



The Scottish Parliament  
Pàrlamaid na h-Alba

## **Minute of the Senior Executive Team (SET) meeting held on Monday 23 March 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:**

- Mark Brough (items 1,2)
- Gordon Hobbs, Sigrid Robinson (item 3)
- Erin Borthwick (item 4)
- Willie Heigh (items 4-6)
- Alan Balharrie, Helen Costello, Catherine Fergusson, Lewis McNaughton, Sophie O'Sullivan, Christina Ruprecht, Cameron Smith, Fiona Stevens, Tracey White (item 6)
- Vikki Little, Ruth O'Reilly (item 7)
- Jake Fenton, Tommy Lynch (items 8,9)
- Vicky McSherry (item 10)
- Allan Campbell (items 1-10)
- Mary Ann Masson (items 1-10)
- Joanna Purves (items 1-10)
- Lynn Russell, Head of Secretariat (items 1-10)

## **Item 1: Information sharing, matters arising and previous meeting**

1. SET discussed and noted updates in relation to the:
  - SPCB meeting held on 19 March 2026
  - Dignity at Work Report.
  - Proposals for an Access Control Modernisation Programme.
2. SET also recognised the hard work by colleagues across the organisation to accommodate multiple late sittings in the Chamber over recent weeks

and recorded its sincere thanks to everyone involved for their flexibility and commitment in supporting the business of the Parliament.

3. The following item was dealt with by correspondence since the previous meeting on 9 March 2026:
  - SET approved the Committee Room Conferencing Equipment Replacement project for a phased installation in 2026 and 2027.
4. SET agreed the minutes of the meeting held on 9 March 2026.

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

5. SET noted the items currently planned for future SET meetings and noted that future SPCB meetings and the forward look will be confirmed in Session 7.

## **Item 3: Covid Inquiries**

6. SET received an update on the progress of the UK and Scottish Covid inquiries. SET noted the recommendations from the UK Covid Module 2 report and the response from the Scottish Government, with particular reference to parliamentary scrutiny of the use of delegated powers in a future pandemic.
7. Following discussion, SET agreed its approach to ensure compliance with a 'do not destroy' notice issued by the Scottish Covid Inquiry while also complying with the Parliament's information management responsibilities.

## **Item 4: Session 6 Strategy Review**

8. SET considered a high-level review of delivery against the Session 6 Strategic Plan, which concluded that the Parliament had:
  - successfully navigated complex operational challenges while carrying out its democratic functions
  - met sustainability commitments
  - improved organisational culture and operational capabilities
  - met financial targets including operating within the staffing baseline, agreed at the start of the session following the strategic Resources Review.
  - delivered effectively against its strategic change priorities while maintaining core services.
9. SET welcomed the planned review of key performance indicators to inform the Session 7 strategy and the introduction of contextual metrics. SET also

agreed that the Session 7 strategy should include outcomes to demonstrate what success looks like. It further agreed that once performance information for Quarter 4 2025-26 is available, the Session 6 Strategy Review should be communicated to staff and published on the Parliament's website.

**Action: Willie, Erin**

## **Item 5: Election Forecast**

10. SET discussed the latest SPICe election forecast and preparations underway in teams and directorates to prepare for the new Session.
11. SET further noted an opportunity, as we commence a new session, to engage with staff on the standards of behaviour and principles expected of all staff to ensure integrity, impartiality and public confidence in the Parliament, as set out in the Code of Conduct for the Scottish Parliamentary Service. SET agreed that Directors would lead this engagement within their directorates with timescales determined in line with operational context.

**Action: SET Directors**

## **Item 6: Major BIT projects**

12. SET welcomed colleagues involved in the successful delivery of two major Business Information Technology (BIT) projects during Session 6: the Official Report Replacement System and the Business Bulletin Improvements Project.
13. SET received a presentation from members of the Business Bulletin project team, established to modernise the production system. SET noted that the project was delivered on time and under budget and has improved efficiency, resilience and collaboration across Parliamentary Service teams and BIT, reduced manual workarounds through greater automation, supported staff wellbeing, and laid foundations for improved data capture and future digital development in Session 7.
14. SET also received a presentation from members of the Official Report Replacement System project team and noted the completion of Phase 1, which delivered a transition from the legacy Official Report system to a cloud-based solution. SET further noted that the project was delivered within the approved budget, has improved system stability and workflow efficiency, increased automation and accessibility, and potential Phase 2 and 3 opportunities,
15. SET recognised the effective collaboration between teams and offices across Parliament in delivering both projects, noted the wide range of

benefits that have been realised and thanked all project team members for their hard work.

## **Item 7: Colleague Engagement Forum**

16. SET welcomed representatives from the Colleague Engagement Forum (CEF) to discuss the Forum's work to date. SET received an update on CEF's engagement activity undertaken between November 2025 and February 2026 including discussions with senior colleagues on the Session 7 strategy, training and development, the 35-hour working week, and the Inclusive Parliament Review.
17. SET welcomed activity arising from this engagement, including CEF involvement in the Inclusive Parliament Review working group and planned work on staff experiences of the 35-hour working week. It also welcomed areas of focus that have been reactivated, including community and connection, and staff development.
18. SET also discussed membership of the CEF, including future opportunities for staff to participate and agreed to liaise further with CEF on this issue.

**Action: Lorna, Lynsey, CEF colleagues**

19. In closing, SET restated its strong commitment to supporting CEF's work and thanked members for their important role in ensuring staff views are heard and reflected across the organisation.

## **Item 8: Health and Safety Committee Review**

20. SET considered a review of the Health and Safety Committee and the arrangements for consulting staff on health and safety matters. Following discussion, SET approved proposals to refresh the Committee's Terms of Reference, restructure membership, provide appropriate training for members, strengthen consultation arrangements, and use alternative routes to engage Members and their staff on health and safety issues. SET noted that the Trade Union Side would be consulted on these improvements through the Partnership Group.
21. SET noted that the risk register would be updated to reflect these new arrangements in addition to wider work relating to health and safety duties.

**Action: Lorna, Tommy**

22. SET requested that an update be brought to a future meeting once the changes have been implemented.

**Action: Jake, Tommy**

## **Item 9: Fire safety improvements**

23. SET noted updates on fire safety improvements being carried out in Holyrood and, following discussion on business continuity, approved revised delivery arrangements. SET also highlighted the importance of capturing previous practice to support effective governance and assurance.

**Action: Tommy**

## **Item 10: Staffing in Session 7**

24. SET discussed its strategic approach to Session 7 staffing and agreed to further consider this matter at a future meeting before engaging with the Leadership Engagement Network and SET planning day, in advance of summer recess.

**Action: Michelle, Kerry, Vicky**

## **Date of next meeting**

25. The next SET meeting will take place on 18 May 2026.

**SET Secretariat**  
March 2026