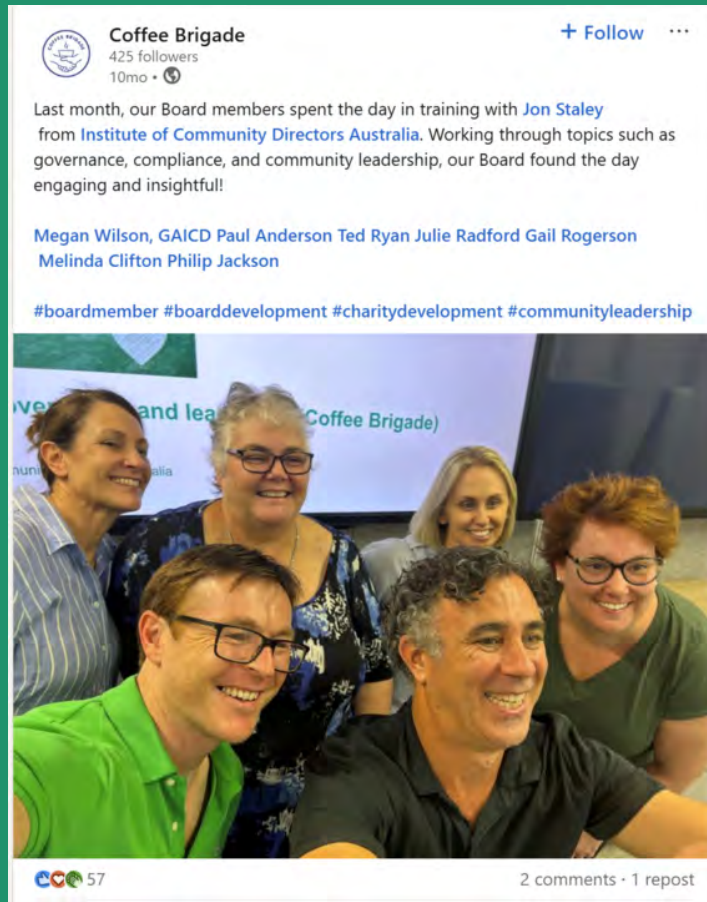
Community Lawyer | Policy & Law Reform | Board Director
1w • 🌐

...

When I joined a local community board around 3 years ago, I quickly realised I had a big learning curve ahead of me! Needing to equip myself with some tangible governance skills, I first attended a session called 'Understanding your Constitution' at the Institute of Community Directors Australia. This was an incredible session, and left me wanting to learn more about good governance from other NFP leaders. I was fortunate to secure a scholarship from the Office for Women Victoria to undertake a Diploma of Governance and I have been chipping away at this slowly in the background. I am pleased to have now completed the Diploma of Governance at [Institute of Community Directors Australia](#)!

“ Thank you for the amazing sessions.
It was great to hear the different views
from everyone ”

Advanced Leadership for Community Chairs



THANK YOU to Annabel Rattigan



To ☐ Service at Our Community

You forwarded this message on 14/11/2024 7:23 AM.

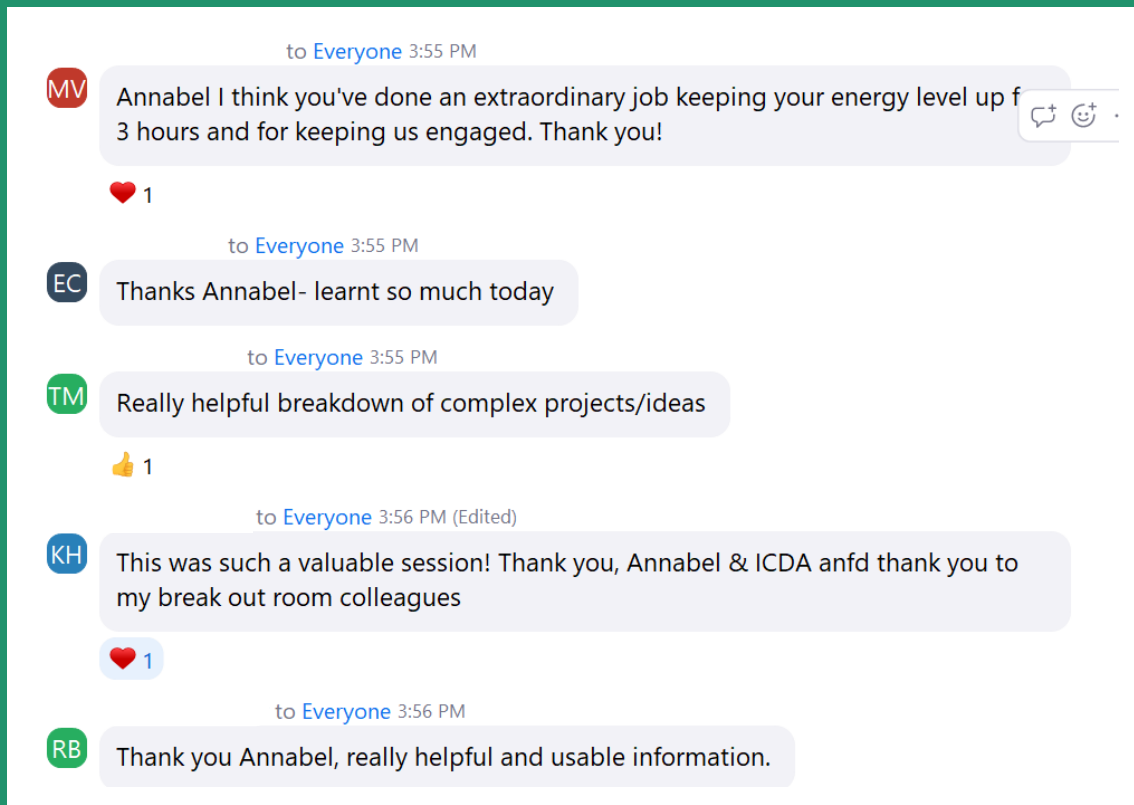
Dear Annabel,

I was at the DFFH workshop today where you presented and conducted the workshop. I missed catching you at the end of the session, and I really just wanted to say 'thank you'.

Your workshop and presentation today was like a tonic for me at a time I needed it. Inspiring, practical, and filled with wisdom.

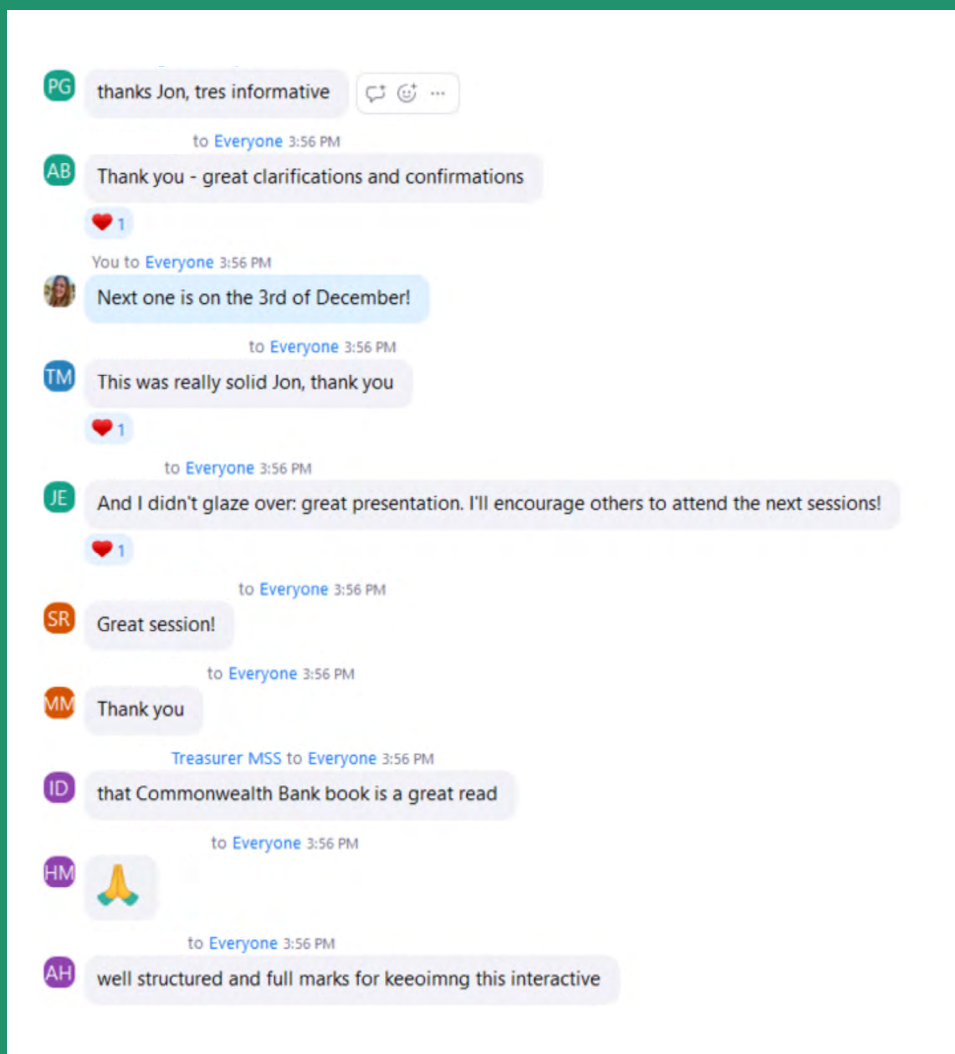
Our Community has been a huge support over many years to The Venny, where I work, and it was a real treat to have that time with you today.

Warm wishes,



“ I am finding it not only stimulating and informative but so practical. I’m not in a board (yet) but have a senior leadership role and it is remarkable how much the course is helping in my day to day. Once I’ve completed the course I’ll hopefully start looking at and get a board position ”

Diploma of Governance participant



“ I use resources from ICDA and Our Community regularly, I couldn't do a lot of my job as well as I do without you. The work you do, and the resources provided, are critical to the NFP sector. I'm keen for us to continue to remind organisations of the key players and the resources available ”

ICDA member

What have you enjoyed?

At the Institute of Community Directors Australia, we pride ourselves on being close to our members, and on understanding what our members tell us about their wishes and worries so we can produce information and training to help. Cost-of-living and tax developments were themes of focus and concern for a significant number of NFPs in 2024.

The top five most-read articles in our monthly newsletter *Community Directors Intelligence* in 2024 were:

- 01 **Make your fundraising efforts pay off in 2024** (Matthew Schulz, Mar 2024)
- 02 **Major charity hit by cyber criminals** (Matthew Schulz, Sep 2024)
- 03 **Tax changes for NFPs creating confusion** (Matthew Schulz, Aug 2024)
- 04 **Regulator threatens to deregister charities** (Greg Thom, Sep 2024)
- 05 **Win for charities on fixed-term contracting** (Greg Thom, Oct 2024)

In our weekly news publication the *Community Advocate*, several of the top five most-read articles were about tax:

- 01 **Volunteer-run NFPs face tax red-tape tangle**
- 02 **New employment laws could stretch not-for-profit budgets**
- 03 **Tax office rules out simplifying new self-reporting rules**
- 04 **Not-for-profit sector in battle to retain top talent: salary report**
- 05 **Tax changes for NFPs creating confusion**

In addition to publishing regular news and analysis, ICDA produces policy templates, tools and help sheets. The 10 most popular resources in 2024 were the following:

Top help sheets of 2024

- 01 [Legal requirements for Annual General Meetings](#)
- 02 [The role of the Treasurer](#)
- 03 [Board members and what they do](#)
- 04 [Deductible gift recipient \(DGR\) status](#)
- 05 [The CEO and the board](#)

Top tools of 2024

- 01 [Appointment of proxy form template](#)
- 02 [Annual staff performance review template](#)
- 03 [Minutes template](#)
- 04 [CEO annual review template](#)
- 05 [Board self-assessment tool](#)

Top policies of 2024

- 01 [Delegations policy](#)
- 02 [Cyber security policy](#)
- 03 [Financial controls policy](#)
- 04 [Code of conduct](#)
- 05 [Governance policy](#)

Partnerships

The Institute of Community Directors Australia extends gratitude to its partners, who share the vision that not-for-profits in Australia should have access to high quality training and materials to enable them to maximise their impact on Australian society. In 2024 those partners included the following:



Australian Government
Department of the Prime Minister and Cabinet



Australian Government
Australian Sports Commission



Looking ahead

The Institute of Community Directors Australia exists exclusively for the benefit and development of the community sector in Australia, identifying needs and advocating for solutions.

With the 2024 release of the **Not-For-Profit Sector Development Blueprint**, the need for all sector organisations – including those that operate on a shoestring budget – to have access to resources such as training and policy templates was made clearer than ever. The Institute of Community Directors Australia will be providing free resources to accompany each of the Blueprint's 18 recommendations and sharing them with the sector in 2025.

In 2024, ICDA launched the highly acclaimed and sold-out Community Sector Secretaries course, and we will follow this up in 2025 with a self-paced module to support new secretaries.

ICDA launched a three-unit Advanced Financial Management self-paced course in 2024, aimed at improving financial literacy in community organisations. In 2025, it will launch the Community Treasurers course, a three-week webinar program connecting community treasurers from across Australia.

In response to sector requests, ICDA will soon provide a course for new chairs, to support their transition into this critical role, and to complement the popular Advanced Leadership for Community Chairs course.

Similarly, the successful self-paced Certified Community Directors course will be complemented in 2025 by an advanced component in the form of interactive webinars that will put governance theory into practice.

Emotional intelligence has emerged as an area of interest for boards and leadership groups alike, so ICDA will be running webinars and providing tools and resources on this topic in 2025. These will follow on from a number of sessions on psychological safety provided in 2023 and 2024.

The Institute of Community Directors Australia responds directly to sector and partner requests to ensure we continue to support and challenge the sector in an accessible and inspiring way. We look forward to working with you in 2025.





ourcommunity.com.au
Where not-for-profits go for help

OurCommunity.com.au

Our Community is a world-leading social enterprise that provides advice, connections, training and easy-to-use tech tools for people and organisations working to build stronger communities. **The Our Community group of enterprises are:**



INSTITUTE OF
COMMUNITY DIRECTORS
AUSTRALIA
► Knowledge ► Connections ► Credentials

CommunityDirectors.com.au

The Institute of Community Directors Australia is the best-practice governance and leadership network for the members of Australian not-for-profit boards, committees and councils, and the senior staff who work alongside them.



GiveNow
for your community

GiveNow.com.au

GiveNow is Australia's most innovative giving platform – increasing donations to community causes, helping people become better givers, and providing a payment solutions hub for all not-for-profits.



Funding Centre
Where not-for-profits go for money

FundingCentre.com.au

The Funding Centre is Australia's smartest online grants directory with intuitive application management tools for not-for-profits.



SmartyGrants
Software, data science & grantmaking intelligence

SmartyGrants.com.au

SmartyGrants delivers software and data science for revolutionary grantmakers.



OUR COMMUNITY
— HOUSE —

OCHouse.com.au

Our Community House is a place to work, meet and collaborate with social-change makers in Melbourne's most creative co-working space.