**Public Service Reform Committee**
**Thursday 12 November 2026**
**11th Meeting, 2026 (Session 7)**

# Standards for 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 witnesses with experience of reforms of the public sector.

2. This session will explore witnesses' views of what the markers of effective public service reform look like in practice, helping to inform the Committee in establishing a set of 'good practice' standards and principles it expects to see as the Scottish Government's public service reform agenda progresses through policy, legislation and implementation.

## Witnesses

3. The Committee will hear evidence from:

    - Stuart Hoddinott, Associate Director at the Institute for Government, an independent think tank that focuses on "working to make government more effective". Working in the Institute's public services team, Stuart Hoddinott covers areas including the NHS, adult social care, local government finance and public service reform.

    - Katie Kelly, Chair of the Board of New Local, an independent think tank and network. Katie Kelly is the former Deputy Chief Executive with East Ayrshire Council and has over 30 years in the public, health and communities' sectors.

    - Richard Kerley, Emeritus Professor of Management at Queen Margaret University and Co-chair of the Centre for Scottish Public Policy. Richard Kerley is a writer, researcher, and consultant who works on developing ideas and proposals related to the effectiveness of public services.

**Clerks to the Committee**
**November 2026**