



A Plan for Securing IFLA's Future – August 2023 Update

This document sets out the plan defined by the IFLA Governing Board in July 2022 to act on issues identified both by itself, and by IFLA members and volunteers, in order to secure IFLA's future. It represents a continuation of the work launched with the governance review in 2019-2021, and covers both initiatives that will be launched shortly, as well as those that are already underway.

It starts with an overview of some elements of background, an identification of the core issues, and then sets out how this Plan has come about as a means of addressing them. The rest of the document then lists the actions planned, setting out who is responsible (in the case of initiatives already launched, some of these attributions simply reflect what has happened to date) and then a timeframe and key actions.

As highlighted below, the Governing Board will provide updates on this Plan after each of its meetings.

Background

- Complaints on a range of matters relating to IFLA HQ received by the Governing Board
- The Governing Board commissioned two independent reviews December 2021 and January 2022
- The findings of the independent reviews did not support allegations of bullying, harassment, fraud
- The findings of the independent reviews showed problems in the management style with no hope for a quick turnaround
- Due to irreconcilable differences between the GB and the S-G, the GB decided to terminate the contract with the SG
- An amicable settlement between IFLA and the SG was concluded in October 2022.

Issues




- IFLA members have raised concerns about a range of matters:
 1. the circumstances relating to the dismissal of the S-G
 2. The relationship between IFLA and SIGL

3. The working arrangements and culture at IFLA HQ
 4. Financial arrangements and IFLA's financial sustainability
- Governing Board members have raised concerns on a range of matters
 5. Although financial matters were addressed in the Induction, there was not a shared understanding of the full responsibilities of GB members. Future Inductions should consider the most appropriate timing of the Induction and delivery mode.
 6. Complexity of the financial arrangements
 7. Whilst the current Stichting arrangements are usual in The Netherlands and comply with Dutch legislation, there is concern regarding their complexity and perceptions of their lack of transparency
 8. Overall, there is a need for improved communication at all levels of IFLA work to restore trust, increase transparency and position IFLA for a secure and stable future

Addressing issues

- To address the issues raised by members and the GB, a comprehensive response has been developed. The response articulates key activities, responsibilities, timeframes and reporting arrangements.
- An update on the proposed approach to address issues will be provided at the IFLA General Assembly on 25 August 2022.
- Status updates on the Plan will be discussed in regular meetings between the Acting S-G and the IFLA President.
- Status updates on the Plan will be provided at all GB meetings
- Following each GB meeting, an update on the Plan will be provided to IFLA members and IFLA staff

Legend

-  Completed
-  On Track
-  To be Reviewed

Our Plan

Activity	Responsibility	Timeframe and Key Actions	Status
A. Strategic Plan			
<p>A1. IFLA Strategy 2019-2024 (Issue 8) Report on the achievements of the IFLA Strategy 2019-2024 against the Key Initiatives</p>	Secretary General	<p>TASK: <u>Present the report to the April 2023 GB meeting</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • Narrative reports on each key initiative shared at every GB meeting • Activity & case studies incorporated into IFLA Annual Reports and SIGL mid-term report (due to be published August 23) <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August 23: Brief highlight report to be presented to GB and shared online with members with GB highlights note, alongside key initiative papers • August 23: SIGL mid-term report covering activities since 2017 funded by SIGL and aligned with IFLA strategy • Q4 2023, subject to budget approval, Evaluation & Impact Assessment expertise to be resourced to produce robust evaluation of 2019-24 IFLA strategy in 2024 (timeline to be agreed with 2023-25 GB). • Sessions at WLIC to focus on assessing progress against the current Strategy and to launch evidence gathering towards the next one 	ON TRACK (with revised format and timeline)

Activity	Responsibility	Timeframe and Key Actions	Status
<p>A2. Planning Dashboard (Issue 8) Review the Planning Dashboard – prioritise activities, confirm responsibilities and milestones, reporting timeframes.</p>	<p>Secretary General</p>	<p><u>TASK:</u> <u>Revised Planning Dashboard to be presented to the September 2022 GB meeting.</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • Project plan developed with responsibilities, timeframes and milestones • Dashboard now presented at each GB meeting <p>FURTHER IMPROVEMENTS & DEVELOPMENTS PLANNED</p> <ul style="list-style-type: none"> • December 2023 GB: New format 2024 plan and dashboards to be presented in line with a revised format of Annual Plan. 	<p>COMPLETE (and further improvements planned)</p>
<p>A3. IFLA Strategy 2025-2029 (Issue 8) Commence the development of the new IFLA Strategy 2025-2029. As part of the development of the Strategy develop a supporting 5 year financial plan</p>	<p>Secretary General and President</p>	<p><u>TASK:</u> <u>Proposed approach to new strategy development to be discussed at the December 2022 GB meeting</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • December 2022: Paper presented to GB meeting outlining process for review of current Strategy and process for development of new Strategy • July 2023: Approach and timeline prepared, alongside plans for strategy-related sessions at WLIC. Plans to be on the agenda of the incoming GB 	<p>COMPLETE (process commenced on strategy development)</p>

Activity	Responsibility	Timeframe and Key Actions	Status
		<p><u>FUTURE ACTIONS</u></p> <ul style="list-style-type: none"> • August 23 WLIC: President elect to incorporate thinking into conference address. • August 23: Incoming GB to establish 24-29 Strategy working group based on discussion paper with timeline • December 23: Share draft 5 year financial plan with GB • Jan-Aug 2024: Develop and share draft strategy with members and volunteers to seek and incorporate inputs 	ON TRACK for '23-25 GB to lead development of new strategy & 5 year financial plan)
B. IFLA work environment			
<p>B1. Leadership of IFLA HQ (Issue 3)</p> <ul style="list-style-type: none"> - Appointment of GB Delegate (Halo Locher) - Appointment of Acting S-G (Helen Mandl) 	<p>President</p> <p>President, GB</p> <p>President, GB</p>	<p><u>TASK</u></p> <p><u>IFLA Interim leadership</u></p> <ul style="list-style-type: none"> • 1 April – 31 August 2022: GB Delegate (Halo Locher) interim SG • 1 September 2023 – 30 May 2023 Deputy SG (Helen Mandl) Interim SG1 June 2023- New Secretary General (Sharon Memis) commenced 	COMPLETE
<p>B2. Recruitment of the new Secretary General (Issue 3 and 8)</p> <p>The recruitment process can only commence once the legal proceedings with the outgoing Secretary General have been resolved.</p> <p>In the meantime, planning for the recruitment process should progress. A recruitment agency will be engaged to assist in the recruitment process.</p>	<p>Search Committee of the GB</p>	<p><u>TASK</u></p> <p><u>Recruit new Secretary General</u></p> <p><u>ACTIONS TAKEN</u></p> <ul style="list-style-type: none"> • October 2022: Amicable settlement concluded with outgoing Secretary General • Meetings held with employment consultant to grade position, level and 	COMPLETE

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<p>The ERB (Employees Representative Body) will be kept informed of the process, through regular updates. The Search Committee will make its recommendations on the appointment of the SG to the GB, for approval by the GB</p>		<p>advise on appropriate salary. Recommendations on salary for Secretary General decided by GB</p> <ul style="list-style-type: none"> • Quotes obtained from recruitment agencies • Recruitment agency selected and recruitment process conducted • April 23: Interviews held and decision taken on selected candidate • Appointment completed • Finalised the contract and employment process • May 23: Announced new Secretary General to IFLA’s staff, members and the library field. 	
<p>B3. Focus on improved communication (Issue 3)</p> <ul style="list-style-type: none"> - Regular staff meetings implemented <ul style="list-style-type: none"> o Weekly Team Leader meetings o Fortnightly all staff meetings - Regular meetings with ERB 	<p>Secretary General</p>	<p><u>TASK:</u> <u>Improve internal communications</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • Staff meetings are held fortnightly • Updates provided and news from GB • ERB provided monthly report to GB – (from July 23, ERB will now report to GB through SG, on the agreement of the ERB) • One-on-one meetings held with all staff • Workplace facilitator met with IFLA staff and prepared report and recommendations for the GB (2022Q4) • GB members met with IFLA staff to improve communication and build trust (2023Q1) 	<p>ON TRACK</p>

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		<ul style="list-style-type: none"> • Additional meeting of GB members and IFLA staff to discuss recommendations (2023Q2) • Agreed that Acting Secretary General and IFLA staff will take process forward with additional facilitation if required (2023Q2) • The Acting Secretary General and the ERB developed brief for a facilitator and contacted preferred facilitator. (2023Q2) • July 23: New SG began working with ERB and IFLA staff to develop new culture and ways of working within IFLA HQ <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • Q3/4 2023: Coach facilitator to work with IFLA team over 12 month period to develop team values and behaviours and build new organizational culture. • Q3/4 2023: With ERB and IFLA team, develop Learning & Development strategy • ERB and staff will decide whether they still wish to bring in a facilitator to complete previous process. This is an ERB and IFLA staff decision. 	
<p>B4. Organisation Structure (Issue 3) New structure with a team structure trialled – reduction in number of direct reports to the GB Delegate / Acting SG</p>	GB Delegate	<p>TASK <u>Trial new organization structure to reduce GB Delegate/ASG direct reports</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • 2022Q2: New structure in place with larger management team • June '23 pulse survey trialled 	COMPLETE

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		FUTURE ACTIONS <ul style="list-style-type: none"> 2023 Q3/4 – IFLA HQ team to develop new organization design taking holistic view of culture, policies, Learning & Development strategy, values framework, behaviours, systems, compliance and overall organizational effectiveness – 12 month timeline 	ON TRACK
C. Relationship between IFLA and SIGL			
C1. IFLA and SIGL (Issue 2, 4, 6 and 7) Clarification of the legal and financial arrangements between IFLA and SIGL <ul style="list-style-type: none"> Agreement to be reached with SIGL on the Joint Account Agreement Develop funding requests to SIGL which are project based Page on IFLA website to be updated https://www.ifla.org/sigl/ to provide more details of the background of the formation of the Stichting IFLA Global Libraries (SIGL) 		<u>TASK:</u> IFLA SIGL relationship: <ul style="list-style-type: none"> Confirm the Joint Account Agreement by December 2022. Applications for new project funding for 2023 and beyond SIGL web page on IFLA website to be updated by 30 September 2022. ACTIONS TAKEN <ul style="list-style-type: none"> October 2022: SIGL and IFLA met to discuss and confirm ongoing relationship and support January 2023; Meeting held between IFLA and SIGL and financial advisors to discuss funding options and whether appropriate to move to project based funding. Advice confirmed Joint Account Agreement most appropriate format for both organisations April 2023: Workshop held between SIGL and key staff at IFLA to establish communication channels regarding finances and the Joint Account Agreement 	ON TRACK

Activity	Responsibility	Timeframe and Key Actions	Status
		<ul style="list-style-type: none"> • June 23: Information provided to support audit of SIGL funds spent in 2022. Clean, unqualified audit for both. Submitted 2023 budget and plans to SIGL Board. • SIGL have developed new webpage: https://www.sigl.nl including background information to be launched August 2023 • June & July 2023: New IFLA SG held meetings with SIGL Board to establish new ways of working to ensure both organisations achieve objectives. Agreement to meet in Q3/Q4 2023 to reboot strategy for legacy fund and agree new ways of working. • July 23: Developed a report outlining the projects undertaken by IFLA and supported by SIGL over the past five years to distribute at WLIC August 23 <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August 23: Publish and distribute mid-term report funded by SIGL and co-produced with IFLA to demonstrate impact of legacy grant to date and support future fundraising • August 23: SIGL to join 23-25 GB meeting at WLIC for joint session. • August 2023: SIGL website to be launched • Q3/Q4 2023: ‘Reboot’ IFLA – SIGL strategic plan for remaining legacy funds and develop plan to identify other funders and build financial sustainability 	

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		<ul style="list-style-type: none"> Q3/Q4 Review operational and financial relationship and protocols given IFLA SG no longer in dual role as SIGL SG to ensure regular and effective communications. December 23: Present plans to GB 	
D. IFLA Governance			
<p>D1. Statutes and Rules of Procedure – Comprehensively reviewed in 2019-2021</p> <ul style="list-style-type: none"> Extensive consultation with Professional Units and IFLA stakeholders Approved by an Extraordinary General Assembly February 2021 –effective from August 2021 	GB and SG	<p>TASK: <u>Review Statutes & Rules of Procedure</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> February '21: approved by Extraordinary GA post extensive consultation and effective from August '21 <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> Incoming GB to explore possible evaluation of the new governance structures and possible changes 	COMPLETE
<p>D2. Handbook (Issue 8) To support the practical work of the Statutes and the Rules of Procedure.</p> <ul style="list-style-type: none"> Working Group membership to include representation from IFLA HQ, GB, PC, RC, MLAS Handbook needs to be ready for the 2023 election cycle 	Acting SG	<p>TASK <u>Produce handbook to support statutes & rules of procedure</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> 2022 Working Group defined Terms of Reference and reviewed and developed sections of the Handbook December 2022: Updated handbook presented to GB February 2023: Final version of the handbook approved by GB then published and made available to all IFLA committees. June 2023: Handbook made available to incoming committee members 	COMPLETE

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<p>D3. IFLA Code of Ethics for the Members of the Governing Board and Officers (Issue 5)</p> <ul style="list-style-type: none"> - Approved by the GB in 2006 - Undertake a review by a working group with a representative from the GB, MLAS Standing Committee, PC, RC, and an Honorary Fellow 	<p>President-Elect</p> <p>(PE could be the GB representative)</p>	<p><u>TASK</u> <u>Review Code of Ethics for Governing Board and Officers</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • 2022 Working Group defined Terms of Reference and reviewed and developed Code of Ethics for Governing Board. • February 2023: Approved and signed by GB and published on IFLA’s website and IFLA-L <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August '23: Recommendation to incoming Governing Board to work on a Code of Ethics and Conduct appropriate to all IFLA volunteers across all committees . GB to agree timeline 	<p>ON TRACK</p>
<p>D4. Policies – internal governance (Issue 3, 4, 5 and 6)</p> <ul style="list-style-type: none"> • Audit of policies to be undertaken. • Gap analysis of policies and schedule of policy development to be presented to the Governing Board • Examples of policies required: Purchasing Policy; Whistleblower; Travel for IFLA staff, contractors, GB and other elected members. 	<p>Secretary General and Treasurer</p>	<p><u>TASK</u> <u>Undertake audit of IFLA’s internal policies and update or develop policies not in place</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • 2022: HR consultant reviewed existing internal policies and identified outstanding policies required by Dutch law • GB members updated on new policies at every GB meeting. • Policies developed with staff input and agreed with ERB. 	<p>ON TRACK</p>

Activity	Responsibility	Timeframe and Key Actions	Status
		<ul style="list-style-type: none"> Policies so far approved include, Unwanted Behaviour, Travel Policy, and, most recently, Whistleblower Policy in August 2023. <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> Continue to review and ensure policies appropriate, regularly reviewed and implemented. 	
<p>D5. Project Management Framework (Issue 3)</p> <ul style="list-style-type: none"> Develop and implement a project management framework for managing all projects Audit of project activity to determine application of a project management framework <p>All projects undertaken by IFLA HQ must comply with an approved project management framework. Training to be provided to staff.</p>	<p>Secretary General and Treasurer</p>	<p><u>TASK</u></p> <p><u>Project Management Framework (Prince2) implemented by April 2023</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> Project management training options were researched and options identified but not implemented <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> Q4 2023 New SG will work with HQ team to review project management needs as part of wider programme development, delivery and reporting review for implementation in 2024. To agree approach at December 2023 FRC. 	<p>TO BE REVIEWED</p>
<p>D6. Communication with Members (Issue 8)</p> <ul style="list-style-type: none"> Meet the GB session included in all WLIC programs. A panel comprising the President, President-elect and Treasurer provide an update 	<p>President</p>	<p><u>TASK:</u></p> <p><u>Improve communication between GB and Members and develop a social media strategy for IFLA</u></p>	<p>ON TRACK</p>

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<p>on IFLA matters. The session includes a Q&A session.</p> <ul style="list-style-type: none"> Following each GB meeting, an update on the Response will be provided to IFLA members and IFLA staff Develop a social media strategy: how IFLA communicates using social media; protocols for communication <p>Adopt Plain English for all communications to IFLA members and stakeholders</p>	<p>President</p> <p>Secretary General</p>	<p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> August '22: Out in the Open session with GB at WLIC 2022 Dublin September 22 onwards: Key outcomes of GB meetings published on website and IFLA-L and shared with staff Plan developed and updated regularly - published on website after GB meetings Meeting held with GB and Chairs of the Professional and Regional Councils, the Professional and Regional Divisions and Advisory Committees. Meetings held with President and each Regional Division Committee Plain English guidelines approved at the February 2023 GB meeting Social media strategy provided to February 2023 GB as basis for further development <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> August 2023: Scheduled in WLIC 2023 Rotterdam “Meet the Governing Board” Q4 2023: Social media strategy to be further refined as part of the new strategic communications strategy. Update to the Plan loaded to website after each GB meeting with incoming GB to decide how to address outstanding issues. Further meeting to be held with GB and Officers 	

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<p>D7. Induction for GB members (Issue 5) The induction manual for GB members to be reviewed and revised to ensure that a comprehensive induction can be provided to the incoming GB members for the 2023-2025 term.</p>	<p>Secretary General</p>	<p>TASK: <u>Induction for GB Members</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • Initial review of current induction manual undertaken. Due to Governance changes, substantial rewrite required. Some material now included in Handbook. • February 2023: Overview of Induction approved by GB • April 2023: Updated outline and basic content provided for GB meeting • June 2023: First review of induction manual completed for GB meeting • July 2023: Induction Manual sent to incoming GB members <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August 2023 Finalize content at meeting and provide induction to 2023-25 GB • August 2023: Briefing from Notary for incoming GB re duties and liabilities under Dutch law 	<p>ON TRACK</p>
E. Finance			
<p>E1. Annual Financial Audits 2021 (Issue 4) undertaken by external auditor, as per Dutch law</p> <ul style="list-style-type: none"> - Reporting to GA - Included in Annual Report 	<p>GB Delegate / IFLA Finance Officer and former Interim Treasurer</p>	<p>TASK</p> <ul style="list-style-type: none"> • August 2022: 2021 audit and Annual Report approved at GA 	<p>COMPLETE</p>

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<p>E2. New auditor appointed (Issue 4) Follows best practice to regularly appoint new auditors every 4-5 years</p> <p>As an incoming auditor, they will undertake a full review of finances, governance, human resources, and information technology policies and practices. A key task will be to confirm compliance with applicable laws, accounting standards, policies and procedures by reviewing these against observed practice.</p> <p>The audit process includes the interim audit in October and the annual audit process is scheduled April – June.</p> <p>The auditors will make observations regarding risk and recommend improvement measures. Their report with recommendations will be presented to the Finance and Risk Committee and the GB</p>	<p>GB Delegate</p>	<p>TASK: <u>Identify new auditor and engage to audit 2022 accounts and undertake wide-ranging audit of finance and processes.</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • Interim audit held in November 2022 • Auditor identified and they undertook due diligence process as IFLA is a new client. • Audit completed in July 2023 – unqualified audit with IFLA confirmed as a going concern. Positive assessment of IFLA’s financial controls and processes. <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • Q4 2023: We will review scope of further work with auditor and prepare for 2023 accounts 	<p>ON TRACK</p>
<p>E3. Undertake internal audits (Issue 4)</p> <p>Internal audits are a risk mitigation strategy that provide assurance that the organisation’s frameworks, policies, practices, processes are effective. The audit will review internal controls.</p> <p>The internal audit process is undertaken by an (independent) external auditor.</p> <p>Examples of internal audits: credit card, travel, timesheets, project management.</p>	<p>Secretary General</p>	<p>TASK: <u>Engage auditor to undertake wide-ranging audit of internal processes arising from audit.</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • Internal Audit Plan and Recommendations approved by Governing Board December 2022. • July 2023: Audit of 2022 accounts gave positive assessment of IFLA’s financial controls and processes. 	<p>ON TRACK</p>

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<p>The Auditors will provide recommendations – these will be categorized as <i>High, Medium, Low</i>. Management will respond and provide timeframes for addressing the recommendations.</p> <p>The Finance and Risk Committee ENDORSES the Recommendations and Actions. The Governing Board APPROVES the Recommendations and Actions</p>		<p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August 2023: Finance & Risk Committee to recommend priorities and timeframes to GB • Q4 2023: We will review scope of further work with auditor • Quarterly updates on progress against recommendations to be provided to Finance and Risk Committee and Governing Board 	
<p>E4. Financial governance (Issue 4 and 7)</p> <ul style="list-style-type: none"> • GB members to attend a “Finance for non-Finance professionals” workshop • Quarterly reporting of financial reports, including actual v budget, to be published on the IFLA website • Review structure of accounts – seeking to simplify the structure 	IFLA Treasurer	<p>TASK: <u>Strengthen financial governance</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • December 2022: Finance Workshop for GB members • Auditor preparing interim audit reviewed and advised on structure of accounts and options for simplification • Format of quarterly report agreed by GB in April 2023 • Q1 financial report available on IFLA website <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August 2023: Full accounts rather than simplified summary published with Annual Report and shared with General Assembly • August 2023: Provide Q2 financial report for approval at GB meeting • August 2023: Agree with incoming GB when whether they wish to have a “Finance for non-Finance professionals” workshop 	ON TRACK

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<p>E5. Review the Risk Policy and Register (Issue 4)</p> <p>Risk management is a key governance and management function that ensures the management of risk is embedded within business processes and integrated within governance and accountability arrangements, performance management, strategic and business planning, and reporting processes.</p> <p>Through effective risk management, IFLA will:</p> <ul style="list-style-type: none"> • Minimise negative outcomes • Take advantage of opportunities to improve outcomes • Ensure informed decision making • Increase stakeholder confidence in IFLA's performance • Enhance business opportunities <p>Example of risk: <i>Financial security</i> – how does IFLA ensure financial sustainability beyond the SIGL grants?; <i>IT infrastructure</i> – does the infrastructure enable IFLA to deliver its services?</p>	<p>Secretary General Treasurer</p>	<p>TASK: <u>Review Risk Policy and Register</u></p> <ul style="list-style-type: none"> • Phase 1 –Review the Risk Policy (June 2021 version) • Phase 2 – Develop and review Risk Register and ensure appropriate training. <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • February 2023: Draft Risk Policy reviewed by the Finance and Risk Committee and again in April 2023 • June 2023: Risk Policy endorsed by GB and agreed top risks will be reviewed at future FRC and GB meetings <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August 2023: Risk Register with RAG (Red Amber Green) status to be presented to FRC, and current and incoming GBs • Q3 2023: Risk Management workshop with IFLA HQ and Treasurer to update and refine risks, mitigation and impact • Options for risk management training to be explored • Risk register will be owned by IFLA HQ and reviewed regularly by FRC and GB 	<p>ON TRACK</p>
F. OTHER MATTERS			
<p>F1. General Assembly (Issue 8)</p> <ul style="list-style-type: none"> - Prior to COVID-19, the GA was scheduled to coincide with the annual WLIC - In 2020, due to COVID-19 restrictions, the GA was held as a virtual event on the basis of an 	<p>Acting SG</p>	<p>TASK: <u>Plan General Assembly as hybrid event</u> Develop a discussion paper, with options, on the scheduling of the General Assembly, for discussion at the December 2022 GB meeting</p>	<p>ON TRACK</p>

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<p>exception in a COVID related ruling by the Dutch Government. In 2021 based on the new Statutes that allowed online participation and online voting the GA was announced as hybrid event. There was the option for attendance, but this was limited to those members who could travel and it was feasible to do so for a one hour meeting.</p> <ul style="list-style-type: none"> - In 2022, the GA was held as a virtual event on 25 August. This decision was based on the reduced time frame for the WLIC program of 3 congress days that did not offer additional time for the execution of the GA - There has been requests to again schedule the GA during the WLIC to better facilitate face-to-face attendance by the membership. 		<p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • December 2022 GB meeting: Discussion paper prepared • April 2023 GB: Timeline for General Assembly, including quotes for hybrid format presented to GB. • July 2023: Convening note for GA sent to members <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August 2023: Hybrid General Assembly to take place at WLIC. 	
<p>F2. World Library and Information Congress (WLIC) In recent years, the format of the WLIC has been adjusted due to COVID-19 restrictions:</p> <ul style="list-style-type: none"> - 2021 – virtual conference - 2022 – 3 day program, onsite - 2023 – hybrid (virtual and onsite) delivery <p>Members have also requested that consideration be given to a biennial even triannual conference – to reduce resourcing, address financial risks</p> <p>The Expression of Interest for the 2024 WLIC closes on 12 September 2022.</p>	Secretary General	<p><u>TASK:</u></p> <p><u>Develop a discussion paper on WLIC options for discussion at the April 2023 GB meeting</u></p> <p>ACTIONS TAKEN</p> <ul style="list-style-type: none"> • February 2023 GB: Hybrid format for WLIC 2023 with trial of regional hubs approved • April 2023 Site visit for WLIC 2024 undertaken – IFLA HQ & GB member • April 2023: Report on bids for WLIC 2024 prepared for GB with agreement in principle for Dubai as location 	WLIC MODEL TO BE REVIEWED

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		<ul style="list-style-type: none"> • June 2023: Decision taken to hold 2024 WLIC in Dubai • July 2023: Member consultation on Dubai through non-binding Advisory Referendum and Volunteer Survey • August 2023: GB confirmed Dubai decision and suggested incoming GB review WLIC model <p>FUTURE ACTIONS</p> <ul style="list-style-type: none"> • August 2023: Incoming GB to agree timeline and approach of WLIC model review. • Develop strategic discussion paper for future models of WLIC. Incorporate outcomes of trial concept at WLIC 2023 and trends within meetings industry 	