

Item:	DHI Board Meeting Minutes
Date and Time:	Thursday 15 th May 2025
Location:	- Inovo Board Room, Ground Floor, Inovo Building, 121 George St, Glasgow, G1 1RD - Microsoft Teams
Chair: Mr John Jeans CBE (member)	
Present: Members - Prof George Crooks OBE (member) Chief Executive Officer, DHI - Moira Mackenzie (member) Deputy CEO/ Director of Innovation, DHI - Jonathan Cameron (member) Deputy Director for Digital Health and Care, Scottish Government - Prof Roma Maguire MBE (member), Deputy Associate Principal & Director Health and Care Futures, UoS - Angus McCann (Member) Non-Exec Director, MyWay Digital Health - Flora MacLeod (member) Design Director, IBM UK Attendees - Janette Hughes (attendee) Head of Performance and Planning, DHI - Grant Reilly (attendee) Head of Communications and Marketing, DHI - Olivia Dunbar (attendee) Events, Marketing and PR Assistant, DHI - Prof Duncan Graham (attendee) Associate Principal & Executive Dean of Science, UoS - Colin Brown (attending on behalf of Karen Reid), Head of Strategic Development, NES - Nicola Watt (attendee) Team Leader, Innovation and Place, Scottish Enterprise - Fiona Bates (attendee) Senior Policy/ Analysis Officer, SFC (MS Teams) - Prof Margaret Whoriskey MBE (attendee) Head of Innovation for Care and Wellbeing - Dr Petra Wilson (attendee) Incoming DHI Chair	
Apologies: - Prof Sir Harry Burns FRSE (member), UoS - Brian O'Connor (member) Chair European Connected Health Alliance, UK - Dr Lynn Douglas (member) - Charles Sweeney (member) CEO, Physiomedics Ltd - Prof Gordon Hush (member) Head of The School of Innovation and Technology, GSA	
Board Secretary: Shirley Sharp (attendee) Board Secretary / PA DHI	

Item	Topic	Action By
1.	Welcome and Introductions JJ welcomed everyone to today's meeting and submitted apologies on behalf of Brian O'Connor, Charles Sweeney, Gordon Hush and Lynn Douglas. JJ introduced Petra Wilson, who will soon be Chair of DHI, highlighting her extensive experience in health and life sciences. PW gave colleagues a brief overview of her background, mentioning her 25 years of experience in the health and life sciences sector, including academia, public sector, industry and non-profit sectors. PW also advised on her original specialisation in public health law, digital health and her recent Consulting Partnership.	
2.	Minutes of the Previous Meeting The minutes of the previous meeting were agreed as an accurate reflection of discussions, with no matters arising.	
3.	Chair's Update JJ firstly shared some reflections on his time as the DHI Chair and concluded by observing that; <i>"It has been a privilege to work alongside a supportive board and DHI's exceptional staff and leadership team. The way that DHI has evolved, consistently putting the person at the centre of everything it does, has made it possible to achieve so much. That approach is exemplary and remains critical to the organisation's continued success."</i> JJ advised colleagues on the resignation of board member Lynn Douglas, who joined the DHI Board last year as a representative of the Social Care Sector. JJ acknowledged the historical challenges of filling this position and the need to find a suitable replacement. JJ discussed the plan to bring John Matheson on board. John has a strong background in finance and healthcare, having served as Director of Finance, eHealth and Analytics at the Scottish Government. His extensive experience in the NHS in Scotland makes him a valuable addition to the DHI Board. JJ advised that JM has the full support of the SFC and the University, as he was interviewed as part of the original Chair replacement process. JJ emphasised the importance of having JM join the board immediately, if he is prepared to do so.	
4.	CEO's Update GC firstly gave his personal thanks to JJ as outgoing Chair for his commitment and support to DHI over the past 9 years. His expertise, experience and sound Chairing have been invaluable to the growth and progression of DHI. GC discussed the finalisation of DHI's internal control statement, the review of internal systems and processes and the updated university policies and procedures; the expectation is that this will be signed off by the end of the week. GC also mentioned that the university has updated several policies and procedures, which have been circulated to all senior managers within the organisation. Staff have been asked to familiarise themselves with these updates. GC went on to highlight the mandatory training modules on Sexual Harassment and Cyber Security. These modules are part of the University's responsibility to ensure staff are aware of and comply with relevant policies and procedures.	

	GC also addressed the importance of travel risk assessments and emphasised the need for standardised travel risk assessment processes within DHI to ensure consistency and thoroughness in evaluating travel risks. GC highlighted the importance of ensuring that staff feel comfortable and safe when travelling for business. GC mentioned that travel risk assessments should not be left to individual discretion but should follow a standardised approach. GC advised that DHI takes advice from the University, UK and Scottish Governments regarding travel risks. GC provided an example of a recent travel risk assessment for a staff member travelling to India, which was rigorously completed. GC then asked colleagues to note the following: • The SFC Assurance Framework was submitted to SFC following the last meeting. • Digifest Event – The Scottish Government has asked DHI to take on the management of this event going forward. • DHI Wellbeing Survey – GC discussed the recent completion of the DHI Staff Wellbeing Survey, with the findings currently being reviewed by a member of the DHI RKM team. The survey focused on work culture, work-life balance, flexible working, career development, growth and upward development within the organisation. CB advised that NES has recently completed a similar piece of work on travel and would be happy to help discuss the current NES process and how this was achieved. CB is also happy to discuss professional development opportunities for staff. GC and CB to discuss offline.	GC/ CB
5.	Spotlight Session Digital Lifelines Scotland MW provided an update on the Digital Lifelines Scotland programme, emphasising the collaborative nature of the programme, which involves two national partners - Simon Community Scotland and the Scottish Council for Voluntary Organisations, as well as many other delivery partners. DHI has been involved with the programme from the early stages, in particular with regard to service design. DHI took over the overall leadership of the programme in June 2023. MW then went on to give some highlights from the evaluation report (due to be published in June) and the significant impact of the programme to date, which has supported over 5,500 people with digital connections, far exceeding the initial target of 2000. The programme has also helped to upskill over 200 staff and volunteers as digital champions. MW also outlined plans for the next phase of DLS, which will adopt a place-based approach to integrate statutory organisations with grassroots organisations. The goal is to have at least six pathfinders over a three-year period, focusing on embedding digital solutions in service delivery. The Drugs Policy Division at SG is funding this next phase. Board members acknowledged the significant work undertaken and positive impacts as set out in the evaluation. CB asked if there are principles and wider lessons from the DLS programme that can inform developments such as the Digital Front Door. RM signposted research opportunities via UK Life Science and her interest in behavioural change. The Evaluation report will be circulated to Board members when published.	MW

6.	Website and Branding Refresh/ #DigilInventors Challenge Website and branding refresh GR presented updates on the DHI Website and branding, including a new minimalist design, improved user experience and centralised marketing tools. The website now features action-driven calls and high SEO scores. GR mentioned the branding refresh, which includes updated colour palettes, new elements like wave animations and a 10-year anniversary mark. The team has also created new templates and a DHI brochure. GR emphasised the importance of a digital-first approach in all marketing and communication activities. The team has moved away from print and non-sustainable promotional items, focussing on digital solutions to reduce environmental impacts. GR also highlighted the team's efforts to provide in-house support for various projects, including social media management, event organisation and content creation. The team aims to reduce costs and increase efficiency by handling these tasks internally. #DigilInventors Challenge GR discussed the progress of the DigilInventors Challenge and updated colleagues on the new partnerships formed, including Scottish Women's Football, Education Scotland and Skills Development Scotland. These partnerships aim to enhance the challenge and align it with educational goals. GR mentioned the alignment of the DigilInventors Challenge and Educational agencies, making it an exemplar project for teaching STEM in schools. The challenge is now integrated with the Young STEM Leaders Award, providing credits towards SQA and University applications. GR highlighted the need for funding to support the challenge, mentioning that they are seeking between £90k and £180k. GR sought advice from colleagues around the table on potential commercial sponsors and whether the current funding ask is appropriate. Discussion ensued with suggestions of possible discussions with BT, Microsoft, and Civitech. DG also suggested meeting the Entrepreneur in Residence at UoS, Peter Proud and Mark Logan. DG will also make introductions to the UoS Bahrain campus. CB also agreed to introduce GR to NES Head of Corporate Comms. GR, MM and FM to meet to discuss how best to position the challenge with corporate sponsors such as IBM. GR also updated the Board on the expansion of the challenge to the UAE, with partnerships formed with Heriot-Watt University, Strathclyde Business School and Dubai Health Authority. The challenge aims to include teams from both Scotland and the UAE in the competition.	CB GR/MM/FM
7.	Moray Growth Deal Update JH provided an update on the Moray Growth Deal, focussing on the AI Lighthouse proposal, AI skills development and the creation of a research environment. JH emphasised the importance of partnerships and the potential impact on the north of Scotland. Colleagues were encouraged to read today's paper for further details.	
	Standing Items – by exception only	
8.	Finance and Governance Update	

	MM asked colleagues to note the financial performance of DHI 2024/25 Core Funds, Additionally Funded Projects and Growth fund at the end of April 25. The report highlights the core grant income and expenditure position, an update of the additionally funded projects and a summary of the growth fund position. MM advised that there are no major issues but there has been a lot of movement across the budgets. Additionally funded projects are almost at £2m against a KPI of £1m, once two new ones are onboarded. Colleagues are asked to note the uncommitted positive balance in the growth fund, which is being used to assist with anticipated staffing challenges going forward. MM to consider an additional paragraph projecting forward considerations that the Board need to be aware of.	MM
9.	Priority Action Areas – Introduction and Highlight Reports JH advised colleagues that the bi-annual SFC Assurance Framework report has now been submitted to SFC and is available to colleagues following today's meeting if requested. JH asked colleagues to refer to the board pack for further details on each priority action area, with all PAA's reporting as green. MM advised that with regard to PAA5, she will be meeting with Scottish Enterprise colleagues to discuss mitigation of the risk noted.	
10.	Risk Appetite PM presented the report included in today's pack, written in consultation with Angus McCann. PM asked the board to note the types and levels of risk appetite proposed and the approach to risk appetite for DHI. This involves using our own refined risk appetite matrix to support decision-making around risk-taking. PM advised that the DHI Senior Management Team have endorsed this as their approach to day-to-day risk appetite. PM then went on to discuss the approach taken, the risk appetite categories identified, which have been merged with UoS Risk Appetite matrix. PM advised that a risk appetite level of low, moderate to high has been suggested for DHI in relation to these categories. Further discussion with colleagues reiterated that these processes are in place currently, and the recommendation from AMcC is that this is sent to the new Risk Manager at UoS for comments/review.	PM
11.	Corporate Risks and Issues Update PM advised on two risks highlighted - 272, 'There is a reputational risk in that the innovations developed with Scottish Technology companies and DHI are not then supported through effective financial investment or purchase from the Scottish public sector, leading in some cases to business failure' <i>Risk 273 - 'There is a risk that without economic development commitment that the industry-specific KPIs will be more difficult to achieve'.</i>	

	PM advised that discussions are ongoing with SG and Scottish agents on how to encourage business sustainability and with economic development agencies, including industry leadership groups and the Scottish National Investment Bank.	
12.	AoB None noted.	
13.	Date and Time of Next Meeting The next meeting is scheduled to take place on Thursday, 21st of August 2025, in the Inovo Board Room, Ground Floor, Inovo Building, 121 George St, Glasgow, G1 1RD. Microsoft Teams will be available for those unable to attend in person.	