

Public Service Reform Committee
Thursday 8 October 2026
8th Meeting, 2026 (Session 7)

Delivering public service reform

Note by the Clerk

1. To support its scrutiny of the Scottish Government's proposals for public service reform, the Committee agreed to hear evidence from organisations and bodies with experience of public service reform in practice. This will be the first evidence session on this aspect of public service reform.
2. The session will explore witnesses' experiences of the potential benefits and challenges associated with public service reform, and any lessons that can be learned.

Evidence

3. The Committee will hear from the following panel of witnesses:
 - Julie Welsh, Chief Executive, Scotland Excel; and
 - Naomi Mason, Head of Scotland, Centre for Local Economies.
4. In advance of this evidence session, Scotland Excel provided a written submission outlining the organisation and its work, which can be [viewed online here](#).

Witnesses

5. Scotland Excel is the Centre of Procurement Expertise for the local government sector, established in 2008 as a non-profit shared service governed by a joint committee made up of elected representatives from Scotland's 32 local authorities. The 32 local authorities share around 80% of the costs associated with operating Scotland Excel with the balance being generated by working with the sector, offering collaborative procurement support and commercial expertise.
6. The Centre for Local Economies (CLES), a registered charity, is "the UK's leading organisation for community wealth building". It describes its work as combining strategy, research, advocacy and convening — "giving places the tools and insights to build stronger local economies". Working across the wider UK, CLES is able to bring in case studies and examples from other legislatures.

Committee Clerking Team
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