



The Scottish Parliament
Pàrlamaid na h-Alba

Minute of the Senior Executive Team (SET) meeting held on Monday 18 May 2026 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

Apologies:

In attendance:

- Jennifer Griffin, Kate Blackman (item 1)
- Willie Heigh (items 3, 5,6)
- Beki Stark, Vicky McSherry, Helen Nicolson (item 3)
- Tommy Lynch (item 4)
- Allan Campbell (items 1-6)
- Mary Ann Masson (items 1-6)
- Joanna Purves (items 1-6)
- Lynn Russell, Head of Secretariat (items 1-6)

Item 1: Information sharing, matters arising and previous meeting

1. SET welcomed the successful delivery of the first week of the new Session, noting consistently positive feedback from Members and staff. SET commended the significant cross-Parliament effort and recognised the professionalism and commitment of staff in delivering a smooth and effective start to Session 7. Particular appreciation was recorded for Allan Campbell's leadership of the election programme. SET noted that the Members' induction programme would commence w/b 18 May 2026 and run through to the end of June 2026.
2. SET also discussed and noted updates in relation to:
 - The election of, and support to, the new Presiding Officer and Deputy Presiding Officers.
 - Fire Safety improvements at Holyrood.
3. The following items were dealt with by correspondence since the previous meeting on 23 March 2026:

- SET approved the Full Business Case for the Access Control Modernisation Programme.
 - SET approved a 12-month secondment for a Digital Transformation Manager.
 - SET noted a memo from the Director of Finance and Resilience on the future approach to the management and reporting of vacancy gap data.
4. SET agreed the minutes of the meeting held on 23 March 2026.

Item 2: SPCB and SET forward looks

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

Item 3: Quarter 4 reports

6. SET considered Quarter 4 (Q4) 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

7. SET noted that Q4 performance remained strong despite high parliamentary activity, with KPIs improving on the previous quarter. SET also noted the successful delivery of some strategic projects including the Official Report Digital Transformation Programme (Phase 1) and Business Bulletin Improvements.
8. SET discussed progress on business continuity arrangements for loss of IT and agreed to re-circulate the follow-up actions note sent out by the Resilience team and agree a deadline for responses from relevant business areas by correspondence. **(Action: Kerry)**
9. SET noted a revised approach to delivery of the Committee Room Consoles Replacement project and received assurance that this would not result in any additional expenditure.

Finance report

10. SET noted the Q4 Finance Report, which showed a provisional year-end underspend of £0.31m (0.2% of budget), well within the 2.5% year-end target. SET recorded its appreciation to the Head of Finance and their team, in addition to colleagues in other offices, for the significant work undertaken to actively manage earlier forecast underspends and protect the 2026–27 budget. SET further noted that contingency funding had been fully utilised to meet emerging pressures and that overall financial performance remained stable.

11. SET also discussed opportunities to enhance the transparency of activity aimed at delivering efficiency savings.

Workforce report

12. SET noted the Q4 Workforce Analytics Dashboard, which indicated that attendance improved significantly in Q4, exceeding targets in the final months, and that overall annual performance was close to the Parliament's ambitious target of 96%. It also noted reduced sickness absence during the quarter and continued progress on the recruitment of successful candidates from minority ethnic backgrounds.

13. SET recognised that recent workload pressures had affected completion of 6-monthly performance reviews and agreed to extend the deadline to the end of June 2026. SET also requested that consideration be given to the development of additional reporting measures to provide clearer insight into workload pressures aligned to the parliamentary cycle. **(Action: Vicky)**

Item 4: Principal risks and risk management update

14. SET considered the principal risk register and noted relevant updates, including movement toward tolerable risk positions, planned actions to address remaining intolerable risks and reconsideration of how and where tolerable risks are captured.

15. SET further noted that there will be an opportunity to consider the approach to risk management for Session 7 at its Planning Day during summer recess.

Item 5: Leadership Engagement Network: event planning

16. SET discussed the agenda and objectives for the SET/LEN planning day in June 2026. Subject to some minor revisions, SET agreed the recommended approach, as set out in the paper for sharing with LEN.

Item 6: SET and SPCB planning days

17. SET discussed and agreed the objectives and agenda for the SET and SPCB planning days during the summer recess, noting that the SPCB, once elected, will have the opportunity to advise on any items it wishes to consider.

Date of next meeting

18. The next SET meeting will take place on 1 June 2026.

SET Secretariat, May 2026