



The Scottish Parliament
Pàrlamaid na h-Alba

Minute of the Senior Executive Team (SET) meeting held on Monday 17 February 2025 at 9.00am

Present:

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

Apologies:

- Allan Campbell, Head of Operations

In attendance:

- Alan Durward, Rachel Fishlock, Emma MacDonald, Andrew Munro, John Paterson, Bill Ward (item 4)
- Mary Ann Masson, Head of Internal Communications and Engagement (items 1-5)
- Lynn Russell, Head of Secretariat (items 1-5)

Item 1: Previous minute and matters arising

1. SET agreed the minute of the previous meeting held on Monday 3 February 2025. There were no matters arising.

Item 2: Information sharing

2. SET discussed and noted an update on an allowances matter. It also discussed a parliamentary business matter.

Item 3: SPCB and SET forward looks

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

Item 4: Links between strategic and operational leadership roles

4. SET considered opportunities to strengthen the links between strategic and operational leadership roles, following the senior management review in 2024.
5. SET discussed ways to improve information sharing between the strategic and operational leadership roles, focusing on opportunities to engage and collaborate on its forward work programme as appropriate. SET also agreed to undertake a piece of work to clarify responsibilities for decision making, consultation, information sharing and accountability arrangements. It also agreed to update the organisational leadership behaviour framework.
6. SET further recognised and reaffirmed its commitment to supporting operational leaders to shape and deliver modernisation and change projects across the Parliament.

**Action: Michelle
& Lorna**

Item 5: New ways of Working – Post Programme Review and Influence on Parliament of the Future Programme

7. SET received a presentation from members of the New Ways of Working (NWOW) Advisory Group on the key components and learning for successful delivery of the programme's objectives and realisation of benefits. The presentation also identified opportunities to inform session 7 strategic planning.
8. The NWOW programme was one of the Parliament's strategic change objectives. It was established to learn from the pandemic response to shape the future of how members are supported, including the development of hybrid Parliamentary business services. The programme also aimed to create a more diverse, hybrid workforce supported by smarter use of workspaces and technologies and to embed sustainability and deliver climate change goals.
9. SET noted the significant achievements and measurable benefits delivered through this substantial change management programme. It further noted

that much of its success was as a result of effective collaborative working, and a culture of trust that developed amongst staff during the programme. SET wishes to thank all staff for the role they have played in embracing NWOW.

10. It also agreed that the programme provides a solid foundation to develop its medium and longer-term strategic planning for the Parliament, and, from its methodology and learning to help embed future change programmes within the organisation.

Date of next meeting

11. The next meeting was scheduled for 24 February 2025.

SET Secretariat
February 2025