The Scottish Parliament
Pàrlamaid na h-Alba

Minute of the Senior Executive Team (SET) meeting held on Monday 26 October 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

In attendance:

- Lynn Russell (Item 1-2)
- Alan Durward (Item 3)
- David Hershaw (Item 3)
- Willie Heigh (Items 3-6)
- Ross Ferguson (Item 4)
- Beki Stark (Item 5)
- Allan Campbell (Items 1-6)
- Pauline McIntyre (Items 1-6)
- Lisa Creamer (Items 1-6)
- Mary Ann Masson (Items 1-6)

Item 1: Information sharing, matters arising and previous meeting

1. SET discussed and noted updates in relation to:

    - The Presiding Officer's reform programme
    - Artificial intelligence and its use in the Parliament
    - Communications on the Strategic Plan and Public Engagement Strategy
    - The staff survey

2. The following items were dealt with by correspondence since the previous meeting on 28 September 2026:

    - SET memo – building closure – noted.
    - Further information on sprinklers business case – recommendation agreed.

3. SET agreed the minutes of the meeting held on 28 September 2026, with minor amendments.

Item 2: SPCB and SET forward looks

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

Item 3: Replacement Water Heater Business Case

5. SET considered a proposal to replace the six existing gas-fired domestic hot water units serving the Holyrood estate.

6. SET considered the options set out in the business case and agreed to proceed with replacing the existing domestic hot water units with indirect calorifiers.

Item 4: Digital Transformation

7. Further to its discussion on 28 September 2026, SET considered further proposals to develop a new outcome-based operating model for digital, data and technology change during Session 7.

8. SET agreed that the next steps should include:

    - developing a phased mobilisation plan.
    - facilitating SET workshops on delivery model and outcome teams.
    - refining and communicating the proposed approach.
    - sharing and refining the operating model and outcome team guidance.
    - building organisational awareness and capability.

Item 5: Budget/Medium-Term Financial Plan Update

9. SET received a presentation from the Director of Finance and Resilience and held a detailed discussion on the 2027-28 budget and Medium-Term Financial Plan.

Item 6: Delivery Plan

10. SET considered and agreed a draft Session 7 Delivery Plan 2027-2028, subject to any final comments by correspondence.

Date of next meeting

The next SET meeting will take place on 9 November 2026.

SET Secretariat
October 2026