

Institute of
Community Directors Australia

IMPACT REPORT 2022

INSTITUTE OF
COMMUNITY DIRECTORS
AUSTRALIA
Knowledge Connections Credentials

an enterprise of
ourcommunity.com.au
Where not-for-profits go for help

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About ICDA

INSTITUTE OF
COMMUNITY DIRECTORS
AUSTRALIA
▸Knowledge ▸Connections ▸Credentials

ICDA's Vision

The Institute of Community Directors Australia (ICDA) is Australia's best-practice governance network for not-for-profit boards, committees, councils, schools, and their staff.

An Our Community enterprise, the Institute delivers information, tools, training, events, qualifications and credentials to not-for-profits of all kinds. Our Community is a pioneering social enterprise that provides advice and tools for Australia's 600,000 not-for-profit groups and schools. The organisation provides easy-to-digest information, practical tools, training and connections for not-for-profit groups across the country, both face to face and through our websites, **www.ourcommunity.com.au**, **www.fundingcentre.com.au** and **www.givenow.com.au**.

Our Values

The Institute of Community Directors Australia strives to be:

Community focused:
Our courses and resources are for not-for-profits, no one else.

Honourable:
We respect the people who are working to make our communities stronger. We reflect that respect in the quality and range of the services we provide.

Actually Useful:
No padding, just the stuff that's really needed in the not-for-profit world.

Networked:
We are plugged in to the not-for-profit world; we help our members plug in too.

Grounded:
No jargon, no nonsense, no theory without practical application.

Ethical:
Ethics, inspiration and innovation are at our core.

Introduction

In 2022, the Institute of Community Directors Australia built on its success of previous years, with highlights including increased funding diversity and program delivery. Funding streams included Commonwealth Government, NSW Government, Victorian Government, and training for boards, staff and private individuals.

ICDA recognises the governance challenges facing the boards of many small and medium not-for-profit organisations and the severe financial constraints on their access to documents and information such as policies, procedures, grant acquisition support and strategy. Accordingly, ICDA added to its free online library of policies, tools and resources in 2022.

ICDA delivered training in 2022 in a number of formats. For example, in online interactive sessions, trainers were able to run activities, deliver information and answer questions, and in lecture-style sessions, participants could ask questions through text but not participate in the discussion. Other formats included lectures by specialists as part of the Festival of Community Directors and the Communities in Control conference.

NFP leaders and board members had access to compact courses, or online self-paced courses featuring written information, video and quizzes, on topics such as getting grants and preparing to join a board.

In 2022, ICDA reached **16,469** course participants (54% increase from 2021) from across Australia through **242** programs (36% increase from 2021).

This report provides more information about what ICDA delivers, how we deliver it, and the impact it had on participants in 2022.



Numbers at a glance

A look at what ICDA delivered and acheived in 2022.

16,469
people trained

8
states and territories in Australia covered

242
training sessions

482
Board Matching Service positions posted

43,655
board policy downloads

650
conference attendees

35
sessions on funding and finance

99
sessions on governance

75
fully funded scholarships for women

3
languages in addition to English

45
sessions on diversity

17
newspaper articles published

INSTITUTE OF COMMUNITY DIRECTORS AUSTRALIA | THEORY OF CHANGE

Activities	Programs	Short term outcomes	Medium term outcomes	Long term outcomes	
NSW Crown lands programs	Specialist training for government-related boards	Participants experience ICDA as credible, supportive, accessible, practical and a safe space	Participants have increased confidence and energy to take up a leadership role or lean in more to their leadership role	**The reputation and profile of community leaders improves**	**Stronger Australian communities**
Victorian Cemetery Trusts programs					
Women Leading Locally	Specialist training for priority cohorts	Participants increase connections with like-minded people	Decision making and behaviour on boards and in leadership teams improves	**Board members and community leaders experience and promote greater cultural and psychological safety**	
Women's leadership development programs			Participants have a network or 'tribe' of people to draw on		
Women's scholarships: Diploma					
Diploma of Governance	Core content training	Participants re-engage and tell others to engage	Participants have more insights into and concerns about issues for NFPs	**Thoughtful sector leadership, successful advocacy to government and community**	
Online self-paced courses					
Tailored training					
Standard training					
Webinars and lecture series	Public education	Participants increase their technical and soft skills and knowledge of how to **govern well** and where to find information	Greater diversity of thought and experience are heard and seen in the sector as a result of more diverse leadership	**Strong, inclusive, inspirational, ethical and diverse pool of leaders**	**A stronger, more efficient, more effective Australian not-for-profit sector**
Communities in Control Conference			Sector leaders are more adaptive and collaborative		
Face-to-face training					
Subject matter expert	Communication	Participants maintain and increase their motivation to participate	The number of ICDA- qualified leaders in the sector grows	**A flourishing and sustainable not-for-profit sector where more leaders identify with 'the sector'**	
Newsletter			NFP leaders have increased resources to draw on		
Social media – NFPHH and others					
Tools and templates	Content	Participants have increased exposure to relevant issues and information	Leadership within NFPs improves	**Connected and collaborative leaders**	
Publications			**Governance** of NFPs improves		
Policy Bank					
Board matching service	Services	Participants have an increased desire to learn more	Diversity and inclusion on boards and in leadership teams improves		
Membership					

ICDA in 2022



The new **Leadership Week** saw ICDA partner with McKinsey to deliver four training sessions in four days to 1193 attendees, and a curated leadership newsletter. Sessions included psychological safety, outcomes measurement, value adding, and leading systems change.



The first module of the **Certified Community Director** course launched in November 2022 to over 100 participants, with more to follow. These modules offer NFP staff, board members and volunteers the opportunity to access long-form self-paced training that includes videos, reading and online assessments, culminating in a micro-credential. The modules can be purchased separately or as a whole micro-credential certificate comprising six modules.

The **Chairs Leadership** micro-credential consists of five two-hour online sessions. Each session is hosted by an external subject matter expert, and is facilitated by an ICDA trainer, culminating in a micro-credential. The five subjects are ethics in the boardroom, strategy, high-level fundraising nous, decision making, and CEO–board relationships.

ICDA delivered a **Women's Diploma Scholarship** free of charge to 25 women, supported by a Victorian Government Office for Women contract. This has been funded once again and will cover a further 50 diploma places in 2023.



ICDA is currently delivering a new **Women Leading Locally** program for the first of two cohorts of 60 women. The program aims to support women to nominate for the 2024 Victorian local government elections. Funded through the Victorian Department for Jobs and Precincts, the program is delivered in partnership with Women for Election.



Supporting our diversity agenda, a number of ICDA resources have been **translated** into Arabic, Vietnamese and Dari, which are three of the most commonly spoken languages in Victoria aside from English. These resources cover roles and responsibilities of board members, the accountabilities of boards and staff and their relationships, and climate change reduction.



The new **Net Zero Heroes** website aims to help NFPs to work with a greener strategic and operational lens. It offers help sheets and other resources on subjects ranging from electric vehicles to solar panels.



Our Community's **Open Letter to Government** was sent to politicians in hard copy and to the public via ICDA's newsletter. It outlines a vision of what a Government that loved the community sector would look like, and it draws on the voices of many ICDA members and staff.



The **Board Payment Wizard** is an interactive tool that helps ICDA members to consider whether their boards should be paying directors, and if so, how much: https://communitydirectors.com.au/tools-resources/board-payment-wizard.
It is supported by a report on the topic.



The **Ten Things a Community Director Should Ask** series has been completed, featuring 100 questions to guide board members in the right direction. This has been a popular product with 2051 clicks in 2022: https://communitydirectors.com.au/tools-resources/home (scroll down to find the series).



Our Community Matters, our member newsletter, has been refreshed to match ICDA's branding. ICDA launched a social media strategy in 2022, growing LinkedIn impressions (people viewing posts) by 95% to 31,184 and Facebook followers by 73% TO 2444, enabling us to better promote opportunities to the NFP sector.

Diversity in focus

In 2022 ICDA aimed to increase its focus on diversity as an expression of the ethics component of our theory of change. We published a help sheet on supporting board diversity as part of the 10-part package dubbed "Ten things a community director should ask about…"

Applications for newly funded programs are now assessed to ensure that a percentage of places are ringfenced for people identifying as CALD, First Nations, LGBTQI or women, and for people with disability.

Part-scholarships in a number of categories were offered to support diverse participation in the Diploma of Governance.

Scholarships were awarded as follows:

3 **mental health support** scholarships

4 **First Nations** scholarships

6 **CALD** scholarships

17 **rural & regional** scholarships

39 **women's** scholarships



Multicultural focus

- ICDA partnered with CALD2LEAD to offer two full Diploma scholarships to people identifying as CALD.
- A range of resources were translated into Dari, Arabic and Vietnamese; these can be found on ICDA's website.

First Nations focus

- ICDA co-designed and delivered eight sessions about First Nations engagement and land usage for Crown Lands NSW.
- The Federal Government's Office of Township Leasing contacted ICDA requesting permission to translate the booklet *Now You're a Board Member: A practical guide for Indigenous board members* into Pitjantjara language.

Women focus

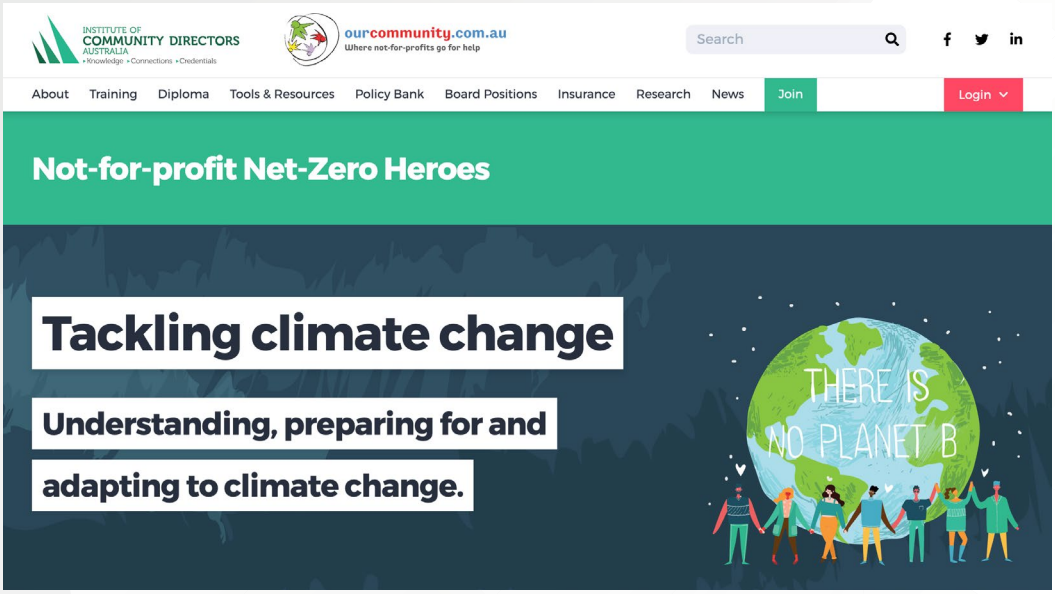
- The Women Leading Locally program is funded for 2½ years by the Victorian Department for Jobs, Skills, Industries and Regions, and delivered in partnership with Women for Election. The program aims to build the capacity, knowledge and confidence of women seeking to nominate to run in the 2024 Victorian local government elections in order to increase the number of women nominees. The full year program consists of two cohorts of 60 women in each.
- Full scholarships for the Diploma of Governance, funded by the Victorian Office for Women, enable 75 women over two years to access ICDA's Diploma of Governance.
- Growing Gender Equity through Leadership, a program funded by the Federal Government's Women's Leadership and Development Program, finished in December 2022 after two years.



Climate action

The Net Zero Heroes microsite launched in 2022, enabling users to access training, tools, opportunities and information to help their organisations respond strategically and operationally to climate change.

- 579 people accessed four training sessions on climate change for NFPs
- 1 Diploma scholarship was granted to help an NFP to reduce carbon emissions
- The *Greening the Not-for-Profit Sector* report was published, sharing survey findings from 570 ICDA members
- 12 help sheets and policies created
- 217 philanthropic grants for climate change action made freely accessible
- 1 partner: ICDA partnered with Diamond to assist NFPs searching for a more "green" energy solution.



communitydirectors.com.au/tools-resources/zero

Help sheets and policies available from 2022:

- Climate change 101
- Electric cars
- Going green with 100% green electricity
- Solar panels
- Glossary of green terms
- Choosing energy efficient appliances
- Community batteries 101
- Environmental sustainability policy
- Carbon emissions calculator
- Going green: Putting policies and procedures into practice
- Ten questions every board director needs to ask about climate change
- Ten questions every board director needs to ask about climate change

ICDA Reach

16,469 participants accessed **242** ICDA courses and sessions in 2022.

Of these programs, the Festival of Community Directors program had the largest reach, with 11,225 participants. The standard training delivered face-to-face in Our Community House, commencing in the fourth quarter, had the smallest reach, with 42 attendees.

Program	Number of attendees	Number of sessions
Diploma of Governance	180	15
Festival of Community Directors programs	11,225	41
NSW Crown Lands programs	1114	61
Victorian Cemetery Trusts programs	1169	53
Communities in Control conference	650	1
Compact courses	560	6
Women's Leadership Development programs	891	37
Tailored training for individual organisations	636	31
Standard training offered to the public	42	3

Membership

In 2022, new members of ICDA joined in one of three ways: by purchasing membership independently; by adding membership to the purchase of webinar tickets; or by receiving membership automatically in conjunction with undertaking the Diploma of Governance or another significant course.

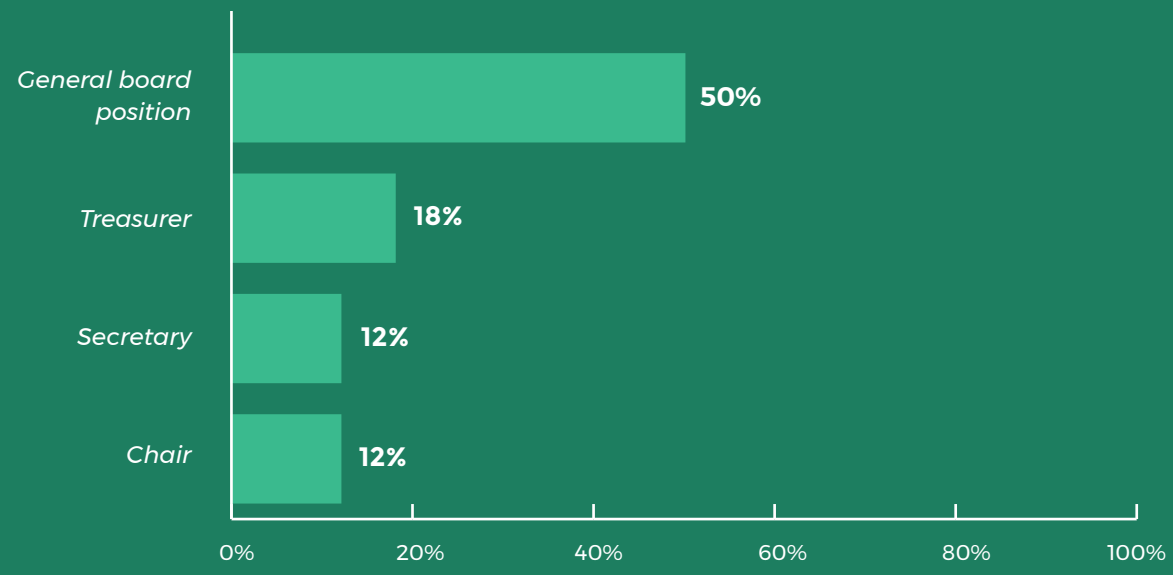
In 2022 ICDA had 4885 members, an increase of 27% from the 3843 members in 2021. This includes 2926 new members.

In addition to members, there were 49,185 ICDA subscribers in 2022, including 7190 new subscribers.

Board Matching Service

The Board Matching Service listed 482 positions in 2022. Of these, 50% (241) were for general board positions, 18% (88) for treasurer roles, 12% (58) for secretary roles, and 12% (58) for chair roles.

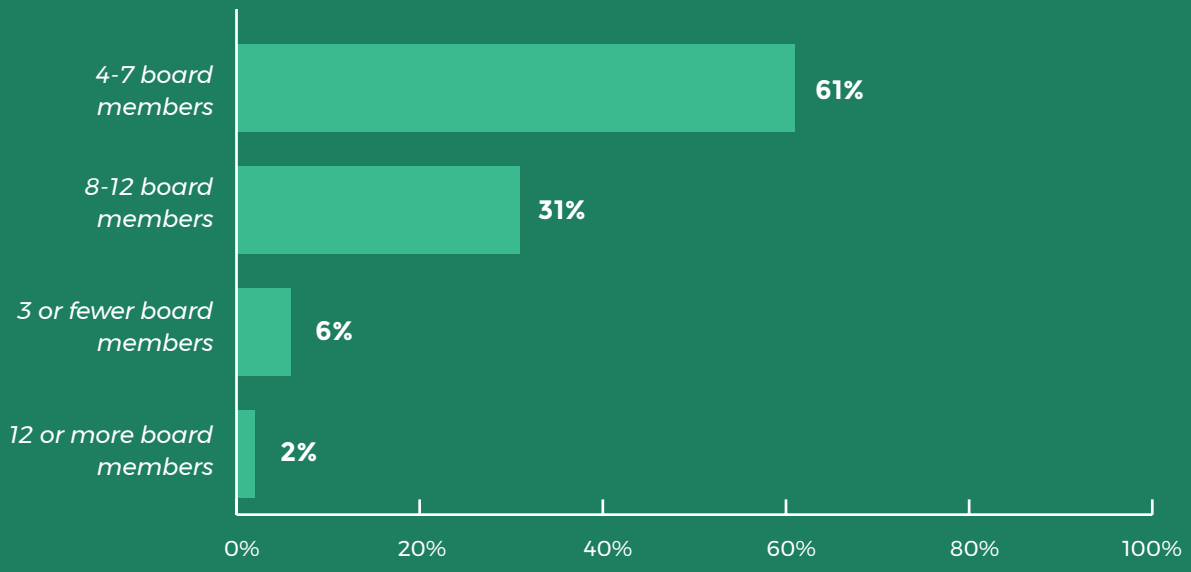
Percentage of board listings by role



Almost two thirds of the listings (61%) were for organisations with a board size of 4–7 people, and almost one third (31%) of the listings were for organisations with a board size of 8–12 people.

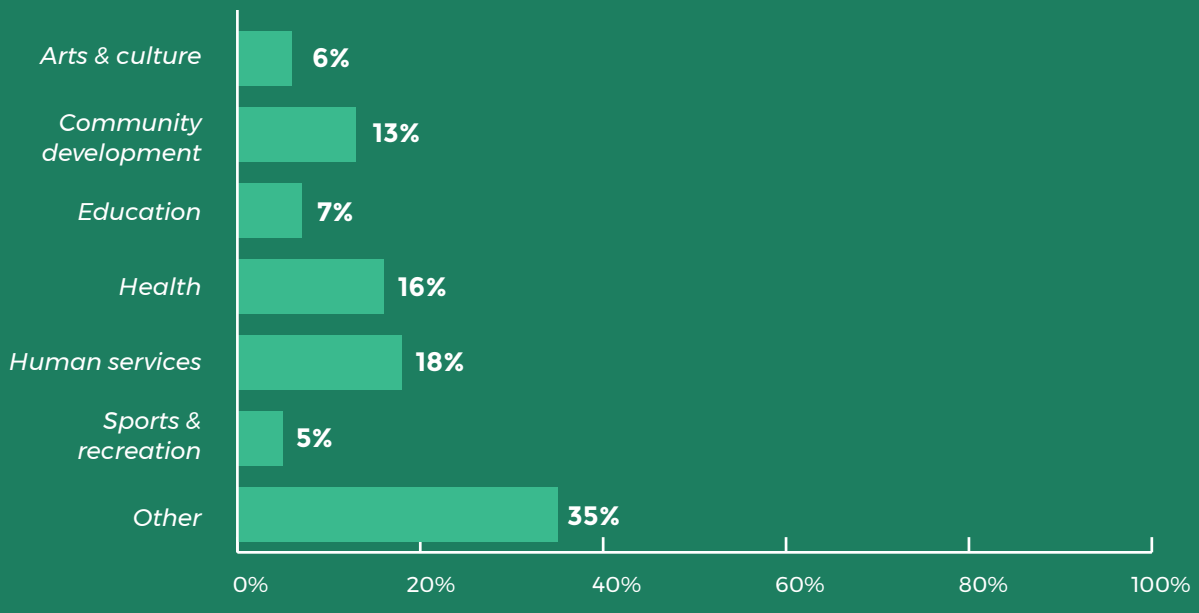
Board size	Number of listings	% of listings
12+	6	2%
3 or fewer	26	6%
4–7	296	61%
8–12	154	31%

Percentage of board listings by organisation size



Organisations from many different not-for-profit sectors posted board listings. Thirty listings came from the arts and culture sector, 64 from community development, 34 from education, 76 from health, 85 from human services and 23 from sport and recreation. The remaining listings were from the environmental, public affairs, public safety and information sectors, among others.

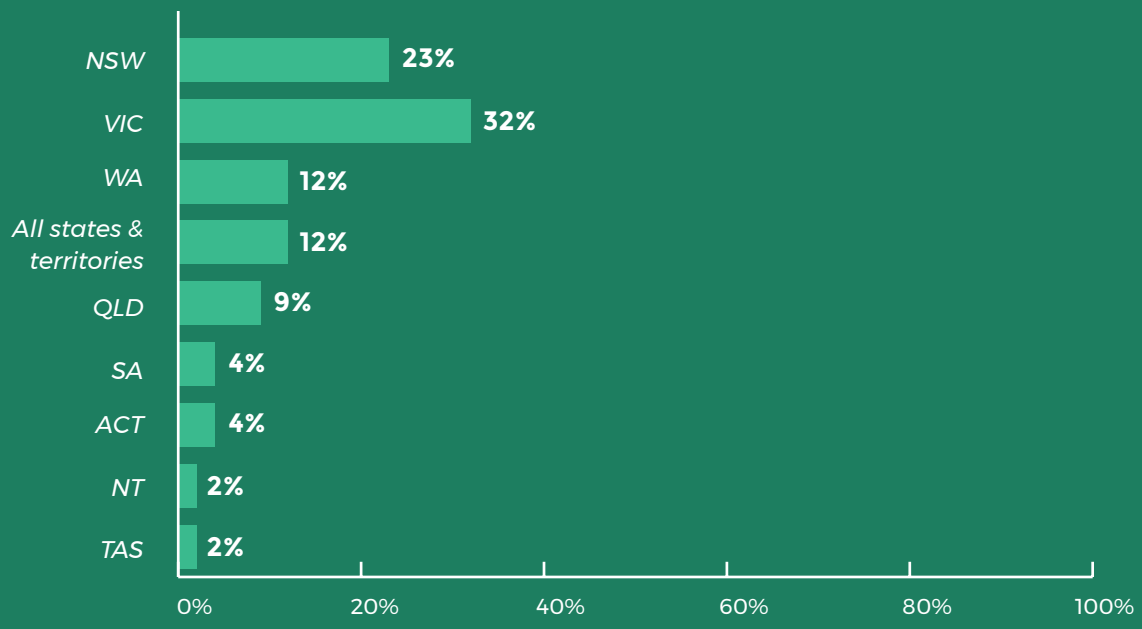
Percentage of board listings by sector



Board listings were posted by organisations from around Australia, with almost a third from Victoria (32%) and almost a quarter (23%) from NSW.

Board location	Number of listings	% of total listings
All states and territories	59	12%
Australian Capital Territory	24	4%
New South Wales	111	23%
Northern Territory	9	2%
Queensland	41	9%
South Australia	18	4%
Tasmania	10	2%
Victoria	154	32%
Western Australia	56	12%

Percentage of board listings by state



Written information

ICDA supported the NFP sector in 2022 with a wealth of written information:

75
policies which can be freely downloaded (40,762 unique users)

27
free templates and tools (downloaded by 8123 unique users)

3200
followers of ICDA-facilitated Facebook page "NFP Happy Hour", with many posting questions and discussion (+200 from 2021)

10
books available online, downloaded 2588 times

17
articles published in the *Canberra Times* and other mastheads nationally

12
newsletters distributed to 49,729 subscribers, an increase in 2022 of 8000 subscribers

75
pieces of content produced for Facebook, with 2444 followers and 17,508 views

Titles published in 2022 included the *Going Green* report and *Paying Directors in the Not-for-profit Sector*

Newsletter

ICDA had **49,185** newsletter subscribers in 2022. The newsletter was refreshed to reflect the ICDA brand, tighten up the number and length of articles, and ensure a consistent monthly publication date.

The most popular edition of the newsletter featured a two-minute video of experts from the Communities in Control conference sharing their thoughts on community leadership.

The next most popular edition featured the release of the *Going Green* report.

The top 10 newsletter articles of 2022 (most clicks on the website) are below.

The top 10 newsletter articles of 2022

Article
1. World-first donation dollar is a huge charity boost
2. What next for not-for-profits? Experts pick the trends leaders must know
3. Sector news updates for not-for-profits and charities
4. Why Our Community is moving to a four-day week
5. Our Community's experience of the four-day work week
6. New IDs required by some NFP board directors
7. NFP Treasurers' Awards 2022: Winners reveal top financial tips
8. The balance sheet should be on top of the NFP boardroom agenda
9. New IDs required for NFP board directors
10. Top treasurers awarded for hard work and financial wizardry

Help sheets, tools and guides

There were **104,232** clicks on ICDA's help sheets in 2022. The top ten most-clicked are shown in the following table.

The top 10 help sheets of 2022

Help Sheet
1. Legal requirements for annual general meetings
2. The role of the treasurer
3. Board members and what they do
4. The CEO and the board
5. Overview of board meetings
6. Overview of your board responsibilities
7. Business planning for not-for-profit organisations
8. Board and staff relationships
9. Overview of your legal responsibilities
10. FAQs about your not-for-profit's AGM

ICDA's 14 free board governance tools were downloaded **6480** times. The top two most-downloaded tools were "Appointment of a proxy form template" and "Minutes template."

The institute's 13 free advice guides were downloaded a total of **2309** times. The two most popular were *Damn Good Advice for Board Members* and *Damn Good Advice for Secretaries*.

Policies

75 policies were downloaded by **40,762** unique users in 2022. The top ten most-downloaded policies are shown in the following table.

The top 10 policies of 2022

Policy
1. Governance Policy
2. Financial Controls Policy
3. Delegations Policy
4. Circular Resolution Policy
5. Risk Management Policy
6. Child Protection Policy
7. Privacy Policy
8. Workplace Health and Safety Policy
9. Code of Ethics
10. Board Conflict of Interest Policy

"While establishing a new independent organisation, ICDA's policy bank saved us a huge amount of time and energy. For a relatively small NFP, we have a very comprehensive policy framework thanks to the policy bank!"

Service user

How has ICDA worked?

Mode of training delivery

ICDA delivered training in four ways in 2022:

- Face-to-face
- Online interactive
- Webinar lectures
- Compact courses (self-paced online)

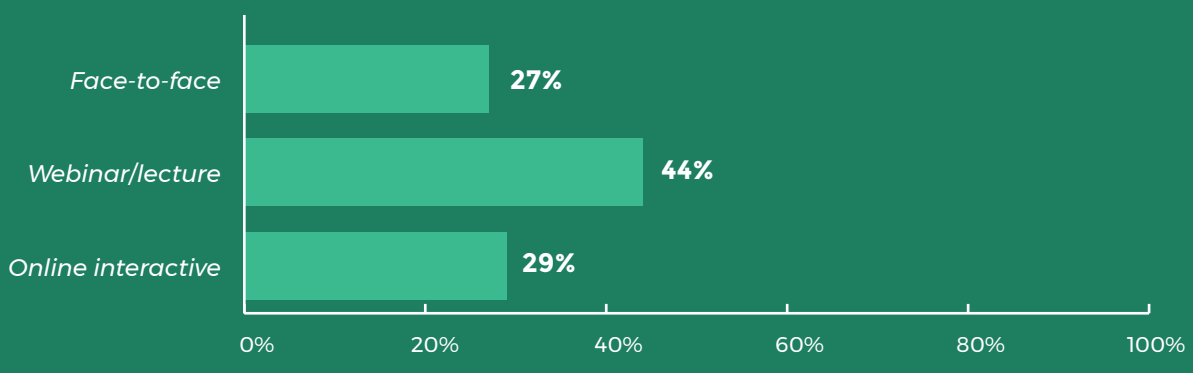
The Communities in Control conference used a hybrid approach, with some participants present in the room and others attending online. Standard training was delivered face-to-face at Our Community House in August 2022 for the first time since Covid lockdowns began 2½ years earlier.

The Festival of Community Directors was delivered through webinars, and the Crown Lands and Women Leading Locally programs took a blended approach, delivering some face-to-face sessions, some compact courses and some webinars.

Webinars delivered online in a lecture style accounted for almost half (44%) of the sessions, while face-to-face programs (27%) and online interactive programs (29%) accounted for approximately a quarter each.

Mode of delivery	Number of sessions	% of sessions
Face-to-face	67	27%
Webinar/lecture	105	44%
Online interactive	69	29%

Percentage of sessions by delivery mode



The different modes of delivery suit different session sizes, with face-to-face delivery most suitable for smaller groups, and webinars most appropriate for groups of several hundred participants.

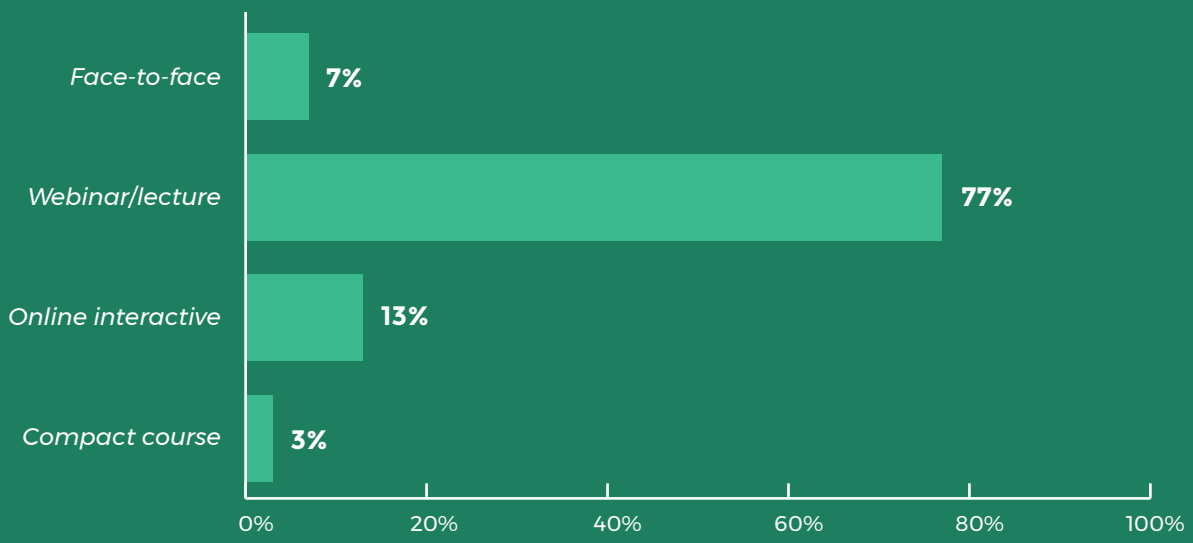
Just over three quarters of participants (77%) participated in training through virtual webinars or lectures and a further 13% through interactive online sessions. Most of the webinar lectures were delivered for the Festival of Community Directors public program.

The remaining 10% of participants attended face-to-face training or online self-paced courses. Face-to-face sessions were delivered primarily for the Cemetery Trusts program, with some for the Crown Land managers program, tailored training and standard training at Our Community House.

Mode of delivery	Number of participants	% of participants
Face-to-face	943	7%
Webinar/lecture	12,814	77%
Online interactive	2135	13%
Compact course	560	3%

A key component of ICDA's theory of change and outcomes framework is improving sector connectivity. This can only come about if course participants feel they have interacted with others. As a result, purely lecture-style training has been reduced, and the team experimented this year with new online methods of interactive facilitation. ICDA is increasing the experiential components of face-to-face delivery as well, so that participants can put the theory they learn into practice; for example, through building budgets and writing grant applications.

Percentage of participants by delivery mode



Session size

Different modes of delivery have different average attendance numbers. In general, shorter sessions and those delivered online attract larger groups, while programs which are more in-depth and specialised or face-to-face are a more intimate experience with smaller attendance per session.

Of all the programs, the Diploma of Governance has the deepest impact, delivering approximately 5 hours a week of course content per participant, including reading, watching videos and interactive tutorials, and it requires participants to complete graded assessments over a 12-month period.

15

cohorts of Diploma students
commenced in 2022, with an average of 12 per group. Class sizes are increasing, with the November cohort commencing with 22 students.

41

Festival of Community Directors sessions
were delivered (increased from 20 in 2021), with an average attendance of 276 participants per session.

51

Cemetery Trust sessions
were delivered (increased from 33 in 2021), with an average of seven attendees per face-to-face session and 77 per online session.

61

Crown Lands sessions
were delivered, with an average of 60 participants per session.
138 participants attended the six face-to-face sessions, delivered in regional and rural NSW.

Participants by location

State

ICDA participants in 2022 accessed training from a mixture of states, with 36% from VIC, 28% from Victoria, 16% from QLD and 20% from other states and territories.

Most of the NSW contingent results from the Crown Lands contract with the NSW Government.

The Women's Leadership Program, supported by the Federal Government, largely accounts for participants from Queensland, WA, SA, NT and ACT.

The Cemeteries Trust and Women Leading Locally contracts with the Victorian Government account for many of the specifically Victorian attendees.

Participants from across all states and territories attended the Communities in Control conference, the Festival of Community Directors sessions and the Diploma of Governance.

The Diploma in Governance was delivered online to participants across all states. The bulk of participants are from VIC (just under half) and NSW (just under a third).

Rural and regional

A total of **2938** course participants reported that they were from rural and regional locations, in addition to others who attended online courses but were not asked whether they were from rural and regional locations. This totals 18% of ICDA participants and demonstrates the importance of delivering programs to areas outside of the major cities.

ICDA delivered **132** programs to participants from rural and regional locations, which is just over half of all program delivery. Of these, 49 sessions were delivered to 623 participants in person, and 83 were delivered online to 2315 participants.

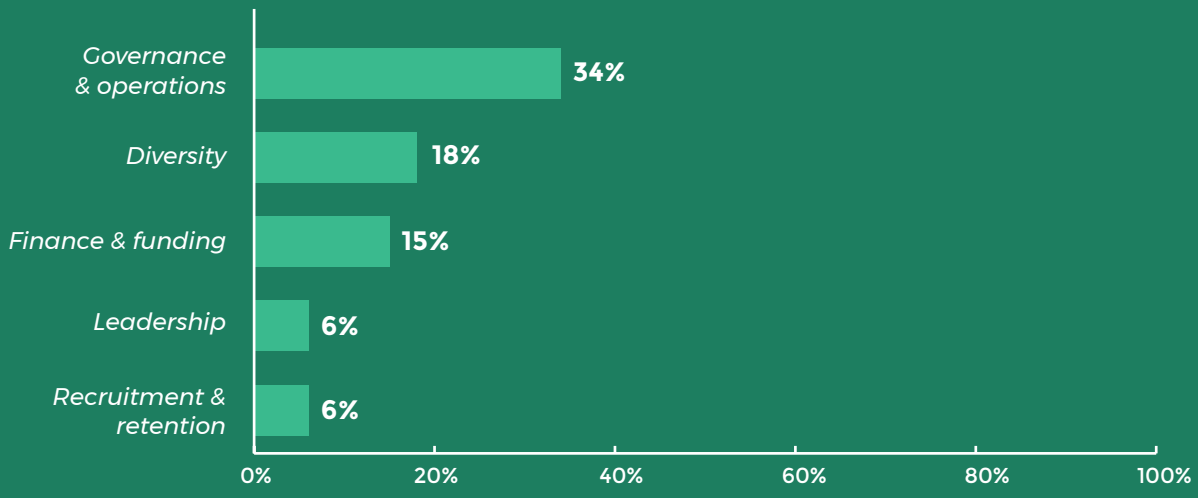
Programs by theme

Programs in 2022 fell into the following general themed categories.

Programs in 2022

Theme	Number of sessions	% of sessions
Governance and operations	84	34%
Diversity (including women, CALD, First Nations)	45	18%
Finance	19	7.5%
Funding	17	6.5%
Diploma of Governance	15	6%
Leadership	15	6%
Recruitment and retention	15	6%
Planning and risk management	10	4%
Communications	8	3%
Conflict	7	3%
Climate	4	1.5%
Outcomes	4	2%
Pandemic	3	1%
Community engagement	2	1%
Big picture	2	1%
Ethics	1	0.5%

Percentage of participants by theme



Many programs were scheduled significantly in advance, such as the Diploma, sessions on governance and operations, and many of the Festival of Community Directors programs.

However, several sessions were designed in response to articulated need from the NFP sector or partnerships offered to ICDA. A key new partnership with McKinsey gave rise to the new Leadership Week. We also gauge interest in specific topics through engagement with the Facebook Happy Hour page and email queries related to the newsletter or requests for tailored training.

Examples of ICDA responding to the changing environment include the sessions on governance and climate, and governance in the new phase of the pandemic, in partnership with a local council. These demonstrate the agility of the ICDA team and their commitment to offering training that is most valuable to the NFP community.

Most of the finance-related sessions fell into NFP Finance Week, NFP Insurance Week and Crown land managers programs, which comprised 19 sessions between them, delivered to 5891 participants. This represents almost a third of the total number of participants in ICDA courses in 2022. A further 1081 participants accessed 16 training sessions on funding and fundraising, showing that the financial element of running NFPs is a topic of interest to NFP board members and executives. Finance-themed sessions are popular and will be scheduled again for 2023.

"I developed a great appreciation for our time together as a group. Throughout the entire process I have been continually impressed by the wealth of experience we all had available to us. While my original intention in this course was to simply become a better resource to our members there were several times where this course highlighted issues that I have since raised and resolved within our own organisation."

Diploma of Governance participant

34%

of the programs were on themes related to **governance and operations**, the core of what ICDA delivers. Contracts falling under this theme included the NSW Crown Lands contract and the Victorian Cemetery Trusts contract.

18%

of the programs related to **diversity**, such as First Nations or CALD, or programs delivered specifically for women. These supported the Crown Lands contract, Women Leading Locally and the Women's Leadership Development Program, among others.

6%

of sessions delivered in 2022 focused on **leadership development**, which is a new focus area for ICDA and one that will be developed further in 2023 with the introduction of a high-level course built to support board chairs.



ICDA's outcomes framework

The ICDA outcomes framework supports the ICDA theory of change by enabling us to test and understand the effect that our programs have upon our community.

Outcome	Definition
Confidence "I can..."	Increased self-efficacy in • nominating for boards • pursuing courses • working with the topic at hand
Connection "I connect..."	• knowing who individual people are • communicating with others in the sector
Knowledge "I know..."	Increased awareness of • relevant information • news • concepts
Skills "I do..."	Increased ability to put what is learnt into practice
Ethical "I think/ believe..."	Increased behaviour driven by decision making that has an identified ethical basis

"My most significant takeaway is the importance of being true to your values and ensuring that my behaviour aligns with those values."

Women's leadership training participant

ICDA's impact in 2022

Building leadership confidence

ICDA seeks to support the development of better accredited and better-connected leadership of the NFP sector. The outcomes ICDA seeks when delivering programs include improved confidence to take up and lean into leadership roles.

Growing Gender Equity Through Leadership	**89%** of survey respondents after participating in Growing Gender Equity programs reported they felt more willing to take on leadership roles. **70%** of women attending the Growing Gender Equity workshop said the session had made them more confident to reach for a role as a chair. Comments shared in free text included: "Thank you for the information and presentation. It has sparked more interest and motivation. Sometimes it feels tough but the only way to change the status quo is to take a seat at the table."
Women Leading Locally	**87%** of participants in the Women Leading Locally program responded that they were more willing to take a leadership role after attending seven of the 10 masterclasses in the course.
Tailored training	**100%** of survey respondents after attending ICDA tailored training sessions agreed (28% strongly) they felt more confident working with the subject matter at hand after attending the training. **65%** of survey respondents after attending tailored training sessions said they were more likely to nominate for a board position or chair role.
Self-paced online course	**64%** of those who completed a self-paced online compact course with ICDA said they were more likely to nominate themselves for a board position or chair role.
Crown land managers	**91%** of survey respondents after face-to-face sessions designed for Crown land managers in NSW agreed that they were more confident working with the topic at hand after attending the course (40% strongly agreed).
Diploma of Governance	A Diploma graduate shared in free text: "The wide range of topics and that they were very easily applicable in the working world. I feel the course not only gave me skills in governance but in a wide array of leadership and management areas."

Improving knowledge

ICDA aims to increase the NFP sector's exposure to relevant issues and information.

Growing Gender Equity Through Leadership	**95%** of the women attending the Growing Gender Equity Through Leadership program agreed that they were likely to use and apply the knowledge gained in this workshop (60% strongly agreed) and **96%** agreed that they had learnt things in the workshop that they could apply immediately (51% strongly agreed).
Women Leading Locally	**100%** of Women Leading Locally survey respondents could name a piece of knowledge they had learnt. Subjects covered included effective campaigning, governance in a local government context and negotiation skills. **86%** of Women Leading Locally participants responded that the level of information shared across the six sessions delivered in 2022 was at an appropriate level.
Tailored Training	**99%** of respondents to the tailored training survey agreed (37% strongly agreed) that after attending the session they knew more about the topic at hand, and they had learnt new ideas during the session. Examples of information they learnt, shared in free text, include the following: "Ways to break down 'difficult' aspects of governance," and "Understanding the institutional and financial aspects of organisations."
Self-paced online course	**81%** of those who completed a self-paced online compact course with ICDA said they felt more able to do the things they had learnt about.
Crown land managers	**99%** of those completing surveys after face-to-face sessions designed for Crown land managers in NSW agreed that the information presented was relevant and easy to understand (71% strongly agreed) and that the level of detail was appropriate for the training session. An example of a key piece of knowledge gained was "Volunteers are paramount but vulnerable."
Diploma of Governance	**95%** of those who completed a Diploma in 2022 agreed that the content was relevant and applicable to their needs (72% strongly agreed).
Cemetery Trusts	**100%** of Cemetery Trust respondents said the workshop had helped them to identify actions they could apply in their organisation. Almost half (48%) of respondents said they were highly likely and a further 44% said they were likely to implement an idea acquired during the workshop. **98%** of respondents agreed they had gained new knowledge and skills during the workshop (54% strongly agreed).

Improving skills

ICDA aims for participants on training programs to acquire increased soft and technical skills and knowledge of how to govern effectively.

Tailored training	**99%** of those who completed surveys after attending tailored training agreed (37% strongly agreed) that they understood more about the skills involved in successfully applying what they had learnt about.
Self-paced online courses	**97%** of those who completed a self-paced online compact course with ICDA said they had identified actions they could apply in their organisation.
Crown land managers	**99%** of those who completed surveys after face-to-face sessions designed for Crown land managers in NSW agreed that they understand more about the skills involved in the topic (51% strongly agreed).
Diploma of Governance	**97%** of those who completed the Diploma of Governance and responded to the survey said the course had helped them to identify actions they could apply in their organisation. **92%** of Diploma students agreed they had noticed changes in their own personal governance attitudes, skills or behaviour as a result of their Diploma studies.
Cemetery Trusts	**100%** of those who attended Cemetery Trust workshops and responded to the survey said that the course helped them to identify actions they could apply in their organisation and 95% said they were likely to implement the ideas and tasks brought up during the training.

"The surprising thing I learnt was how no two not-for-profits are the same, but in principle the same theories/methods apply to us all. I've enjoyed meeting the other course participants and hearing their thoughts and experiences in this space – they're an inspirational bunch and give me encouragement to continue on my pathway to seeking a board position in the future."

Diploma of Governance participant

Creating connection

ICDA seeks to enable members and training participants to draw on a network or "tribe" of people.

943 people over 67 sessions were educated face-to-face in 2022. Face-to-face sessions most easily enable participants to build connections. However, online courses also effectively build networks.

3200 Facebook users followed or contributed to the Not-for-profit Happy Hour Facebook group.

Growing Gender Equity Through Leadership	**93%** of the women attending the Growing Gender Equity Through Leadership program agreed (45% strongly agreed) that they connected with others through the program, and **83%** said they learnt from others during the program.
Women Leading Locally	**79%** of the 60 women attending the seven Women Leading Locally masterclasses and full-day face-to-face seminar in 2022 said they were likely to reach out to others in the course, and **64%** said they had connected with other participants since the previous session. One participant in the program wrote, "I'm thinking about what's the most significant change that has happened for me since doing this course, it's more so around finding a safe space with other women to explore leadership, because as a woman there aren't many safe spaces out there to explore leadership in a safe environment."
Cemetery Trusts	**90%** of the participants in Cemetery Trust training workshops agreed that they had extended their networks and met new peers by participating in the workshop (49% strongly agreed).

"I found it (the training) very valuable to network with peers. The presentation was done in an entertaining way so participation was enjoyable. Presenting the information in this way made the topic easy to understand."

Government agency board member

Ethics

In the long term, ICDA seeks to support a strong, inclusive, inspirational, ethical and diverse pool of leaders of the NFP sector.

ICDA promotes an ethical approach to governance through articles published for public consumption. Founder and managing director Denis Moriarty has had **17** articles published in the *Canberra Times* (and associated newspapers) on the following topics:

1. Election 2022: Voters must insist on electoral courage
2. We've got to spend to save our communities
3. Culture clashes leave our community caught short
4. Treasure your complainants: Turning a blind eye costs us all
5. A four-day work week makes economic sense as well as being a nice thing to do
6. Sick of election malaise? Let's raise the flag of hope once more
7. We don't need less bureaucracy, but more understanding
8. I think a computer should crown our next king or queen
9. It's not enough to care, the government should love us
10. Being a do-gooder is derided as much as being woke. Why are we like this?
11. Let's be less precious about changing our constitution
12. With federal wellbeing budget coming we should decriminalise drugs before the oncoming bus hits us
13. Privacy obsession will cause Australia's youth to further withdraw from public
14. Donnell Walla, Pat Cummins and sportspeople trying to shift culture: where do we draw the line?
15. Altruism is more than a matter of logic
16. An Indigenous Voice to Parliament is not a multi-tool
17. If they must pray, here is a better prayer for Parliament

ICDA trainers use the language of ethics very clearly in their sessions, and this is reflected in what participants understand about governance. For example, one tailored training participant wrote in a survey response, "Great session. Pitched exactly at the right level. Strong ethical base of presenter was much appreciated."

ICDA promotes boardroom diversity as an expression of ethical leadership. Survey results demonstrate that training participants hear that message strongly. One participant in a Growing Gender Equity Through Leadership program commented in a survey: "Diversity is important and is being valued more by organisations."

Similarly, a Diploma of Governance graduate wrote in a survey response: "Having this opportunity as a CALD person, I strongly believe that this course has given me knowledge to understand what is the main role of the board, including the legalities, expectations, choosing the right people for the board, policies etc."

"This session broke down some very simple steps that we can take to at least get started on making our organisation greener."

Webinar participant

Impact stories

Crown land manager's Diploma story

ICDA has worked with Crown Lands NSW for four years to provide boards managing Crown reserves with training to help them execute their governance responsibilities. This is the story of one participant in that training.

The Bundgeam Preschool sits on about four hectares of picturesque former farmland donated to the Crown more than a century ago. It lies closer to the Queensland border than to the small NSW town of Kyogle, about 35km southeast, and is sandwiched between the Border Ranges and Toonumbar national parks.

Largely unchanged for more than a century, the modest timber building on the site has long held pride of place as a local cultural centre.

Crown land manager Sue Jenner is also the director of Bundgeam Preschool, and she says the two roles are complementary, as being a good custodian for Crown land also benefits the preschool community. With the help of government-backed governance training, Ms Jenner is helping guide the preschool towards the goals described in the **Crown land 2031 strategic plan**.

Ms Jenner said the preschool had granted her "time off the floor" for Crown lands management tasks.

But she had also studied in her own time to complete the Diploma of Governance. She said the qualification had given her a greater understanding of strategy, constitutions, funding and policy, and she was already putting that study into practice.

For example, the preschool was looking at changing its constitution to allow for wider community representation and for longer-term appointments to better reflect its needs. Ms Jenner had also realised that the previous strategic plan was too long. "The course made me realise that it was better to have a simpler version, that was easier to maintain and for others to understand."



Outdoor learning at Bundgeam Preschool, NSW

Women Leading Locally stories

"I'm thinking about what's the most significant change that has happened for me since doing this course, it's more so around finding a safe space with other women to explore leadership, because as a woman there aren't many safe spaces out there to explore leadership and to explore politics in a safe environment." – Participant 1

"I think it's given me a different perspective on local government because previously I had sort of not even considered it, written it off. I didn't think you could have any influence on local government. It's just bins and rates. That doesn't interest me at all, but since doing this course I've realised that there's so much more to it, and it is actually an avenue where you can do community development and change. And so certainly I'm probably more likely now than I was at the start." – Participant 2

"The course has encouraged me to think about becoming more involved, potentially different capacities on maybe advisory boards or triggering the professional side of things, so it's certainly opened my eyes to the possibilities in local government and running for election may be one of those things, but it might not be as well." – Participant 3

"The change is still happening. I'm learning a lot about the system. What is involved if you want to run for the elections themselves, the knowledge also of what it constitutes to be in that role and in terms of even campaigning." – Participant 4



Women Leading Locally launch event, 2022

Thank you

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- AON
- Commonwealth Bank
- Department of Jobs, Skills, Industry and Regions, Victoria
- Maddocks
- McKinsey & Company
- Office for Women, Department of Families, Fairness and Housing, Victoria
- Office for Women, Department of the Prime Minister and Cabinet

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- Ms Sheena Boughen OAM
- Ms Catherine Brooks
- Ms Jahna Cedar OAM
- Adjunct Professor Anne Cross AM
- Dr Sonja Hood
- Ms Jodi Kennedy
- Emeritus Professor Myles McGregor-Lowndes
- Professor Emerita Cynthia Mitchell
- Ms Gemma Purcell