![The Scottish Parliament / Pàrlamaid na h-Alba]

Minute of the Senior Executive Team (SET) meeting held on Monday 3 November 2025 at 9.30am

Present:
- David McGill, Clerk/Chief Executive (chair)
- Michelle Hegarty, Deputy Chief Executive
- Lynsey Hamill, Director of Operations and Digital
- Lorna Hunter, Director of People, Communications and Inclusion
- Callum Thomson, Director of Parliamentary Business
- Kerry Twyman, Director of Finance and Resilience

In attendance:
- Mark Brough (item 1)
- Andrew Greenway, Ross Ferguson, Public Digital (item 3)
- Willie Heigh (items 4,7,8)
- Andrew Munro (items 4, 9)
- Vicky McSherry, Helen Nicolson (item 4)
- Tommy Lynch (item 5)
- Claudia Bennett, Alexandra Gherghinis, Emma Moller, Ruth O'Reilly (item 6)
- Becky Thomson, Barry Lang (item 7)
- Irene Fleming, Bill Ward, John Paterson (item 8)
- Joanna Purves (items 1-9)
- Allan Campbell, Head of Operations (items 1-9)
- Lynn Russell, Head of Secretariat (items 1-9)

Item 1: Information sharing

1. SET discussed and noted updates in relation to:

   - the SPCB meeting on 30 October 2025
   - the technical issues relating to the voting system due to a recent significant Microsoft outage and the re-scheduling of parliamentary business.
   - forthcoming opportunities to trial Microsoft Copilot pro.

Item 2: SPCB and SET forward looks

2. SET noted the items currently planned for future SPCB and SET meetings and provided updates.

Item 3: Digital review

3. SET considered the findings and recommendations following an independent review of the Scottish Parliament's approach to digital technology and services.

4. SET will consider the next steps in response to the review at a future meeting.

Action: Lynsey

Item 4: Quarter 2 reports

5. SET considered Q2 performance, finance and workforce reports and noted that summaries of these reports will be included in the next Chief Executive's report to the SPCB.

Performance report

6. SET noted that key activities associated with some strategic change objectives have been delayed due to emerging and unforeseen priorities requiring immediate attention.

Finance report

7. SET welcomed the format of the new report and thanked colleagues for their work on this. SET discussed the financial performance in the year to date and the indicative forecast of the year-end position.

Workforce report

8. SET noted the trends set out in the Q2 Dashboard. It also discussed information that would be useful to include in the dashboard at a directorate level in the future, including more timely vacancy gap data and how flexible working hours are being used by staff.

Action: Vicky, Helen

Item 5: Principal risks and risk management update

9. SET considered the Principal Risk Register, noting the relatively light touch approach to the risk reviews for this quarter, given the preceding reviews took place as recently as September 2025.

10. SET discussed the "Cyber" and "Security away from Holyrood" intolerable risks and agreed to provide more detailed information in relation to these risks, and how they are being addressed, to inform the Advisory Audit Board at its next meeting.

Action: Michelle, relevant Directors and Tommy

11. SET also noted work planned to address the "Capability and Capacity" intolerable risk that will be led by Lorna.

Item 6: Colleague Engagement Forum

12. In February 2025, SET agreed the framework to establish a Colleague Engagement Forum (CEF), to enable colleagues to share opinions, ideas, and help inform decision-making within the Scottish Parliament. The CEF was formally established in June 2025.

13. SET welcomed the co-chairs of the CEF to the meeting where a wide range of topics were discussed, including the role and remit of the CEF, how it operates and early themes emerging from initial meetings held.

14. During the discussion, SET recognised the importance of the CEF in strengthening colleague engagement within the organisation. It further noted that CEF members should be afforded sufficient time to fulfil their role, and that consideration would be given to how this can be achieved.

Action: Lorna

15. SET Members indicated their willingness to engage with the CEF on a regular basis and looks forward to continuing its dialogue with the co-chairs.

Item 7: Security project

16. SET discussed and agreed a proposed security project for inclusion in the 2026/27 Budget Bid, subject to engagement with the SPCB and a full change and communications plan being developed.

Item 8: Committee room replacement consoles project

17. SET discussed and agreed the outline business case for a committee room replacement consoles project for consideration by the SPCB as part of the

2026/27 Budget Bid, subject to further commitments being set out in the final business case as outlined in the covering paper.

18. SET subsequently agreed that, reflecting on this process, IAG and SET should consider and review the governance approach for projects of this type in future.

Action: Michelle

Item 9: 2026/27 Budget

19. SET further discussed the preparation for the 2026/27 Budget, in advance of it being considered by the SPCB on 13 November 2025.

Date of next meeting

20. The next SET meeting is scheduled on 17 November 2025.

SET Secretariat
November 2025