

## Suffolk Business Board: Meeting 4 June 2026

### Minutes & Actions

#### Business Board Members

| Name                  | Role & Organisation                                            |
|-----------------------|----------------------------------------------------------------|
| Lisa Perkins          | Chair                                                          |
| Cllr Michael Hadwen   | Leader, Suffolk County Council, and Business Board Vice-Chair  |
| Paul Ager             | Divisional Port Manager, ABP                                   |
| Cllr Vicky Armstrong  | Suffolk County Council Cabinet Member                          |
| Hannah Bloom          | Chief Executive, Suffolk Community Foundation                  |
| Kelly Boosey          | Head of Commercial UK & Europe, SKC Games Studio               |
| Peter Brady           | CEO, Orbital Group                                             |
| Genevieve Christie    | CEO, First Light Festival CIC                                  |
| John Dugmore          | CEO, Suffolk Chamber of Commerce                               |
| Doug Field            | Managing Partner, Fisher Jones Greenwood                       |
| Leanne Gittins        | Managing Director, LME Recruitment                             |
| Marek Hornak          | UoS Pro Vice-Chancellor - Commercial and Academic Partnerships |
| Bee Kemball           | Managing Director, Debach Enterprises Ltd                      |
| Cllr Neil MacDonald   | Leader, Ipswich Borough Council                                |
| Johnathan Reynolds    | Founder and Managing Director, Opergy Group                    |
| Nikos Savvas OBE      | CEO, Eastern Education Group                                   |
| Cllr Caroline Topping | Leader, East Suffolk District Council                          |
| Andrew Wilkinson      | Retired CEO - Innovation, Technology & Manufacturing           |

#### Apologies

| Name             | Role & Organisation                                  |
|------------------|------------------------------------------------------|
| Paul Ager        | Divisional Port Manager, ABP                         |
| Hannah Bloom     | Chief Executive, Suffolk Community Foundation        |
| Doug Field       | Managing Partner, Fisher Jones Greenwood             |
| Bee Kemball      | Managing Director, Debach Enterprises Ltd            |
| Andrew Wilkinson | Retired CEO - Innovation, Technology & Manufacturing |

#### Officer team

| Name        | Role & Organisation                     |
|-------------|-----------------------------------------|
| Andrew Cook | Chief Executive, Suffolk County Council |

| Name          | Role & Organisation                                                           |
|---------------|-------------------------------------------------------------------------------|
| Lisa Roberts  | Head of Strategy and Operations, Suffolk County Council                       |
| Michael Gray  | Head of Skills, Suffolk County Council                                        |
| Rob Hancock   | Assistant Director, Suffolk County Council                                    |
| Alice Tomkins | Inward Investment Manager, Suffolk County Council                             |
| Cleo Chalk    | Suffolk Economy Communications and Engagement Officer, Suffolk County Council |

## Agenda

| Item | Time  | Topic                                                                                                                            | Lead                         | Paper / Verbal |
|------|-------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------|
| 1.   | 14:00 | Introduction from Chair, new members and Board feedback<br><br>Agenda, apologies, conflicts of interest and last meeting minutes | Lisa Perkins                 | Verbal         |
| 2.   | 14.15 | Intervention review and future priorities                                                                                        | Lisa Roberts                 | Paper          |
| 3.   | 15:15 | Growth Champions                                                                                                                 | Rob Hancock                  | Paper          |
| 4.   | 15:30 | UKREiiF report                                                                                                                   | Rob Hancock, Alice Tomkins   | Paper          |
| 6.   | 15:45 | Forward plan                                                                                                                     | Lisa Perkins and Rob Hancock | Verbal         |

## Actions

**ACTION 2.1:** Review performance reporting so year-on-year data is presented on a like-for-like basis and captures outcome of interventions. **Officer Team**

**ACTION 2.2:** Further review the clusters findings and build into programme. **Strategic Interventions Group**

**ACTION 2.3:** Refresh the Strategic Interventions Group membership to reflect new Board expertise. **Rob Hancock / Lisa Roberts / Lisa Perkins**

**ACTION 2.4:** Consider a light refresh of the strategy to ensure it better reflects emerging priorities and sectors currently less visible, particularly the creative and cultural sectors and the visitor economy. **Lisa Roberts**

**ACTION 2.5:** Ensure resilience is considered in future interventions, particularly in relation to major infrastructure and construction activity. **Lisa Roberts**

**ACTION 2.6:** Bring back further detail on opportunities linked to the Cambridge–Oxford Growth Corridor and Department for Business and Trade engagement. **Andrew Wilkinson with Officer support**

**ACTION 3.1:** Feedback the Board's concerns on the proposal, including lack of clarity on purpose, accountability, value and practical delivery. Consider alternative ways to strengthen Suffolk's profile, sector advocacy and external influence without creating unnecessary duplication. Revisit joint working opportunities on a case-by-case basis, where collaboration with Norfolk or wider partners would provide clear benefit. **Lisa Perkins**

**ACTION 4.1:** Follow up leads and investor contacts generated through UKREiiF 2026 and review outcomes from previous UKREiiF attendance, including whether earlier leads translated into investment or other tangible progress. Explore how Suffolk can better differentiate itself from other regions at future events. **Alice Tomkins**

**ACTION 4.2:** Consider wider investment promotion opportunities, including whether there are other forums or routes that may deliver stronger returns alongside UKREiiF and use the market intelligence gathered at UKREiiF to inform future investment and growth planning. **Alice Tomkins / Lisa Roberts**

## Decisions

**DECISION 2.1:** The Board agreed to refine the intervention programme with a stronger future focus, rather than undertake a line-by-line review at Board level.

**DECISION 2.2:** The Board agreed that future priorities should include greater emphasis on:

- AI and innovation
- Building on the growth of the construction and major infrastructure sector, for example building on the award of the CTEC
- Creative, cultural and visitor economy industries

**DECISION 2.3:** The Board agreed that the 4:1 leverage ambition should remain a guiding principle but be applied flexibly where there is clear wider strategic benefit, other social value or longer-term impact.

**DECISION 2.4:** The Board agreed that social value and longer-term impact should be better reflected in assessment and reporting.

**DECISION 2.5:** The Board agreed that further stronger promotion of Suffolk's strengths and opportunities is needed.

**DECISION 3.1:** The Board did not approve the Growth Champions proposal in its current form.

**DECISION 3.2:** The Board agreed that the purpose, value and practical operation of any such model would need to be clarified before further consideration, given many of the activities are happening already in Suffolk.

**DECISION 3.3:** The Board reaffirmed the importance of promoting Suffolk's strengths, while retaining flexibility to work jointly with partners where this adds value.

**DECISION 4.1:** It was agreed that UKREiiF remains an important platform for promoting Suffolk and making connections with investors and partners.

**DECISION 4.2:** The Board agreed that, if Suffolk attends again, there should be:

- strong emphasis on lead follow-up
- a clearer and more distinctive Suffolk proposition
- assessment of year-on-year outcomes and return

|   | Item Description, Notes of Discussion and Actions Agreed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Action Lead |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1 | <p><b>Introduction from Chair, new members and Board feedback – Lisa Perkins</b></p> <p><b>Introduction from Chair:</b><br/> Lisa Perkins (LP) opened the meeting and introduced herself as Chair of the Suffolk Business Board. LP explained that she had originally joined the Board as Chair of Tech East and now brings experience from her role as Chief People Officer within an innovation company in London, with a professional focus on technology and innovation. The Chair welcomed attendees, noting the strength and breadth of representation across sectors and organisations, and expressed optimism about the Board’s potential impact.</p> <p><b>New members:</b><br/> Board members and attendees introduced themselves and outlined their areas of expertise and organisational roles. New members included:</p> <ul style="list-style-type: none"> <li>• Johnathan Reynolds, Managing Director of Opergy, with experience in energy, offshore wind, renewables, grid and regional innovation.</li> <li>• Genevieve Christie, representing the creative and cultural sector, with experience in television production, publishing and cultural venue leadership in Lowestoft.</li> <li>• Other members and attendees highlighted expertise across digital innovation, AI, gamification, local government, higher education, recruitment and HR, logistics, infrastructure, business support, economic strategy, skills, planning and growth.</li> </ul> <p>The introductions demonstrated broad representation across Suffolk’s business, public sector, education, infrastructure, skills and cultural sectors.</p> <p><b>Agenda, apologies, conflicts of interest and last meeting minutes – Lisa Perkins</b></p> <p><b>Agenda:</b><br/> The Chair outlined the agenda for the meeting, noting a hard stop at 4.00 pm. The main item was a substantial discussion on the intervention paper, with a focus on reviewing current activity and considering future priorities. This was to be followed by a short discussion on the Growth Champion proposals, a feedback</p> |             |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|   | <p>session on UKREiiF, and consideration of the Board's forward plan.</p> <p><b>Apologies:</b><br/>Apologies were received from Paul Ager, Doug Field, Bee Kemball and Hannah Bloom.</p> <p><b>Conflicts of Interest:</b><br/>The Chair invited members to declare any new conflicts of interest not already recorded. No new conflicts of interest were declared at this stage of the meeting.</p> <p><b>Previous Meeting Minutes:</b><br/>Members confirmed that they had read the minutes of the previous meeting and agreed that they were an accurate reflection of the discussion. No issues or amendments were raised, and the minutes were accepted.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| 2 | <p><b>Intervention review and future priorities – Lisa Roberts</b></p> <p><b>Summary:</b><br/>The Board reviewed the intervention pipeline two years on from its establishment and agreed that this was an appropriate point to reflect on delivery to date and refine future priorities. Members noted that the current programme includes inherited interventions, leverage opportunities, directly delivered activity and a new pipeline of proposed interventions, with the clusters work providing an important basis for future prioritisation.</p> <p><b>Board feedback:</b><br/>The Chair invited reflections on the intervention paper and wider programme before moving into discussion of future priorities. Key feedback included:</p> <ul style="list-style-type: none"> <li>• Members welcomed the revised structure of the paper, particularly the clearer separation of annexes, which made the programme easier to follow.</li> <li>• It was noted that the performance data should be presented on a like-for-like basis to enable clearer year-on-year comparison.</li> <li>• Members requested more granular reporting on outcomes and impact, including measures such as jobs created, businesses supported to scale, skills developed and wider economic effects.</li> <li>• The importance of capturing longer-term impact was emphasised, recognising that some interventions may not demonstrate their full value for several years.</li> <li>• Members also highlighted the need to reflect social value more clearly in reporting, particularly where benefits to communities or the voluntary sector may not be easily expressed in immediate financial terms.</li> <li>• There was support for improving the way impact data is stored, analysed and used to support both accountability and the wider Suffolk growth narrative.</li> </ul> |  |

In considering future priorities, members highlighted a number of areas for stronger focus, including AI and innovation, construction and major infrastructure, the creative and cultural sectors, and the visitor economy. There was support for ensuring these areas are more clearly reflected in future strategy and intervention development. Members also emphasised the importance of resilience, particularly in relation to major infrastructure and construction activity, so that interventions leave a lasting economic legacy beyond individual projects. The need for stronger place-based promotion and more confident external communications about Suffolk's strengths was also strongly reinforced.

The Board discussed the current 4:1 leverage ambition and agreed that this should remain a guiding principle but be applied flexibly. Members supported a more pragmatic approach where some interventions may not achieve the ratio immediately but can still be justified where there is a clear longer-term return, wider system benefit or significant social value. It was agreed that exceptions should be considered on the basis of intended outcomes and overall strategic value.

The Board also considered where stronger sponsorship and influence could unlock further opportunities. Members supported further exploration of opportunities linked to the Cambridge–Oxford Growth Corridor and Department for Business and Trade engagement, while recognising the importance of being clearer about Suffolk's offer and ensuring that the county's role is well articulated in wider partnerships.

**DECISION 2.1:** The Board agreed to refine the intervention programme with a stronger future focus, rather than undertake a line-by-line review at Board level.

**DECISION 2.2:** The Board agreed that future priorities should include greater emphasis on:

- AI and innovation
- Building on the growth of the construction and major infrastructure sector, for example building on the award of the CTEC
- Creative, cultural and visitor economy industries

**DECISION 2.3:** The Board agreed that the 4:1 leverage ambition should remain a guiding principle but be applied flexibly where there is clear wider strategic benefit, other social value or longer-term impact.

**DECISION 2.4:** The Board agreed that social value and longer-term impact should be better reflected in assessment and reporting.

**DECISION 2.5:** The Board agreed that further stronger promotion of Suffolk's strengths and opportunities is needed.

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                          |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <p><b>ACTION 2.1:</b> Review performance reporting so year-on-year data is presented on a like-for-like basis, and captures outcome of interventions.</p> <p><b>ACTION 2.2:</b> Further review the clusters findings and build into programme.</p> <p><b>ACTION 2.3:</b> Refresh the Strategic Interventions Group membership to reflect new Board expertise.</p> <p><b>ACTION 2.4:</b> Consider a light refresh of the strategy to ensure it better reflects emerging priorities and sectors currently less visible, particularly the creative and cultural sectors and the visitor economy.</p> <p><b>ACTION 2.5:</b> Ensure resilience is considered in future interventions, particularly in relation to major infrastructure and construction activity.</p> <p><b>ACTION 2.6:</b> Bring back further detail on opportunities linked to the Cambridge–Oxford Growth Corridor and Department for Business and Trade engagement.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><b>Officer Team</b></p> <p><b>Strategic Interventions Group</b></p> <p><b>Rob Hancock / Lisa Roberts / Lisa Perkins</b></p> <p><b>Lisa Roberts</b></p> <p><b>Lisa Roberts</b></p> <p><b>Andrew Wilkinson with Officer support</b></p> |
| <b>3</b> | <p><b>Growth Champions – Rob Hancock</b></p> <p><b>Summary:</b><br/>The Board considered the proposed Growth Champions model, which had been developed through joint working with Norfolk. Members understood the intention to identify sector champions who could help promote priority growth areas and support wider collaboration where this would add value.</p> <p>However, the Board was not persuaded to approve the proposal in its current form. Members raised concerns that the purpose, value, scope and accountability of the role were not sufficiently clear. It was noted that Board members already act as advocates for their sectors through their existing role on the Board, and there was concern that the proposal could create an additional layer without a clearly defined benefit.</p> <p>Members also questioned the practicalities of the role, including the time commitment required, the lack of clarity around authority, resource and reporting arrangements, and the risk of duplication with existing groups and sector representation already in place. Concerns were also raised about whether a joint Suffolk–Norfolk model could dilute Suffolk’s voice in areas where the county wished to promote its own priorities and strengths more independently.</p> <p>It was acknowledged that the underlying issue the proposal was seeking to address — namely the need to raise Suffolk’s profile more effectively and champion growth opportunities more visibly — remains important. However, the Board considered that this should be addressed through clearer and more targeted approaches rather than the proposed model at this stage.</p> |                                                                                                                                                                                                                                          |

|                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
|                 | <p><b>DECISION 3.1:</b> The Board did not approve the Growth Champions proposal in its current form.</p> <p><b>DECISION 3.2:</b> The Board agreed that the purpose, value and practical operation of any such model would need to be clarified before further consideration, given many of the activities are happening already in Suffolk.</p> <p><b>DECISION 3.3:</b> The Board reaffirmed the importance of promoting Suffolk's strengths, while retaining flexibility to work jointly with partners where this adds value.</p> <p><b>ACTION 3.1:</b> Feedback the Board's concerns on the proposal, including lack of clarity on purpose, accountability, value and practical delivery. Consider alternative ways to strengthen Suffolk's profile, sector advocacy and external influence without creating unnecessary duplication. Revisit joint working opportunities on a case-by-case basis, where collaboration with Norfolk or wider partners would provide clear benefit.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>Lisa Perkins</b></p> |
| <p><b>4</b></p> | <p><b>UKREiiF – Rob Hancock, Alice Tomkins</b></p> <p><b>Summary:</b><br/>The Board received a report-back on Suffolk's participation in UKREiiF 2026, which was described as the largest commercial, residential property and infrastructure conference of its kind. Suffolk attended to promote the local growth plan, showcase investment opportunities, and raise the county's profile with developers, investors, public bodies and supply chain partners.</p> <p>Overall feedback was positive. Members heard that the Suffolk/Norfolk pavilion worked significantly better than in previous years, with a steady flow of visitors, well-attended events, and strong engagement after presentations. Around 60 investment opportunities were showcased, and nearly 500 new visitors engaged with the pavilion, with over half identified as investors or potential funders.</p> <p>Board members also noted that UKREiiF provided useful strategic intelligence as well as promotional opportunities. In particular, there appeared to be growing momentum around Ely/Haughley rail improvements, and strong visibility from major infrastructure funders such as the National Wealth Fund. There was also reflection on how other places were presenting themselves, which helped benchmark Suffolk's approach.</p> <p>At the same time, members stressed that the real value of attending UKREiiF lies in what happens afterwards. The Board discussed the importance of following up leads, understanding whether previous years' contacts had translated into real opportunities, and reviewing whether attendance is delivering a worthwhile return. It was also noted that many regions present very similar messages at UKREiiF, so Suffolk needs to work harder to differentiate its offer and be more distinctive in future.</p> <p>There was a strong sense that Suffolk cannot afford not to be present at a national event of this scale, as absence would reduce visibility in a crowded investment marketplace. However, members also felt that attendance should be seen as only one</p> |                            |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
|   | <p>part of a wider investment and promotion approach, and that Suffolk should also consider where else it can raise its profile and pursue opportunities.</p> <p><b>DECISION 4.1:</b> It was agreed that UKREiiF remains an important platform for promoting Suffolk and making connections with investors and partners.</p> <p><b>DECISION 4.2:</b> The Board agreed that, if Suffolk attends again, there should be:</p> <ul style="list-style-type: none"> <li>○ strong emphasis on lead follow-up</li> <li>○ a clearer and more distinctive Suffolk proposition</li> <li>○ assessment of year-on-year outcomes and return</li> </ul> <p><b>ACTION 4.1:</b> Follow up leads and investor contacts generated through UKREiiF 2026 and review outcomes from previous UKREiiF attendance, including whether earlier leads translated into investment or other tangible progress. Explore how Suffolk can better differentiate itself from other regions at future events.</p> <p><b>ACTION 4.2:</b> Consider wider investment promotion opportunities, including whether there are other forums or routes that may deliver stronger returns alongside UKREiiF and use the market intelligence gathered at UKREiiF to inform future investment and growth planning.</p> | <p><b>Alice Tomkins</b></p> <p><b>Alice Tomkins / Lisa Roberts</b></p> |
| 5 | <p><b>Forward plan – Lisa Perkins and Rob Hancock</b></p> <p><b>Summary:</b><br/>The Board agreed that, due to time running short, the detailed forward plan would not be discussed in full at the meeting. Instead, Lisa/Chair proposed to work with the officer team to set out a forward plan proposal drawing together:</p> <ul style="list-style-type: none"> <li>• feedback from recent one-to-one conversations</li> <li>• wider reflections from Board members</li> <li>• the discussion held during the meeting on priorities, interventions and future direction.</li> </ul> <p>This proposal will then be circulated to Board members to help shape the Board’s future governance, interactions and overall approach.</p> <p>In addition, it was noted that the clusters mobilisation report had been circulated too late for members to properly consider it ahead of the meeting. To avoid losing momentum, it was proposed that:</p> <ul style="list-style-type: none"> <li>• feedback and actions arising from the interventions discussion should be reflected into the clusters work</li> <li>• the clusters mobilisation report should be revisited separately</li> </ul>                                                                            |                                                                        |

|  |                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <ul style="list-style-type: none"> <li>• an additional call should be arranged to discuss this specific item in more detail outside the main Board meeting cycle.</li> </ul> <p>The Chair also noted that the next Board meeting would be a joint meeting, and that there would be a conversation with Norfolk counterparts beforehand to review the proposed agenda and adjust the approach if needed.</p> |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|