



The Scottish Parliament  
Pàrlamaid na h-Alba

# Minute of the Senior Executive Team (SET) meeting held on Monday 15 December 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)
- Tracey White, Irene Fleming, Catherine Ferguson (items 3 and 4)
- Victoria Barby (item 5)
- Willie Heigh (item 6)
- Tommy Lynch (item 7)
- Becky Thomson, Barry Lang (item 8)
- Roy Devon (item 9)
- Allan Campbell (items 1-9)
- Joanna Purves (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 11 December 2025
  - the Inclusive Parliament Review
  - business continuity arrangements in the event of a loss of IT
  - SET governance for major events
  - SPCB legacy reporting.
2. The following items were dealt with by correspondence since the previous meeting on 17 November 2025:
  - SET noted the Parliament Communications Plan for the 2026 election.
  - SET approved the Chamber dais accessibility project for installation in the Campaign Period in 2026.

## **Item 2: SPCB and SET forward looks**

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

## **Item 3: Volume of parliamentary business**

4. SET discussed the increased volume of parliamentary business since easter recess and the anticipated high levels of business for the remainder of Session 6. During the discussion, SET recognised the significant effort from staff across the organisation to support this work.
5. SET discussed options for managing the volume of parliamentary business in Session 7. This included the future approach to strategic workforce planning, medium term financial planning and opportunities to improve data analysis for performance reporting and planning. SET also discussed upfront investment in improving process mapping and use of technology to enhance productivity, capacity and improve job roles. This work, including governance in Session 7, is underway.
6. SET acknowledged its leadership role to ensure a sustainable operating model for Session 7 and agreed to keep this under regular review at SET meetings, under performance reporting and strategic risk management.

**Action: SET members**

## **Item 4: Strengthening committees' effectiveness – Standards, Procedures and Public Appointments Committee report**

7. SET considered the recommendations made by the Standards, Procedures and Public Appointments Committee in its report, “Strengthening Committees’ Effectiveness”.
8. During the discussion, SET discussed opportunities to communicate the Committee’s recommendations to the staff group, including through the SET update and at the LEN network. SET also discussed work that is progressing to implement the recommendations and noted potential future resource implications. SET also discussed the need to ensure a coordinated approach across all directorates, to ensure all implications are considered. SET will receive an update in spring 2026.

**Action: Callum, Tracey, Irene, Catherine**

## **Item 5: Climate change duties**

9. SET received an update on the requirements of the forthcoming statutory guidance for public bodies climate change duties. Following discussion, SET discussed some possible minor revisions to the draft Session 7 strategy and to consider the duties further at an early meeting in 2026.

**Action: Lynsey, Victoria**

## **Item 6: Session 7 Strategy and Delivery Plan**

10. SET discussed and agreed the updated draft strategy for session 7, subject to one minor addition. It also discussed and agreed the approach to developing the delivery plan which will be led by Directors, noting the importance of collaborating with staff across directorates to further develop and refine the plan.
11. SET also agreed the timetable and communications approach for final approval of the strategy and delivery plan.

## **Item 7: Fire engineering planning**

12. Following consideration of fire engineering matters relating to the parliamentary estate on 29 September 2025, SET received an update from officials on emerging factors around the timing of this work and a recommendation to amend the timetable. Following discussion, SET agreed a new timetable for this work, with specific dates contingent on the outcome of a procurement exercise and a full assessment with a wide range of business areas required to deliver this work.
13. SET further acknowledged the co-operation and co-ordination to be discussed by the Head of Resilience with business areas to deliver this work.

## **Item 8: National security vetting**

14. SET received an update from officials on upcoming policy changes regarding national security vetting, expected to be introduced in April 2026.
15. During the discussion, SET noted that certain business areas are more likely to be impacted by the changes and that individual meetings should be set up with relevant officials to discuss planning and preparation arrangements before these changes come into effect. SET noted that the SPCB would be updated on this matter following this initial work by relevant officials.

**Action: Relevant directors, Becky, Barry**

## **Item 9: Major event planning**

16. SET received an update on the administrative planning arrangements associated with a major event.

## **Date of next meeting**

17. The next SET meeting is scheduled on 19 January 2026.

**SET Secretariat**

December 2025