

REGION

# XI

UPDATE



SEPTEMBER 2025

## IIMC Region XI Symposium - Liverpool, England

September 11-12, 2025



Britannia Pavilion - Albert Dock: An award-winning exhibition, the Beatles Story takes you on a journey through the lives of Liverpool's most famous export. Imagine a day in the life of John, Paul, George and Ringo, with original memorabilia, including John Lennon's original piano. It brings the Beatles to life through an array of atmospheric exhibitions, including Abbey Road, the early days at the Casbah Coffee Club and a real Yellow Submarine.

## REGION XI CALENDAR

**September 11 & 12, 2025**

ADSO Symposium, Liverpool, UK

**October 14 & 15, 2025**

SLCC Annual Conference,  
Hinckley Island, Leicestershire, UK

### Region XI Directors



**Arnout J.O. van Kooij,  
MMC**

City Clerk  
IJsselstein, The Netherlands  
Term Expires May 2027



**Linda Larter**

Chief Executive/Town Clerk  
Sevenoaks, UK  
Term expires 2026



*Professionalism In Local  
Government Through  
Education*

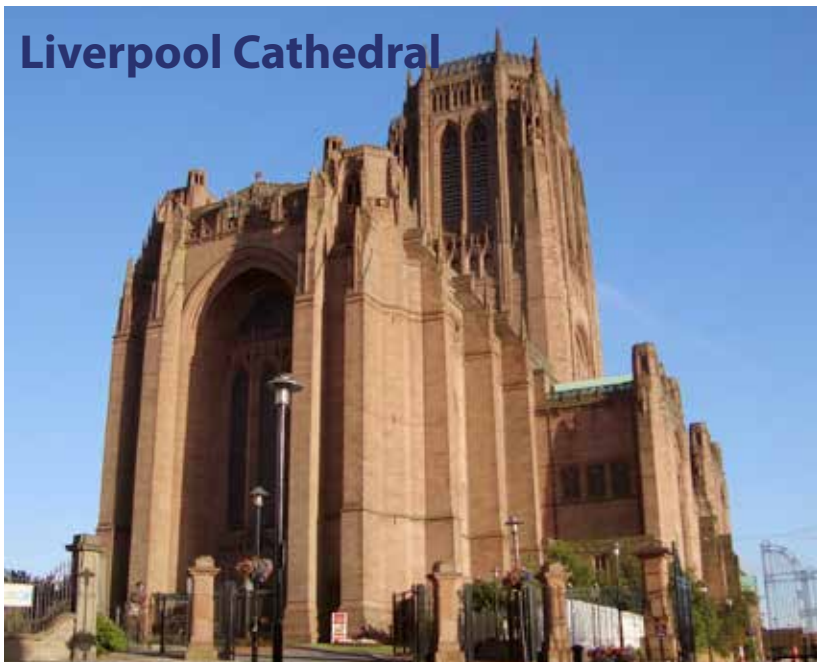
IIMC is affiliated with 49 U.S. & Nine Canadian Associations.  
National affiliations:

- ATAM (Portugal)
- IAM (Israel)
- UDITE (Europe)
- IMASA (South Africa)
- NAMCB (Bulgaria)
- SLCC (England)
- VVG (The Netherlands)
- SOLAR (Scotland)
- ADSO (England)
- Excello.net (Belgium)

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### Liverpool Cathedral



As the biggest Cathedral in Britain and the 5th largest across Europe, the Liverpool Anglican Cathedral is a stunning piece of architectural history. Constructed between 1908 and 1978, this religious monument also holds the title of being the longest Cathedral in the world.

With a lot of beauty inside, the Liverpool Cathedral also features remarkable views from the outside. From stained glass to the impressive 331m height, if you time your visit right you may hear the ringing of the bells - the highest and heaviest ring peals in the world.

# President's Message



**Dawn Abrahamson, MMC**

IIMC President, 2025-2026

## *With Appreciation and Anticipation*

As a 30-year member of IIMC, I have had the incredible opportunity to become acquainted with many of our esteemed colleagues from Region XI. The chance to learn from you, to expand my understanding of diverse cultures, and to engage with such dedicated municipal professionals has truly been a heartwarming and enriching experience.

I regret that I am unable to participate in the 2025 Study Abroad Program in England. However, I am excited to share that I will be attending the SLCC Conference this October. This will mark my first time traveling overseas, and I am truly looking forward to the experience and the opportunity to learn, connect, and grow alongside international colleagues.

To those Region XI members who attended this year's annual conference in St. Louis, your presence added immense value to our gathering. The perspectives you bring and the spirit of collaboration you embody continues to inspire us all. Thank you for traveling such great distances to be part of our shared mission to strengthen the role of Municipal Clerks around the world.

I would like to extend a heartfelt invitation to all Region XI members to get involved with the International Institute of Municipal Clerks (IIMC). Your voice, experience, and participation are incredibly valuable—not just to the organization, but to the global community of clerks we proudly serve.

Being involved with IIMC offers a wide range of benefits, including:

- **Professional Development:** Access to exceptional professional development, certification programs (CMC and MMC), and continuing education tailored to our profession.

- **Networking Opportunities:** Connect with clerks from across the globe, build lifelong friendships, and share best practices.
- **Leadership Experience:** Serve on committees or the IIMC board to influence the direction of the profession and develop your leadership skills.
- **Global Perspective:** Learn from the diverse experiences of members around the world, gaining insight into how different communities and cultures approach governance.
- **Annual Conferences & Events:** Participate in dynamic learning environments and energizing gatherings that leave you inspired and better equipped for your role.
- **Support & Mentorship:** Tap into a vast network of peers who are ready to support, encourage, and mentor each other.

IIMC is more than a professional organization—it's a community committed to excellence, integrity, and mutual growth. I hope you'll take the next step in your IIMC journey and get involved. Your contributions will make a meaningful difference.

As we look ahead, we are excited to welcome you to IIMC's 80th Anniversary Conference next May in Reno, Nevada. We hope you will join us as we celebrate eight decades of connection, growth, and professional excellence.



# IIMC Annual Conference 2025 – Perspective – The Netherlands

By Arnout J.O. van Kooij, MMC - IIMC Region XI Director



**F**rom May 16 to 21, I had the honour of attending the IIMC Annual Conference in St. Louis, Missouri, representing not only the Dutch Association of Local Council Clerks (VvG), but also as a board member of IIMC Region XI. I was joined by fellow Region XI board member Linda Larter from the UK's SLCC.

The conference took place in and around the iconic Gateway Arch, a unique and symbolic location that perfectly captured IIMC's international spirit. The event was completely sold out, and the atmosphere was vibrant and welcoming.

Throughout the week, we held several board meetings, including some important and honest conversations within our own Region XI. Recent events had created some tension, and I felt it was necessary to address those issues clearly and constructively. At the same time, I extended a hand to move forward together — and that gesture was well received. What followed felt like a genuine charm offensive, and a renewed commitment to collaboration within our region.

The Dutch VvG has been a proud member of IIMC since our founding. Many of our members have earned their CMC or MMC designation over the years — something we highly value and want to continue to support. Like any long-term relationship, there are highs and lows, but the connection with IIMC remains important and meaningful to us.

The conference program included a mix of professional development sessions. While not everything was directly related to our work as Dutch clerks, topics such as mindfulness, work-life balance, and time management resonated strongly.

Of course, there was also time to celebrate, connect, and enjoy being part of such a diverse and international network. Looking ahead: at next year's conference in Reno, Las Vegas, Region XI will again host a dedicated session, this time in collaboration with our colleagues from the UK and Belgium. More on that soon!

## First-Timer from England – Not a Clerk, but a Marketeer! – SLCC, England

By Gemma Rickard, Head of Marketing, Membership & Digital  
Society of Local Council Clerks (SLCC)



**A**tending the IIMC Annual Conference in St. Louis this May was a true highlight of my professional journey. It was my first time at an IIMC event, and I had the privilege of representing both the Society of Local Council Clerks (SLCC) and Region XI. With the theme “The Gateway to Education,” the conference lived up to its name in every way. It was inspiring to be among Municipal cClerks from across the U.S. and around the world, especially as part of the largest in-person gathering since before the pandemic—including more than 280 first-time attendees like myself.

I had the chance to help at the Region IX stand in the exhibitor area, which gave me a great opportunity to connect with Clerks from all over. It was fascinating to learn about the differences—and many similarities—between the roles, and it really reinforced the value of the international community.

From a marketing perspective, I found the event hugely insightful. IIMC’s promotion of future conferences stood out—particularly the engaging video showcasing next year’s event in Reno, Nevada, complete with fun facts about the destination. It’s a simple idea we haven’t tried at SLCC, but one I’ll be taking home. I also appreciated the inclusive touches throughout the conference, like recognising first-timers and long-timers during the opening session—small moments that made a big difference in creating a welcoming atmosphere. I was also impressed by how involved the host state was. It’s something I think we could build on at SLCC—working more closely with our local branches early on to bring that same sense of ownership and pride to our own events.

Two sessions, in particular, stood out for me. The keynote “Amputate to Amplify” by John Register was truly unforgettable. His story—from Olympic-class hurdler and Army combat veteran to Paralympic silver medalist following a life-changing amputation—was deeply moving. His resilience and ability to keep going in the face of immense adversity really put my own challenges into perspective.

Another favourite was Stephanie Staples’ session on “Trying to be all Things to all People.” As a working mum, her message really hit home. She introduced the Kaizen approach—small, purposeful actions that can be easily applied to improve both personal and professional life. Her tips for avoiding burnout and making meaningful change were practical and empowering, and I’ve already started thinking about how I can bring these principles into my daily routine.

I left St. Louis full of ideas, inspiration, and gratitude. Thank you to everyone who made the experience so special—it was an honour to be part of such a supportive and energising community. I’m already hoping I’ll be able to attend Reno next year!

# Reflections On My Time At The IIMC Conference in St Louis – SLCC - England

By Gina Lopes, SLCC President



**A**s a UK Clerk for more than 20 years, I have attended many Conferences and events, however, it was great to see how this works in the US. I felt very privileged to be invited to attend IIMC's 79th Annual Conference in St Louis and also found similarities but also many differences to how we organise Conferences in the UK.

It was a great honour to carry the "Union Jack" flag at the Opening Ceremony and to participate in such a patriotic event. I felt this was a fantastic way to start the Conference and is certainly something we could consider in the UK as we open our Conference in a much more sedate manner. You could feel the positive energy in the room when all the flags were paraded in and it was really quite moving.

When I was invited to contribute and read an opening prayer. I felt this was a lovely touch and a moment of

personal reflection and togetherness for us all as Clerks of so many different states and countries.

The keynote Speakers were truly inspiring and everyone in the room was fully engaged as they shared their stories and awesome achievements. It certainly reminded you there is no such thing as "I Can't because..."

There was a wide variety of sessions which provided a good choice for Delegates but I liked the very social element of the Conference as well. The "Rockin on the River" party gave everyone a night to remember and certainly the trip up the Gateway Arch is something I shall not forget with such an amazing view at the top. The lively interaction between Delegates and the other meet ups on offer made this a great way to get to know each other and really enjoy the Conference.

It was not just an incredible learning experience but a truly memorable occasion in the yearly calendar. To end with the Annual Banquet was the icing on the cake and it was a fantastic way to celebrate both the outgoing President, Lisa Garcia and welcome Dawn Abrahamson as the new President. I have met Lisa several times during the year whilst I have been the UK SLCC President and thank her for all her support and hard work. I would also like to wish Dawn every success in her Presidential year, I know she will have a fantastic time!

Please join the newsletter to get monthly uplifting insights and useful information from Becky Walsh: <https://dashboard.mailerlite.com/forms/388021/84328733529343657/share>

Join Becky on Retreat in October [www.brightlife.com/event-details/burn-out-how-to-live-vibrantly-and-build-your-life-force-with-becky-walsh](http://www.brightlife.com/event-details/burn-out-how-to-live-vibrantly-and-build-your-life-force-with-becky-walsh)



# My Experience of IIMC's Annual Conference in St Louis – SLCC - England

By Linda Larter, MBE - IIMC Region XI Director



**P**rior to the commencement of the IIMC Conference as a Region XI Board Member, I attended two days of meetings with fellow Board Members. It was a good opportunity to work together in person as often are meetings take place on zoom as a necessity for all our geographic locations across the world.

The Clerks from the Host Committee in St Louis need to be congratulated on providing a truly unforgettable experience for those attending. The facilities and flavour of the location fully complimented the educational experience provided by IIMC staff and provided a true camaraderie vibe.

Keynote speakers were excellent, always something to learn from attending individual sessions but as always, I learned more from networking with fellow Clerks.

We had a good Region XI meeting bringing together representatives from Belgium, Bermuda, Netherlands and England. We discussed concerns about election procedures, flag, and other national protocols. However, we concentrated more on moving forward with projects within our Region XI Strategy, including relaunching the Buddy Project, presenting at the 2026 Annual Conference on a topic which would have international interest and playing a greater part in hosting a Region XI reception.

# A Week of Inspiration, Connection, and Growth – Perspective - Belgium

By Tine Vervisch, Exello.Net



The IIMC Conference in Saint Louis was more than just an international gathering of Municipal Clerks. It was a vibrant melting pot of ideas, emotions, insights, and unexpected turns – including a tornado on Friday, right after arrival! Fortunately, safety procedures were solid, and the adventure could begin.

## The City, the Atmosphere, and... the Arch

Saint Louis welcomed us not only with an impressive skyline and warm hospitality, but above all with a unique vibe. The iconic Gateway Arch is more than just steel and concrete. It's a feeling, an experience, a view you'll never forget.

Standing on top of the Arch, you literally and figuratively see farther – a perfect metaphor for this Conference.

One powerful message that kept coming back during the sessions: in times of change, you're no longer the expert – you're the student. And that's exactly what we experienced: space to grow, to gain new insights, and to let go of what we thought we knew.

## International Recognition and Connection

With more than 700 attendees and 300 first-timers, the conference was completely sold out.

A special moment: being able to administer the oath to the Past President – a true recognition of integrity, dedication, and authenticity. The focus wasn't on titles or positions, but on who we are. It was an honour and a milestone in our international collaboration.

## KC Wolf and the Power of Character

Meeting KC Wolf, mascot of the Kansas City Chiefs, turned out to be far more than light-hearted entertainment. After surviving a serious bungee-jumping accident, he now shares a deep message about leadership:

- Leadership is making a positive difference in some one's life every day.
- Choose impact – be a 'shiner'.
- Live with character, passion, and purpose.
- Ask yourself every morning what you're grateful for.

His life philosophy is inspiring, down-to-earth, and – most of all – applicable.

## Trust in a Digital World

In a time of advanced technology and widespread disinformation, trust in government isn't a luxury – it's a necessity. We were challenged to take responsibility:

- Own your mistakes.
- Respond to misinformation.
- Be a beacon of reliability.

A message that sticks – especially in a world where polarization is increasingly visible, even in democracies like the U.S.

## Final Reflection

The IIMC Conference in Saint Louis was a powerful reminder that leadership starts with you, that growth comes through vulnerability, and that we are stronger together. A blend of awe, connection, reflection – and joy.

**And the quote of the week:**

*"Your best side for a selfie is your inside."*



# FROM CONFLICT TO COLLABORATION: TRANSFORMING COUNCIL CULTURE FOR THE BETTER



Helen Symmons  
PSLCC, Local  
Council  
Consultancy (LCC)

Associate, Locum and Internal Auditor, examines how councils can break free from conflict and foster a culture of collaboration, professionalism, and respect.

*'When a council's culture turns toxic, it doesn't just impact meetings - it erodes trust, damages reputations, and stifles progress.'*

Creating a positive council culture isn't just a 'nice-to-have'; it's essential for effective governance, professional relationships, and public confidence. I was therefore delighted to work on a recent assignment for LCC – providing a bespoke training session for a council grappling with internal tensions, communication breakdowns, and low morale. The goal? To equip members and officers with the tools to foster a healthier, more constructive environment.

## Why council culture matters

A dysfunctional council culture can manifest in many ways: persistent conflict, lack of engagement, personal attacks, or an 'us vs. them' mentality. This environment can make councils unproductive, discourage positive community engagement, and even lead to legal or reputational consequences.

On the other hand, a positive culture fosters respect, professionalism, and effective decision-making. Councils that invest in cultural change see improved teamwork, reduced tensions, and better outcomes for their communities.

## Key themes from the training

### 1. Leadership and accountability

Culture starts at the top. Councillors and clerks set the tone through their behaviour and decisions. Encouraging self-awareness, personal responsibility, and a commitment to ethical conduct can shift even the most challenging dynamics.

### 2. Effective communication

Miscommunication is at the heart of many council disputes. The training emphasised active listening, managing disagreements with professionalism, and fostering an open but respectful dialogue. Simple changes – such as structured discussions and abiding by clear meeting protocols – can prevent minor misunderstandings from escalating.

### 3. Respect and inclusion

A truly positive council culture values every member's input. Creating a space where diverse perspectives are respected prevents cliques, bullying, or dismissive attitudes from taking root. This also builds public trust, as residents see their representatives working together rather than engaging in power struggles.

### 4. Governance and professionalism

Beyond interpersonal dynamics, good governance practices – such as adhering to codes of conduct, setting clear expectations, and resolving conflicts fairly – are fundamental. The training explored strategies for handling difficult behaviour while maintaining professionalism – as well as highlighting and recognising the difference between challenging but acceptable behaviour and that of a toxic nature.

## Turning lessons into action

At the end of the session, councillors and officers left with a clear roadmap for change. They committed to small practical changes for the council and themselves as individuals. These changes won't happen overnight, but by prioritising culture, councils can foster a more productive and professional environment and truly embrace the concepts of the civility and respect pledges they make.

## Final thoughts

A positive council culture isn't just about avoiding conflict – it's about creating a foundation for collaboration, trust, and effective governance. The decision of this council to embrace some training and for all to be involved was a great first step on getting them back on track and wanting to serve their community in the way all councils in our sector should.



Contact LCC on  
[consultancy@localcouncilconsultancy.co.uk](mailto:consultancy@localcouncilconsultancy.co.uk)  
or via our website at  
[www.localcouncilconsultancy.co.uk](http://www.localcouncilconsultancy.co.uk).

# HOW TO BE IN YOUR POWER DURING AN AWKWARD MOMENT



Becky Walsh, Comedic Personal Development Trainer, reveals how embracing awkward silences can be transformed into

powerful tools for clarity, authenticity, and connection in a fast-paced, decision-heavy world.

Awkwardness - the moment of silence that makes your skin crawl and urges you to fill the void with something, *anything*, to end the discomfort. But what if that pause, instead of being a problem, is actually a tool? Actors and directors know its strength; they call it the *dramatic pause*.

A pause is powerful. It communicates as much, if not more, than words can. Think of a phone call where the person on the other end says, 'Hi, it's...' and you suddenly realise you don't know who you're speaking to. You have two choices:

1. Admit, 'I'm sorry, I can't place your name,' which might feel awkward
2. Carry on the conversation, hoping for a clue before it becomes embarrassing

In moments like these, the pause is your friend. By holding the silence, you give the other person space to continue: to clarify who they are or why they're calling. You avoid rushing in with panic or over-apologising for forgetting - a natural and human experience, especially for those of us juggling interactions with countless people daily.

## Why do awkward silences feel so uncomfortable?

At the heart of awkwardness is the worry we're making others feel uncomfortable. Ironically, our attempts to avoid that discomfort often cause us to ramble or react without thinking. Yet studies show that pausing - taking a moment of stillness - can help us make clearer decisions and communicate more effectively.

Consider this: the average adult makes 35,000 decisions every day, according to USA Today. From big life choices to mundane

actions, we're constantly deciding, sorting, and navigating. In our digital age, the sheer volume of information bombarding us makes it harder to think straight. This can lead to what psychologists call ambivalence - a state where we stop caring or feel paralysed by conflicting choices.

Pausing in these moments gives us a chance to centre ourselves, make thoughtful decisions, and reconnect with our values. Awkward or not, holding that silence is better than speaking from a place of confusion or haste.

## The power of pausing

Here's a little-known secret: awkwardness in silence isn't about you. Most people feel awkward when they fear they're letting others down or appearing indecisive. But what if, instead of rushing to fill the void, we embraced it? Taking a breath - even in the most uncomfortable moments - grounds you in the present. It lets you pause long enough for intuition to step in, guiding you to make heart-led decisions rather than knee-jerk reactions.

In a world that's moving faster than ever, with endless streams of information and opinions, the ability to pause is an underrated superpower. It's how we reclaim clarity in a chaotic environment.

## How to practise the pause

If awkward silences make you squirm, here's how to use them to your advantage:

1. **Breathe:** when you feel the tension of a pause, take a deep breath instead of rushing to speak.
2. **Observe:** notice the other person's body language or tone. Often, they'll fill the silence with additional context or explanations.
3. **Trust the moment:** recognise that pauses signal thoughtfulness, not weakness. They show you're engaged and considering your response.
4. **Stay present:** instead of worrying about how you're being perceived, focus on listening and understanding.

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## CONTINUED &gt; HOW TO BE IN YOUR POWER DURING AN AWKWARD MOMENT

## Embracing awkward moments

Awkward silences aren't a sign of failure - they're opportunities. They give you space to process, connect, and respond authentically. In a world overloaded with noise and endless decision-making, the ability to pause and hold your ground is a gift.

Next time you find yourself in one of those moments, resist the urge to fill the gap. Instead, embrace it. Awkwardness might just be the beginning of your most empowered decisions and meaningful connections. [www.councilculture.uk](http://www.councilculture.uk)



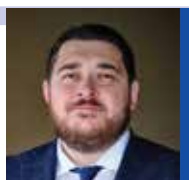
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## FROM THE ARCHIVES



Wayne German, SLCC Sales and Marketing Officer, looks back at previous editions of The Clerk that have featured content on audits.



## July 1976 – An article titled 'Audit'

'Audit takes place annually as soon as possible after the close of the financial year, although an extraordinary audit may take place at any time. The District Auditor always carries out the latter but the auditor for an ordinary audit since the 1972 Act is determined by the District Council. 'The Auditor's powers of disallowance and surcharge have been abolished and are replaced by powers to:

- Report to the Council
- Publish a report for the information of the public
- In the case of an approved Auditor, to report to the Secretary of State of the need to hold an extraordinary audit by the District Auditor.
- Where an item of expenditure is considered illegal, the Auditor may, unless it is sanctioned by the Secretary of State, apply to the court for a declaration that it is contrary to law.'

## Autumn 1981 – An article titled 'The Origins of the Annual Audit'

'Local councils are the oldest surviving form of local government in England and Wales. Their origins go back for certain as far as the first Queen Elizabeth's Poor Relief Act 1601 and the annual audit is as old as they are. The Act provided that the churchwarden and overseers should within four days after the end of their year of office, make and yield

up to two justices of the peace a true and perfect account of all sums of money by them received or rated and sessed and not received and also of such stock as should be in their hands or in the hands of any of the poor to work and of all other things concerning their office.'

## Summer 1993 – An article titled 'Handling the Audit'

'Why does the law require an audit? The audit is to give public assurance that the funds entrusted to the Council are used for purposes within the Council's powers, and that they are soundly controlled and properly accounted for. The auditor gives an independent assessment, as to whether the Council's public accounts give a fair presentation of the financial transactions during the year concerned. What to include:

- Bank statements for all accounts to date
- The receipts and payments book or a copy of the spreadsheet, signed by the Chairman
- The wages and salaries records
- Invoices for the audit period and to date
- Receipts issued by the Council, or received.

'The list also contains subsidiary records which the auditor may also ask to see, such as plans of allotments and burial grounds, diaries of lettings, time sheets. It is as well to have these handy.'





The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college-based institutes and provides networking solutions, services and benefits to its members worldwide.

IIMC was founded in 1947, the International Institute of Municipal Clerks is the leading and largest professional nonprofit association serving the needs Municipal Clerks worldwide. With approximately 15,000 members, IIMC represents municipalities of less than 500 to more than 10 million.

IIMC divides its organisation representation into eleven regions.

### Region XI Members

IIMC members of Region XI (outside North America) includes Australia, Belgium, Bulgaria, Israel, Nepal, The Netherlands, New Zealand, South Africa and the United Kingdom (Bermuda, England, Scotland and Wales).

This is an agreed working document setting out the aims and aspirations for Region XI Members.

Ref	Topic	Timescale	Progress	Revised Timescale	Comment	Named Lead(s)
1	Educational Alignment of International Qualifications	April 2024	December 2023 Progressive and constructive meeting took place between IIMC Education Dept and Region XI Board.  Further discussion to take place between educational representatives.		Top Priority	Arnout Van Kooij Linda Larter Eelco Groenenboom
2	CMC & MMC Certificates	Ongoing	Encourage and enable more Clerks from Region XI to obtain Certificates.		May be dependent on 1 above.  Would be good to try and keep a running total.  Provide more information on these qualifications and promote within the Region	Arnout van Kooij Linda Larter Eelco Groenenboom
3	Athenium Dialogues outside USA	Sept 2024	VVG has an accredited Facilitator  LL with SLLC colleague reviewing options to provide within UK. – could be subject to 1 above.		To enable a UK Facilitator may be dependent on 1 above.  The aim should be to provide these dialogues throughout Region XI.	Eelco Groenenboom
4	Sharing Knowledge	Ongoing	LL attended VVG Conference 2023, Relating to Civility & Respect. Subsequently Dutch Home Office attended various meetings in UK and SLCC Conference on same topic.		To provide a Presentation to 2026 IIMC Conference – topic to have international interest.	Arnout van Kooij Linda Larter Wim van der Schoot

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## IIMC Region XI Strategy (continued)

Ref	Topic	Timescale	Progress	Revised Timescale	Comment	Named Lead(s)
5	Membership of Region XI Review opportunities to increase membership from other countries	Ongoing				Arnout van Kooij Linda Larter
6	Symposium 2025	2025	Agreement of IIMC Board to accept the invitation from ADSO to do a joint Symposium/Conference with them in 2025. Location and dates still to be determined by ADSO Board.		The dates have now been agreed by ADSO and the event will take place on 1th and 12th September 2025 in Liverpool, England.	
7	Marketing & Promotion	Ongoing	Promote and raise awareness of IIMC and its opportunities to Clerks throughout Region XI		Learn from each other and share what we are doing within our own associations	All
8	Board XI Region meetings – In Person	Ongoing	Try to arrange at least one in person meeting per year.			Arnout van Kooij Linda Larter
9	International Buddy System	Ongoing	Review and re-promote.		Consider a change of name and online exchanges Relaunch, address technical process	Linda Larter Tine Vervisch Gemma Rickard (SLCC) Karen Lee (IIMC)
10	Personal Resilience and 'self-care'	Ongoing	Share information and how we are supporting our members on this important issue			Arnout van Kooij
11	Review priority of topics	Ongoing				All

*Continued on page 14*

## IIMC Region XI Strategy (continued)

Ref	Topic	Timescale	Progress	Revised Timescale	Comment	Named Lead(s)
12	Region XI involvement with international IIMC events	Ongoing	Forward and liaise with IIMC Board about increased involvement of Region XI.		<p>Ideas as per Tine Vervisch email 26.2.24:</p> <p><b>Region XI in the picture</b></p> <ul style="list-style-type: none"> <li>• An item in the IIMC- newsletter about what is happening in Region XI (not only events)</li> <li>• Region XI provides a workshop every conference. The workshop is given by members of Region XI. Region XI takes a decision about the topics and speakers.</li> </ul> <p><b>IIMC for Region XI</b></p> <ul style="list-style-type: none"> <li>• A study abroad for members of Region XI – in combination with the annual conference</li> <li>• Visits (city hall, projects,...) as part of the program of the annual conference (like what was done 10 years ago)</li> <li>• A (online) buddy exchange program</li> <li>• Online learning is open for members of Region XI (we already talked about this with you) IIMC in the picture for members of Region XI</li> <li>• Articles in the newsletter of Region XI: what can IIMC do for you?</li> <li>• A separate newsletter from IIMC for Region XI with interesting articles, videos,...</li> </ul>	<p>See page4</p> <p>Taking place September 2025</p> <p>See page 9</p>

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## IIMC Region XI Strategy (continued)

Ref	Topic	Timescale	Progress	Revised Timescale	Comment	Named Lead(s)
13	Attendance of Clerks from developing countries to be involved and attend conferences	Ongoing	Encourage efforts to enable attendance of Clerks from developing countries to be involved and attend conferences		Two grants per region are made available by IIMC to assist with conference registration.	Linda Larter Eelco Groenenboom
14	Address International Protocol e.g. Flag Parade at Conference					Arnout van Kooij Linda Larter Dwayne Caines
15	Production of branded Region XI pins, t-shirts etc		To consider how these could be funded and produced			
16	Region XI reception at 2026 IIMC Conference		Consider how the reception could reflect Region XI more and give an international flavour and difference to other receptions for those attending.			