



The Scottish Parliament
Pàrlamaid na h-Alba

Minute of the Senior Executive Team (SET) meeting held on Monday 28 September 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:

- Jennifer Griffin (items 1-2)
- Vicky McSherry, Helen Nicolson (item 3)
- Erin Borthwick (items 3-4)
- Tommy Lynch (items 3-5)
- David Hershaw (item 5)
- Pauline McIntyre (items 1-5)
- Ross Ferguson (items 6-7)
- Willie Heigh (items 3-7)
- Neil Mackie (item 8)
- Victoria Barby (items 9-10)
- Iain McIver (item 11)
- Alan Durward, Taff Doyle (item 12)
- Allan Campbell (items 1-12)
- Mary Ann Masson (items 1-12)
- Lisa Creamer (items 1-12)
- Joanna Purves (items 1-12)

Item 1: Information sharing, matters arising and previous meeting

1. SET discussed and noted updates in relation to
 - The SPCB meeting held on 24 September
 - Effects of the changes to Parliamentary Business on directorates
2. The following items were dealt with by correspondence since the previous meeting on 15 June 2026. SET:
 - Noted a follow-up update and full set of customer journey maps from Iain Shorthose, Paragon Working Solutions, following discussions with SET at its meeting on 15 June 2026.

- Welcomed and noted an update from SPICe reflecting on the forecasting approach for the 2026 election.
- Approved the Draft Session 7 Strategic Plan to go to SPCB for final agreement.

3. SET agreed the minutes of the meeting held on 15 June 2026.

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: Q1 Performance Reports

5. Summaries of the following reports would be included in the next Chief Executive's report to the SPCB.

Performance report

6. SET welcomed the new approach to performance reporting and reviewed the performance indicators, noting Q1 was a period of transition for the Parliament and included the successful work around the Scottish Parliament election, Members' first days and induction arrangements, the establishment of all 16 Session 7 committees and the Opening Ceremony. The organisation also responded rapidly to changes around Parliamentary Business initiated by the new Presiding Officer.
7. In that context, Q1 performance was positive. Three measures were reported as Amber, with targets narrowly missed and no KPIs were rated red, compared with seven Amber and one Red in Q4 2025-26.
8. Strategic change activity remained broadly on track during Q1, with two amber and three red activities, compared with two amber and six red in Q4. Key achievements included delivery of the Election Programme's First Days and new Members' induction activities, completion of the accessible Chamber dais project, completion of the Public Engagement Strategy review closure report, completion of the Race Equity Plan and its incorporation into the refreshed strategic workforce plan.

Finance report

9. SET noted the Q1 Finance Report, which forecasts an overspend of £0.34 million by the end of the year, mainly due to shortfalls in the vacancy gap recoveries that are built into the staff costs budget.
10. The year-to-date position is an overspend of £0.76 million which is due primarily to the timing of Members' spend in this post-election year. The

SPCB is on course to manage this overspend across the year, and the position will continue to be monitored closely.

Workforce report

11. SET noted the Q4 Workforce Analytics Dashboard, which indicated the attendance rate this Quarter has seen a relatively significant increase on the Q4 2025/26 rate at 96.3%, an increase in attendance of 0.4 percentage points.
12. SET noted the sickness absence this reporting period has seen a decrease on the rate for the prior quarter, with the rate for Q1 at 3.4% of available hours (a drop of 0.4 percentage points). Over the course of the quarter there is, however, a consistent trend of increasing sickness absence rate, with the final month of the quarter reflecting a rate of 4.0% versus an all-time low rate of 2.9% during the first month of the quarter. This trend will be monitored and appropriate support provided where required. SET welcomes the new approach to the Workforce Analytics Dashboard.

Item 4: Principal risks and risk management update

13. SET considered the principal risk register and noted relevant updates, including the restatement of the purpose of the Principal Risk Register and the purpose of differentiating between tolerable and intolerable risks.

Action: Tommy

Item 5: Major Projects

14. SET welcomed a summary of the successful completion of recent fire safety improvements and noted the completion of the gas-suppression and evacuation-lift cabling works and the associated benefits and final cost.
15. SET considered an updated strategic business case for a car park sprinkler system and requested further information and initial discussion with the Scottish Parliamentary Corporate Body before agreeing to endorse the proposed approach and approving progression of market engagement and development budget.

Action: Kerry, Tommy

Item 6: Projects prioritisation

16. SET welcomed an update on the prioritisation of the 2027/28 project budget and:
 - agreed the recommendation of the essential and strategic portfolio of the majority of which maintains existing services;

- agreed in-principle that the SET and SPCB priority organisational reform projects are treated over and above the base project funding level, and determine the level of a public service reform fund
- agreed the proposal regarding inclusion of additional Digital and further facilities categories, pending discussion on the digital delivery model
- endorsed the preference for a wide-scale corporate systems review in place of the single forecasting project, and commissioned the scoping work
- agreed the contingency treatment of the Server and Network Support provision and the baselining of recurring in-year expenditure to operating budget lines to ensure greater transparency and,
- noted that agreement of the portfolio does not constitute approval of individual projects.

Item 7: Digital Transformation

17. SET welcomed the opportunity to consider proposals to develop a new outcome-based operating model for digital, data and technology change during Session 7, moving away from traditional project-by-project delivery and fixed project budgets. The approach will establish a small number of cross-organisational teams working to SET-defined outcomes within agreed guardrails, with greater flexibility for teams to determine how work is delivered, and resources prioritised within an overall funding envelope, alongside a revised governance model in which SET focuses on outcomes, risk, and assurance rather than individual project approvals.
18. SET agreed to:
 - endorse the proposed exercise to move towards an alternative operating model for the delivery and governance of digital, data and technological change and to strategically manage budget allocation.
 - work with the Director of Operations and Digital to agree the priority outcomes and commission the development of a detailed implementation plan.

Action: Ross

Item 8: Staffing prioritisation

19. Following discussion of the Directorate workforce plans at the SET planning day on 26 August, and a subsequent resource prioritisation discussion with Directors, SET approved the additional staff resource requirements set out in each Directorate's workforce plan for Session 7.
20. SET agreed that recruitment would be paced within existing resources, and People Services would develop a recruitment strategy to achieve this.

Action: Neil

Item 9: Annual Environmental Management System Review

21. SET welcomed the annual review of the Environmental Management System 2025–26 and:

- confirmed that the EMS remains suitable, adequate and effective overall, subject to delivery of the identified improvement actions
- approved the proposed Environmental Policy at Annex B for submission to the Presiding Officer for endorsement
- Noted the draft strategic objectives for 2026–27 and asked for engagement with relevant Directors to set reasonable objectives which are deliverable within existing resources
- endorsed the revised governance arrangements and the proposed reporting and escalation route
- noted the principal risks, open nonconformances and capacity pressures
- agreed that any evidenced additional resource or investment requirements should return through the normal business planning, budget or business-case process.

Item 10: EV car salary sacrifice scheme

22. SET agreed in principle to develop a detailed electric vehicle salary sacrifice scheme.

Item 11: Session 7 International Strategy

23. SET welcomed the draft Session 7 International Strategy ahead of it being considered by the SPCB, noting the new Head of International Relation's ambition to increase international awareness across the Parliament and provided feedback.

Item 12: Officeholder Accommodation

24. SET discussed the future accommodation arrangements for Officeholders and agreed in principle that work should proceed to develop options for a more cost-effective and sustainable accommodation model. SET endorsed the approach set out in the paper to explore a range of potential solutions, including relocation options and alternative accommodation arrangements, and agreed that further detailed work should be undertaken to develop a full business case setting out costs, benefits, risks and a recommended way forward.

Date of next meeting

25. The next SET meeting will take place on 26 October 2026.

SET Secretariat
September 2026