



The Scottish Parliament  
Pàrlamaid na h-Alba

## Minute of the Senior Executive Team (SET) meeting held on Monday 3 June 2024 at 9.30am

### Present:

- David McGill, Clerk/Chief Executive (chair)
- Michelle Hegarty, Deputy Chief Executive
- Lorna Foreman, Director of People, Communications and Inclusion
- Sara Glass, Director of Finances and Resilience
- Lynsey Hamill, Director of Operations and Digital
- Callum Thomson, Director of Parliamentary Business

### In attendance:

- Mark Brough (items 1-4)
- Willie Heigh (item 5)
- Neil Mackie, Vicky McSherry, Rachel Fishlock (items 6-7)
- Tommy Lynch (item 8)
- Mary Ann Mason
- Allan Campbell
- Judith Proudfoot, Secretary

### Item 1: Previous minutes and Matters arising

1. SET agreed the minute of the previous meeting held on Monday 20 May 2024. There were no matters arising.

### Item 2: Information sharing

2. SET discussed and noted updates on the following:
  - Parliament resolution – following a debate the Parliament agreed a resolution that included a on the Scottish Parliamentary Corporate Body to initiate an independent review of the Parliament's complaints process. SET noted that officials were meeting later in the week to start looking at the implications of the resolution.
  - Camp – SET noted an update on the ongoing camp on the Parliament's grounds. David and Lynsey were due to meet with Police Scotland later in the day for further discussions.
  - SPS pay negotiations – SET noted an update on progress with the negotiations.

### **Item 3: SPCB meeting feedback**

- SET noted feedback from colleagues on issues discussed by the SPCB at its meeting on 30 May 2024. Topics included: the Chief Executive's Report; a security work request; the 2024 Festival of Politics; an MSP's suggestion for a Parliament flag; and the Media Access Policy.

### **Item 4: SPCB and SET forward looks**

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

### **Item 5: Strategic Resources Board (SRB): transition to SET**

4. SET had a further discussion around the creation of an Investment Board - its membership, support arrangements and processes. Interdependencies between the Board and SET were also discussed along with relevant delegations. It was noted that authority was delegated to the Director of Operations and Digital and that the Board would be an advisory group to the Director. Individual Directors would retain responsibility for individual projects.
5. Operational and governance arrangements for the Investment Board were due to be signed off at the SRB meeting later in June.

### **Item 6: Vacancy gap**

6. When presenting its 2024-25 budget, the SPCB made a commitment to the Finance and Public Administration Committee that it would work within the staffing baseline as set out. The vacancy gap was a useful tool in helping the organisation meet this challenge and SET was also keen to explore other options that could contribute through workforce planning.
7. SET sought further information before agreeing to set a specific vacancy gap target. SET agreed that this decision had to be made before the summer recess.

### **Item 7: Strategic workforce planning**

8. Effective workforce planning was seen as key to meet future resourcing requirements required to deliver services. SET discussed:
  - What parliamentary services might look like in Session 8.
  - What level of demand would there be for those services.
  - What will the balance be between automation/technology and people-facing delivery.
  - What type of skills would be required for delivery of services.

- What changes would need to be made to the demographics of the parliamentary workforce.
  - What will the financial position be.
9. At the core of planning for delivery of these services was the availability of 'live' data. The corporate systems programme was intended to support this aim and staff were also working on developing a corporate data strategy.
10. A culture of continuous improvement was seen as a key element for the delivery of services. SET agreed that office-specific improvements should be targeted but guided by SET to ensure transformative benefits were achieved.
11. Further discussions would be scheduled to feed into development of the Strategic Plan. As a first step, Lorna agreed to go through the workforce planning template for her business areas and share the output with SET.

**Action: Lorna**

## **Item 8: Risk management and updates – Paper 9**

12. The paper presented a summary of previous discussions and provided an update on the actions identified.
13. SET noted the progress made on better articulating the Principal Risks and the work still needed to control, mitigate, and manage those risks. SET recorded its appreciation for all the work done to date in moving this on and agreed the revised Risk Framework subject to finessing some of the language.
14. SET agreed a process for preparing for future risk discussions at SET meetings and Tommy was asked to work with Willie in pulling the schedule for reporting risk in line with the other performance reporting.
15. SET noted that a similar update was planned to be shared with the Advisory Audit Board in advance of its next meeting.

## **Any other Business**

16. SET agreed to initiate regular meetings between SET members and groups of Office Heads. Lorna undertook to put together a note outlining the set up.

**Action: Lorna**

## **Date of next meeting**

17. The next meeting was scheduled for Monday 10 June 2024.

**SET secretariat**  
June 2024