



# Annual Cluster Meeting Report

27-28 October 2022



The projects that form the European Health Cluster have received funding from the European Union's Horizon 2020 research and innovation programme, under grant agreement, No. 945307 (eMOTIONAL Cities), No. 945238 (ENLIGHTE $\text{Nme}$ ), No. 945105 (HEART), No. 945095 (RECETAS), No. 945391 (URBANOME), No. 945097 (WELLBASED).

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# 1. Introduction

Following the Kick-off Meeting in 2021, the Urban Health Cluster held its second annual meeting in Valencia, Spain on October 27-28, 2022.

Representatives from the European Commission DG RTD, project coordinators and consortia members the of six H2020 projects, representatives of European Initiatives and Networks, met for the second annual Urban Health Cluster.

The meeting advanced the urban health agenda through discussions of the technical aspects of **urban health research** and the **translation of these research areas into policy and actions**. Cluster members reviewed progress over the past 18 months of the Cluster and prepared for the next phase of the cluster through Working Groups' sessions on science translation, health determinants and urban interventions, data protection, urban issues and epidemics, dissemination and communication, and citizen science and urban health.

The event took place in hybrid mode including in-person attendance and online participation.

The agenda consisted of the following:

## DAY 1

- 13:00-13:30 | Check in/Group activity
- 13:30-13:45 | Welcome and Introductions: Dr Jill Litt and Dr. Maria Kaselimi/Prof Anastasios Doulamis / Dr. Nerea Aizpurua
- 13:45-14:15 | The journey of a 'change maker': Lessons looking back...: Dr. Billie Giles-Corti
- 14:15-14:25 | EU Policy Context on Urban Health: Marie Yeroyanni (DG RTD, Future Urban and Mobility Systems)
- 14:25-14:55 | 10 Tips for communicating Science to Policy: Lene Topp, JRC, Knowledge for Policy: Concepts and Methods Unit
- 14:55-15:05 | Short Video Presentation of Consortia Updates
- 15:05-15:15 | Cluster Annual Meeting Objectives: Simona Tondelli (ENLIGHTENme), Jill Litt (RECETAS)
- 15:15-15:45 | Break
- 15:45-16:35 | Working Groups (WGs) sessions Part 1
  - WG1 Science translation for policy and practice led by URBANOME/ENLIGHTENme
  - WG2 Health determinants and urban interventions led by eMOTIONAL Cities/WELLBASED
  - WG3 Data analysis and protection led by RECETAS/HEART
- 16:35-16:50 | Break
- 16:50-17:40 | Working Groups (WGs) sessions Part 2
  - WG4 Urban issues and epidemics led by HEART/WELLBASED/eMOTIONAL Cities
  - WG5 Dissemination, Communication and Exploitation led by URBANOME/HEART
  - WG6 Citizen science approaches to urban health including ethics led by ENLIGHTENme/RECETAS

## DAY 2

- 09:00-09:10 | Welcome and overview of Day 2
- 09:10-10:30 | Thematic Workshop: Urban Issues and Epidemics chaired by Maria Kaselimi (HEART)
- 10:30-10:45 | Break
- 10:45-11:30 | Thematic Workshop: Citizen Science chaired by Jill Litt (RECETAS), Don Slater (ENLIGHTENme)
- 11:30-12:15 | Cross-Cluster Dialogue: Dr. Alba Hernandez Bonilla, CUSP Coordinator
- 12:15-12:30 | Closing remarks

## 1.1. Day 1

- Welcome and introductions

**Dr. Jill Litt** is a senior researcher at the Barcelona Institute of Global Health and a full professor at the University of Colorado Boulder. She is currently the Consortium Leader for the RECETAS Consortium, based at ISGlobal. She has over 20 years experience working at the intersection of public health and urban environmental health issues, with a particular interest in epidemiology and public policy related to urban environments, healthy and active living, and nature-based engagement and mental health.

- **Dr. Litt opened the meeting, presented the agenda, and objectives for the annual meeting as acting chair of the Urban Health Cluster**

**Dr. Nerea Aizpurua** works as Project Advisor at Health and Digital Executive Agency at the Health Research unit (HaDEA). She has more than 20 years of professional experience in the environment field including more than 5 years working for the European Commission in DG Research and Innovation developing and implementing EU research policies and funding programmes related to environment, natural capital, biodiversity and nature-based solutions in Horizon 2020 and Horizon Europe.

- She introduced herself as an European Commission (EC) evaluator. She asked the UHC to be prepared to provide policy feedback at short notice
- The journey of a “change maker”: lessons looking back...

– **Dr. Billie Gilles-Corti** is a Distinguished Professor and an Inaugural Vice Chancellor’s Professorial Fellow at RMIT University and between 2017-2020 she was RMIT’s Urban Futures Enabling Capability Development Platform Inaugural Director. For over two decades, she and a multi-disciplinary research team have been studying the impact of the built environment on health and wellbeing. She currently leads the Healthy Liveable Cities Lab in RMIT’s Centre for Urban Research. From 2018-2022, she led the Healthy and Sustainable Cities-Indicator Collaboration, culminating in the second Lancet Global Health Series on Urban Design, Transport and Health.

- Main points:
  - Principals are applicable globally: basic right to livable cities, walkable, access to food markets
  - Working with policy makers is less accessible in various corners of the globe
  - We lack integrated planning across departments, which would play a crucial role in addressing the impacts of climate change

- We need shared budgets and infrastructure for governments to work horizontally
- The “liveability concept” should be reinforced and introduced within the social determinants of health. For example, the Plan Melbourne works with the aim of creating liveable communities and neighborhoods

- EU Policy Context on Urban Health

– **Marie Yeroyanni** is a Senior Expert for the policy R&I agenda ‘Innovating Cities’, in the EC, DG Research and Innovation. She is coordinator of the intra-RTD group of officials working on urban issues to tackle issues of energy efficiency, urban mobility, health and well-being, social innovation, climate change and climate change adaptation, urban coastal management, urban resilience, urban metabolism, urban waste, social innovation, and circular economy.

- She provided an overview on EU Policy context on urban health. EU research and innovation on urban health program aims to explore on i) climate-resilient urban areas; ii) clean energy and energy efficiency; iii) urban mobility; iv) culture-driven urban regeneration; v) health and wellbeing; vi) human-centred urban planning and design; vii) social innovation and inclusion; and viii) circular economy in cities.
- The evidence generated through these research programs have the objective of enabling local authorities on development of urban transformation and building of environments that are people-centric and sustainable.
- The main conclusion drawn was that the UHC is in strategic alignment with EC SDG goals for sustainable development and will foster systemic and cross-sectional urban ecosystem framework to guide EU investments on cities’ innovation.
- 10 Tips for communicating Science to Policy

– **Lene Topp** works at the European Commission (DG Joint Research Centre), where her work focuses on strengthening evidence-informed policy-making in the European Commission and beyond through training and other capacity building actions for researchers. She has contributed to the development of classroom, online and e-learning training courses focusing on building capacities for researchers working at the interface between science and policy.

- She provided insight on the problems about the generation of appropriate evidence for policy making. The main points are:
  - Public policies affect many different people, with a wide range of values and opinions.
  - The knowledge that impules public policies may sometimes be contradictory or incomplete.
  - Public policies often tackle issues that are interconnected and have big social, environmental and economic impacts.
- The 3 major pillars for the type of evidence that is useful for policy-makers are: i) the one that addresses public concerns; ii) evidence that is applicable to the context where the policy will be applied to; and iii) the kind of evidence that is forged with a political vision.

- She also provided tips for bridging science and policy and 10 key ideas for communicating science to policy makers. Here is a link to more information on the Knowledge4Policy platform: [https://knowledge4policy.ec.europa.eu/home\\_en](https://knowledge4policy.ec.europa.eu/home_en)
- Cluster Annual Meeting Objectives

– **Simona Tondelli** is the current Deputy Rector of the Alma Mater Studiorum - University of Bologna where she is full professor of Urban and Regional Planning in the Department of Architecture (DA). She has more than 20 years of research experience in sustainable urban planning and urban and rural regeneration and is currently project coordinator of three EU projects (H2020 ENLIGHTENme, INTERREG EUROPE Match-up, INTERREG ADRION Adriseismic).

- She shared her reflections on the annual meeting objectives and accomplishments:
  - Visual identity, website, first newsletter, kickoff meeting
  - Cross-cutting issues: h&w, governance, art/culture/creativity
  - First policy brief
- Workgroup 1: Science translation for policy and practice

– Led by URBANOME / ENLIGHTENme

Professor Denis Sarigiannis, Project Coordinator of URBANOME and co-lead of Working Group 1, together with ENLIGHTENme, presented the overview of the WG's activities and proposed next steps. Up to now, three meetings have been organized with the aims to define a work plan and priorities, discuss on a template for profiling and their mapping stakeholders and finally agree on it and confirm it. In terms of activities undertaken so far, WG1 numbers up to now 29 participants from all six projects and 130 stakeholders have been mapped (internal stakeholders). In terms of next steps, the following have been agreed:

- To enhance the joint stakeholder list for communication/dissemination - URBANOME, ENLIGHTENme & HEART. The second phase shall consist of external stakeholders information collection and curation.
- To fine-tune a form and to implement a database - URBANOME & ENLIGHTENme.
- To identify relevant ongoing initiatives to translate science into policies at European level - URBANOME & ENLIGHTENme; all other projects provide support.
- To investigate the opportunity to link with them to share goals and to influence the processes - URBANOME & ENLIGHTENme; all other projects to provide support.
- To identify policies under discussion at EU, national and local level - URBANOME & ENLIGHTENme; all other projects to be involved.
- To identify relevant tools/actions (communications/dissemination/exploitation) with reference to the different target groups/levels (in collaboration with WG5) - URBANOME & ENLIGHTENme; all other projects to be involved.

- To collect information from the participating projects with preliminary results to feed into the 2nd policy brief of the cluster (Main Responsible: EMOTIONAL Cities); URBANOME & ENLIGHTENme to assist.

A live discussion followed the presentation. As we become aware of what is coming out of our projects, we will translate the results into policies and bring the stakeholders of all six projects in touch, mingling them. It is important that as we progress with our projects and results, we transfer to the stakeholders the messages that can be of interest to the stakeholders that deal with social policies. This process of maximizing communication and dissemination of our results in a way that they are translated into urban policies, enhances the value of our Cluster. For this reason, collaboration between WG1 and WG5 is critical.

Another point that we will advance is the drafting of an integrated action plan, including specific actions that can be undertaken, to address specific target groups, assign responsibilities (ownership of the action) and the different results that can be transferred in the effort to influence policies and draw recommendations. Thus, a call is open to the six projects, to identify relevant policies to address. Therefore, we can also connect with the Mission 100 cities and work with Maria Yeroyianni and the City Science Initiative, always with the collaboration of the project officers Rita Araujo and Nerea Aizpurua.

So far, the engagement of the PIs in their projects is strong. This annual UHC meeting has catalysed the workgroup to go further and engage more in the Cluster activities. Next, we will policies that we want to impact and build from our projects' results to inform these policy processes and related actions.

- Workgroup 2: Health determinants and urban interventions

– Led by WELLBASED/ eMOTIONAL Cities

Our first Cluster Joint Policy Brief was presented by Elena Rocher, from WELLBASED.

In addition, Bruno Miranda (eMOTIONAL Cities) presented a review of approaches, measurements and tools that projects can use to collect data on health determinants. This approach will serve as the basis for scientific paper. The workgroup aims to relate its work on health determinants with SDGs and the Cities Missions objectives, per a recommendation by Dr. Rita Araujo.

A proposal of a research paper was presented: contents, structure, workplan. This was agreed to by WG2 members. Next steps include the following:

1. First meeting with project's representatives (early/mid Nov 2022)
2. Projects to finalize further clarifications (mid/late Nov 2022)
3. Define methodology for health determinants & SDGs (early/mid Dec 2022)
4. Content – introduction/methodology (project descriptions) (mid/late Dec 2022)
5. Finish analysis and finish results section & first draft (late Dec 2022)
6. Meeting with project's representatives for discussion (early Jan 2023)
7. First draft with discussion (mid Feb 2023)
8. Final comments/suggestions & submission (Early Mar 2023)

The WG2 members decided that the audience of the scientific paper will be the scientific community and therefore will aim to publish in indexed journals (indexed in eg. SSCI).

- Workgroup 3: Data analysis and protection

– Led by RECETAS / HEART

Main topics discussed regarding WG3:

- Survey for DPOs to learn about the model they apply. We need to revisit the questionnaire
- Systematic review about data protection, health data, and environmental data: URBANOME is leading this task and an update from URBANOME is needed
- Case study: move to year 3-4, Maria Kaselimi will connect with Joanna to schedule a day in early January
- Workshop on FAIR principles and geospatial data will be scheduled for 2023

We all share a WP8, but we are not considering AI ethics: we need a risk analysis for AI (wearables). Future directions:

- The University of Cork has a pilot example of using AI
- GDPR: DPIA = DPO, Research officers, PIs, data protection by design
- If it is a medical device: medical device software protocol
- Data Governance Act, Data Act Regulation: Regulation is increasing bc of GDPR, more control to citizens

We need to learn how to design a working flow on GDPR and ethics from the beginning of the project. Two main points arose:

1. How to lead research practically in this atmosphere? Focus on official reports - main summaries from our study countries, get a comparison on DP authority in each country, and verify the official report of the DC, everyone is regulated by national laws.
2. Need to remove researchers from the process and also budget for it.

Next steps:

1. To review the questionnaire for DPO survey (Task 1)
  2. To identify potential collaboration for a trial
  3. To hone goals of systematic review (Task 2)
  4. Schedule Spatial Data Workshop (Task 3)
  5. Plan for Case Study of Urban Issues and Epidemics, led by Maria Kaselimi (Task 4)
  6. Leadership Change: Ricard Martinez (Wellbased) will assume leadership of the WG effective January 2023 HEART and RECETAS will support WP3 activities.
- Workgroup 4: Urban issues and epidemics



– Led by HEART / WELLBASED / eMOTIONAL Cities

Dr. Maria Kaselimi (HEART) introduced the topic with a presentation. We discussed the epidemics' progression in urban environments and the risk factors that affect the progression. We stated that different epidemics have different stressors (drivers). In literature, there are already plenty of research studies that discuss the impact of urbanism and the risk factors that affect pandemic progression. Thus, there is a need to summarize these studies in a systematic way. We emphasized the fact that we need to translate the knowledge gained through these scientific works into recommendations and measures that should be applied from the policy makers. We should give special focus on vulnerable populations.

The outcome will be a white paper that summarizes the existing knowledge on the impact of urbanism on infectious diseases spreading, and concludes also on the measures and recommendations to be applied towards the epidemic preparedness in urban settings.

Proposal of a White Paper:

- Focused on drivers of the pandemics and health determinants.
- What kind of pandemics to address? The stressors differ.
- Policy measures and recommendations: Relevance of access and quality of health services – vaccination as health determinant for spread.
- Target of the document: policy – makers, public health, practitioners, prescribe behaviors. At this point, it is also proposed to consider side effects of different measures taken, such as effects of lockdown on mental health, also to warn policy-makers.
- Workgroup 5: Dissemination, Communication & Exploitation

– Led by URBANOME / HEART

First part: progress of efforts until the annual meeting.

- WG5 Management Handbook has been created right after UHC kick-off.
- Three deliverables were submitted in Aug 2021 and updated according to POs' review in Apr 2022. The deliverables are: 1) Common dissemination strategy; 2) Cluster's web portal and visual identity. Cluster's visual identity and template documents have been drafted; and 3) Cluster Brochure. Brochure and newsletter templates have been updated to match the visual ID.
- The UHC website has been set up (<https://urban-health.eu/>) and two social media accounts (Twitter + LinkedIn).
- Four synergy activities (events) have been organized by the UHC projects, disseminating the Cluster's scopes.
- The template for the Joint Policy Briefs of the Cluster has been created and used for the delivery of the 1st issue.
- The Joint Stakeholders List has been created in collaboration with WG1. Contact info from partners of the UHC projects' consortia have been included.

Second part: future steps to be taken by the WG5 team.

- Increase UHC social media followership and content [ALL. Dissemination teams].
- Enhance the joint stakeholders list with contact info from external stakeholders around the projects' networks. An informed consent form has been prepared for this activity [URBANOME & HEART].
- Apply for Horizon Results Booster: Portfolio Dissemination and Exploitation Strategy services (stakeholder's list, joint events organization, factsheets and briefs creation and dissemination) [ALL. Dissemination and communication leaders]
- Introduce a standardized method of dissemination activities reporting and monitoring [ALL].
- Plan ahead of the upcoming UHC activities according to the modalities:
  - Next Thematic Workshop on Health determinants and urban interventions in 2023 [eMOTIONAL Cities & WELLBASED]
  - Next Joint Policy Brief in M32 (Oct 2023) [eMOTIONAL Cities]
  - Next Newsletter Issues:
    - 2nd Issue [URBANOME] (To be published after UHC Annual Meeting)
    - 3rd Newsletter [ENLIGHTENme] in 2023
  - Next Annual Meeting in 2023[ENLIGHTENme]

Third part: brainstorming session to exchange ideas and options regarding WG5 role and relevant actions.

- Identify global days and events closely related to UHC scope and plan social media posts and campaigns between Cluster projects.
- Promote UHC in non-scientific events too (e.g., Open days, national events and social groups workshops, etc.) + Advocate for UHC scope among non-scientific audiences, such as social groups and initiatives.
- Map the scientific events relevant to the project and plan ahead for UHC participation. The competition is high, so we need to be diligent and act early.
- WG5's role is supportive in terms of scientific publications: to inform the rest of the UHC WGs about open Calls for Papers/Abstracts and collaborate with them to achieve successful admission/participation to 3rd party journals and events.
- Due to close linkages with other WGs (e.g., WG1 and WG6) we need to engage with our peers from the rest of WGs to maintain an open dialogue and keep better track of UHC actions overall. Even invite other WGs to WG5 meetings.
- A future (and more demanding) goal could be to produce a publication out of WG5 work. The paper could elaborate on best practices of dissemination of projects' active in the urban health field.
- Workgroup 6: Citizen science approaches to urban health including ethics

– Led by ENLIGHTENme / RECETAS

David Kocman (URBANOME) walked us through his work in citizen science, with projects leading to URBANOME. <https://citizensciencetoolkit.eu/> (<https://citieshealth.eu/>, H2020 project).

The WG discussed the idea of organising a seminar on tactics and activities related to citizen science. Additionally, the WG is interested in developing a classification of different strategies of citizen science for smaller or informal publications that are being used by the Cluster members.

Model for creating the classification would draw on approach developed by WG2 to create a crosswalk of all projects to understand how citizen science factors into Consortia-level work:

1. What does participation look like in each of the consortia?
2. Will it be evaluated and if so, how?
3. Who is involved in the participatory processes and how is it influencing project outcomes and more broadly impact beyond the local research?

RECETAS will assume primary leadership role of WG6 following the annual UHC meeting, beginning in January 2023.

## 1.2. Day 2

- Workshop: Urban Issues and Epidemics

– Organized by **Dr. Maria Kaselimi (HEART)**, **Paulo Morgado (eMOTIONAL Cities)** and **Elena Rocher (WELLBASED)**.

- **TARGET:** Cities' resilience and preparedness and how urban leaders and policy makers can be better prepared for natural and human catastrophes.
- **INSIGHTS:** Identifying the determinants/factors that have impact on the pandemic—drivers for spread.
- **FIGHTING:** inequalities, care to unprivileged and vulnerable societies.
- **INSPIRATION:** Ideas for building healthier and more resilient cities to endure pandemics such as COVID-19 and future shocks.
- Presentation by Hande Barlin (WELLBASED)

She presented on the impact of COVID pandemics in Roma people at Edirne (Turkey). This special population lives in a particular situation of deprivation:

- Substandard housing conditions: 80% living in crowded homes.
- Not access to tap water
- Inadequately nourished
- Poorer access to health care
- Poor educational performance
- Chronic disease is prevalent

- Impeded isolation

The situation of the Roma population at Edirne clashes with the health protection measures implemented by the institutions to halt the progression of Covid19: shelter and care, hygienic care and food.

There are no figures on incidence of COVID in the Roma population, but the hypothesis is that it was higher. Approaching this subpopulation is complicated, so finding methodologies by which to work with them to collect data is important to improve knowledge and improve their living conditions. Health Determinants are key in the spread and incidence of pandemics. Pandemics affected most to the most vulnerable and deprived- generated more inequalities worsening their health. Qualitative research and field work, engaging key local stakeholders is also key when quantitative data from vulnerable populations is not available.

- Presentation by Nikolaos Bakalos

– From the Stamina paradigm project (<https://stamina-project.eu/>)

The presentation highlights included the following:

- Pandemic solutions and preparedness
- Global Epidemic and mobility model - GLEAM
- Stamina solutions - CHARM to predict future pandemic spread:providing intelligence in monitoring and alerting operations.
- EWS: Early warning system for fast, accurate, cost-efficient case id.
- 4 point of care tools to diagnose disease
- Project rates set guidelines for preparedness, provide software tools, increase diagnostic capacity, and improve cooperation between EU countries. Models and data to predict and manage pandemics have been successful for the Covid19 pandemic. Availability of open data of quality is key and data sharing policies are key to achieve better results.
- Presentation by Nuno Marques da Costa (eMOTIONAL Cities)

Presentation highlights included:

- Main drivers of the pandemics and their effect on health and pandemic progression (mobility in urban environments). We discuss the health inequalities and the lessons learned
- Provided info about near future evolution of the pandemic, helpful in implementation of public health measures. This is useful to change our behavior and to translate our knowledge from science to recommendations for policy makers. Role of Social and environmental
- Workshop: Citizen Science - Jill Litt, Carolyn Daher and David Kocman

– Organized by **Dr. Jill Litt** and **Don Slater**.

The 2 principal fears of researchers when tackling participatory research are:

1. Too much work

## 2. Too time intensive

### Objective 1: What is CS and why practice it?

Public engagement in research, active participation on a continuum of engagement in order to create a contributive, collaborative, and co-created science (and practice-oriented).

### Objective 2: UHC intake survey. What does participation look like in your project? Is it contributive, collaborative, or co-created?

- ENLIGHTENme: 3 cities intervention, lighting w. elderly for wellbeing includes qualitative creation and co-design in 3 cities.
- WELLBASED: working with vulnerable population answers lengthy questionnaires, using data collection devices, focus groups, support group network: cocreate to better understand problems they face.
- RECETAS: co-creation foundation, each city engages in a 6-8 month process to build a menu of options for the subsequent intervention. Carolyn Daher (RECETAS) described Cities-Health co-creation model:  
<https://link.springer.com/article/10.1186/s12940-021-00826-8>
- URBANOME: David Kocman described his work in CS projects leading to URBANOME. Cities-Health (<https://citizensciencetoolkit.eu/>), that led to new sensing tech worn by participants, tracking user experience, working with students to test equipment.

#### Key points:

- To involve participants in the testing phase of wearables
- To define aims
- To involve participants in all stages

### Objective 3: Opportunities and Challenges

Don Slater (ENLIGHTENme): 3 cities, varying contexts, motivation: why do people want to engage with us? How do we measure what occurs? Power dynamics are at play.

#### Takeaways:

There is the need for a year to build relationships, the work is difficult but rewarding, EC supports this type of work, WG6 invites participation in the WG if support is needed.

- Cross-cluster dialogue: the CUSP Cluster - Alba Hernández-Bonilla

– **Dr. Alba Hernández-Bonilla** is an Aggregate Professor and the Chief of the Mutagenesis Group at the Autonomous University of Barcelona. Her research activity is currently focused in the evaluation of human health impacts and mode-of-action of contaminants of emerging concern under chronic regimes of exposure, with a special focus on nanomaterials and micro-/nanoplastics. Noteworthy, she is currently leading the EU large-scale project PLASTICHEAL ‘Innovative tools to study the impact and mode of action of micro & nanoplastics on human health: towards a knowledge base for risk assessment’ and the EU Cluster CUSP ‘The European Research Cluster to Understand the Health ImpactS of Micro- and NanoPlastics’.

CUSP cluster multidisciplinary group of plastic exposure scientists. Knowledge gaps in shared research lead to working groups in the cluster (as well as data-sharing and communication/dissemination)

Structure:

- WG meetings
- Coordinators meetings: 3 hr meetings every **two** months, share updates, promote synergies, officers, WGs leaders
- Annual meetings/workshops: presentations from external experts, presentations from each project, work sessions for each working group (not parallel sessions)
- Early career researchers meeting online - better to connect the lab work, involve non-senior researchers in CUSP activities
- Promote exchange PhDs between projects
- Cluster calendar to have a big picture of events and avoid overlapping

Recommendation: need to understand what each project is doing in their work. This will lead to:

- Clear view of aims
- Strong scientific leadership
- Dedicated project management
- Motivated leadership

**Closing thoughts:**

- Need for more central and organised leadership structure
- Create an organisational chart of the structure of modalities of the cluster
- Causal map to move the work forward