

Paul Cairney **Leading Change in Public Services, QMU**

In his Frank Stacey lecture in 2013, the Scottish Government's Permanent Secretary, Sir Peter Housden, described the 'Scottish Approach to Policymaking' (SATP) broadly as an alternative to the UK model of government based on a mix of command and control and elements of New Public Management. The Scottish Government is also examining specifically how the SATP would work in practice, and the extent to which it represents a new model of public service delivery. Central to this potential distinctiveness is the allegedly distinctive way in which it uses evidence to inform policy and policymaking ([Paun et al, 2016](#)) because a government's choice of the best way to gather and use evidence can determine its model of public service delivery ([Cairney, 2015](#)). Yet, in this paper, I identify *three* different models of evidence-driven policy delivery within the Scottish Government, including a focus on policy transfer and uniform delivery, story-telling and high local autonomy to deliver, and the 'improvement science' driven collaborative model. In other words, it supports three different – and potentially contradictory - ways to gather evidence and encourage policy and organisational change. In this paper, I describe these models, outline exemplar projects associated with each model, and identify the very different implications for public service delivery in each case.