



Note regarding Steering Board meetings

There were no formal minutes for the IPO Steering Board meetings on 1 April 2021 and 8 September 2021 as these were in the form of a workshop and an awayday respectively.

1 April 2021 – Horizon Scanning Workshop

The meeting focused on an IPO Futures Group horizon scanning exercise, facilitated by the School of International Futures.

8 September 2021 – IPO Steering Board Awayday

The following topics were discussed at the awayday:

- ENZI (enterprise, net zero and innovation)
- Horizon Scanning – feedback from workshops
- Five-Year Forecast
- Strategy Refresh