

Isle of Anglesey County Council

Report to:	Executive / Leader Council
Date:	Executive / Leader - 17 October, 2025 Council – 28 October, 2025
Subject:	Restructure of the Corporate Management Team
Portfolio holder(s):	Cllr Gary Pritchard, Leader Cllr Robin Williams (Deputy Leader) Finance, Corporate Business and Customer Experience
Head of service / director:	Dylan J Williams, Chief Executive
Report author:	Dylan J Williams, Chief Executive
Local members:	Relevant to all Members

A – Recommendation(s) and reasons

The Executive / Leader

To support the recommendations to Council as described in paragraphs 1 – 3 below.

Council

1. To delete the post of Head of Profession (HR and Transformation Service) from the Council's Corporate Management structure
2. To create two new dedicated Services and Heads of Service posts as follows:
 - Head of Service (IT and Performance)
 - Head of Service (Human Resources and Communications)
3. Subject to the decisions in paragraphs 1. and 2. above, to authorise the Director of Function (Council Business)/Monitoring Officer to amend the Constitution to reflect the above changes following approval of the new job descriptions by the Appointments Committee.

Reasons

The existing post of Head of Profession (HR and Transformation Service) will shortly become vacant, creating an opportunity for restructuring. The recommendations described above would, in the view of the Chief Executive, in the statutory role of Head of Paid Service, expand strategic leadership, resilience and the Council's ability to continuously evolve and adapt to an ever-changing legal and digital environment. The proposed new structure is also intended to improve the prospects of recruitment and retention to these key corporate areas which have a significant impact on the successful delivery of all Council Services.

B – What other options did you consider and why did you reject them and/or opt for this opinion?

Option 1: No change. This was rejected, as it fails to mitigate against future risks, fails to enhance resilience and capability in strategic leadership, and misses the opportunity to revise the existing structure.

Option 3: Whole Council Functions Reorganisation (distributing elements of the existing Service to other parts of the organisation). This would have potentially negative impacts on other staff/postholders and implementation would require protracted and complex processes. This may disrupt work, staff morale, performance and goodwill.

Option 4: Efficiency Opportunity (delete the existing post). This is rejected because of the risks it would create in not having a sufficiently senior HR professional to lead on HR strategy and policy within the Council.

C – Why is this a decision for the Executive?

This is a decision for the Full Council as it revises the Management Structure (Part 7 of the Constitution) and the Scheme of Delegation (Part 3 of the Constitution). However, all proposed changes to the Constitution require an opportunity for the Executive to express a view (paragraph 2.15.2.1).

Ch – Is this decision consistent with policy approved by the full Council?

Yes

D – Is this decision within budget approved by the Council?

The financial implications of the change are estimated to be c.£35,000 (per annum). Options are being reviewed to identify if the costs can be met from within existing budgets.

Dd – Assessment of potential impacts (if relevant)

1. How does this decision affect our long-term needs as an island?

/

2. Is this a decision that is anticipated to prevent future costs/dependencies on the Council? If so, how?

/

3. Have we collaborated with other organisations to come to this decision? If so, with whom?

/

4. Have the citizens of Anglesey played a part in drafting this way forward, including those directly affected by the decision? Explain how.

/

5. Note any potential impact this decision would have on the protected groups under the Equality Act 2010.

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6. If this is a strategic decision, note any potential impacts the decision would have on those experiencing socio-economic disadvantage.

/

7. Please note any potential effects that this decision would have on opportunities for people to use Welsh and not treat the language less favourably than English.

/

E – Who did you consult with and what were their comments?

1. Chief Executive / Leadership Team (mandatory)	Report circulated to the Leadership Team with feedback included in this report.
2. Finance / 151 Officer	As part of the Leadership Team
3. Legal / Monitoring Officer (mandatory)	As part of the Leadership Team
4. HR	Report circulated with head of service.
5. Property	N/A
6. IT	N/A
7. Procurement	N/A
8. Scrutiny	N/A
9. Local members	

F – Appendices

Annex A - Introduction
Annex B - Current Job Description
Annex C - Service management team structure (Transformation Service)
Annex D - Main duties and the role's importance to the Council's effectiveness, modernisation, compliance, and risk management
Annex E - Proposed Revised Structure

Ff – Background papers (contact the report author for more information)

Annex A

1.0 Introduction

- 1.1 This paper defines and considers the potential options following the recent resignation of the current postholder from the Head of Service Transformation/ Head of HR Function role. The post was created in March 2018, and the current postholder was appointed. Her employment at the IACC will cease at the end of December 2025.
- 1.2 This is a critical senior strategic role which impacts on and influences the whole Council. The options appraisal is to be utilised to further consider and agree on the way forward.
- 1.3 The process has involved informal discussion with members of the Leadership Team, consideration of structures in other local authorities in Wales, the responsibilities associated with the post, current demands, future opportunities, challenges and risks (to modernise, improve and maintain effectiveness), and an options appraisal against key criteria. This has resulted in a clear conclusion and recommendation on the way forward.

2.0 The Role – Head of Service Transformation/ Head of HR Function

- 2.1 The specific duties of the role are outlined in section 3.4.3.9 of the Council's constitution and can be summarised as (current JD is included in **Annex B**):
- 2.2 *Provide the strategic leadership for the following (non-exhaustive) diverse range of services, projects and initiatives which focus resources on the development of an efficient and effective organisation:*
- *Transformation/ programme and project management*
 - *HR/ People Strategy (including social care workforce)*
 - *Customer strategy/ citizen engagement*
 - *Communications and public relations*
 - *Performance*
 - *Corporate Planning*
 - *Commissioning Development*
 - *ICT*

- 2.3 The Service management team structure (Transformation Service) is included in **Annex C**.

3.0 Context

- 3.1 The main duties of the role and importance to the Council's ability to modernise, comply, manage risks, and function effectively and efficiently are summarised in **Annex D**.

3.2 Situational Assessment

- 3.2.1 One senior post on the Council's staff structure is being made vacant – the HoS Transformation role, which incorporates the professional duties of the Head of HR Function.
- 3.2.2 The salary scale for the post is LGA grade 2, and the salary has been published in the Pay Policy Statement on the Council's website - [Pay policy statement 2025](#).

- 3.2.3 The combined duties and responsibilities have a direct impact on the whole Council's performance, ability to function and comply with policies and legislation.
- 3.2.4 The duties also influence and impact organisational culture, ability to function, change and modernise.
- 3.2.5 The post becoming vacant provides an opportunity to refresh and it is proposed that the term 'transformation' is replaced with 'performance'.
- 3.2.6 There are whole Council strategic risks which are the responsibility of the Council's Leadership and Management Team, but have a direct correlation to the duties and responsibilities of the role being made vacant:
- IT and cyber-attacks
 - Recruitment
 - Future Service Planning
 - Governance and compliance (in relevant areas)
 - Succession Planning
- 3.2.7 The duties were combined into one post in March 2018, and the current postholder was appointed. Following her appointment, a formal decision was made to delete the Head of HR Function post from the staff structure.
- 3.2.8 To ensure the Council continues to operate effectively, recruiting a strategic specialist HR professional to lead on these duties/ responsibilities will be essential (into the current or a revised post/ structure).
- 3.2.9 The responsibilities, complexities, risks and opportunities associated with IT and digital services are considerable, have developed significantly since the post holder was appointed in 2018, and will continue to evolve over coming years.
- 3.2.10 There is also a risk, whatever the option which is progressed, that the Council fails to recruit a suitably qualified and experienced individual to lead on strategic HR matters.
- 3.2.11 The current postholder is line managed by the CEO; and has 8 direct reports (illustrated in Annex C):
- Chief Digital Officer
 - Performance and Transformation Manager
 - Communications Officer
 - 5 posts in the HR function

4.0 Options

- 4.1 Following consideration and informal dialogue with members of the Leadership Team, the main options can be summarised as (nb. in the first three options a strategic HR professional would need to be recruited):
- 4.2 **Option 1: No change:** update JD and undertake recruitment process
- 4.3 **Option 2: Create two dedicated Services:** HoS IT and Performance and HoS or Head of Function HR and Customer Service
- 4.4 **Option 3: Whole Council Functions Reorganisation:** Option 2, but with further amalgamation of functions which impact on the whole Council into a new Directorate.
- 4.5 **Option 4: Efficiency Opportunity:** delete role and Service, redistribute functions/ responsibilities.

5.0 Options Appraisal

5.1 The following key criteria were utilised to consider the impacts of each of the options outlined above:

1. Risks - impact on future Council recruitment, performance and compliance
2. Professional strategic HR lead retained
3. Strategic leadership capacity, resilience and capability
4. Financial Implications (affordability and VfM)
5. Influence the Council's ability to modernise, adapt and deliver future change
6. Potential disruption (strategic/ operational/ other posts)

5.2 The Options Appraisal is summarised in **Table 1** on the next page.

Table 1: Options Appraisal for vacant HoS Transformation Role (September 2025)

Key Criteria							
Options	Risks – impact on recruitment, performance and compliance	Professional strategic HR lead retained	Strategic leadership capacity, resilience and capability	Financial Implications	Influence the Council's ability to modernise, adapt and deliver future change	Potential disruption (strategic/ operational/ other posts)	Score
Option 1 – No Change	5	5	5	10	5	10	40
Option 2 – Create 2 dedicated services	10	10	10	5	10	5	50
Option 3 – Whole Council functions reorganisation	10	10	10	5	10	0	45
Option 4 – Efficiency Opportunity	0	0	0	5	0	0	5

Scoring	
Positive/ Low Impact	10
Some/ Negligible Impact	5
Negative/ High Impact	0

6.0 Summary and Conclusion

- 6.1 The role becoming vacant has afforded the opportunity to step back and review options. In addition to the options appraisal, consideration of future needs and demands, and comparison with structures and responsibilities in neighbouring Councils has also been considered.
- 6.2 The lean structure was established in 2018, with several HoS roles where the post holder has no professional background/ competencies in some of the areas of responsibility and accountability.
- 6.3 To ensure the Council continues to operate effectively, recruiting a strategic specialist HR professional to lead on these duties/ responsibilities will be essential (into the current or a revised post/ structure).
- 6.4 The responsibilities, complexities, risks and opportunities associated with IT and digital services are considerable, have developed significantly since the post holder was appointed in 2018, and will continue to evolve over coming years.
- 6.5 In terms of the Options, the first 3 are realistic, with the 4th being dismissed:
- 6.5.1 **Option 1: No change:** updating JD and undertake recruitment process for candidates with strategic HR professional background and experience. There are no additional financial implications and potential disruption is minimised.
- 6.5.2 **Option 2: Create two dedicated Services:** HoS IT and Performance and HoS HR and Communications would increase strategic leadership, resilience and the Council's ability to modernise and adapt. Recruitment and retention with both posts would also, hopefully, be strengthened.
- 6.5.3 **Option 3: Whole Council Functions Reorganisation:** building on and taking Option 2 further, with further amalgamation of functions which impact on the whole Council into a new Directorate (potentially under the Deputy CE). However, there are several potential impacts, especially other staff/ postholders, and complex processes. This would [potentially disrupt officers, morale, performance, and goodwill.
- 6.5.4 **Option 4: Efficiency Opportunity:** delete role and Service, redistribute functions/ responsibilities, is not seen as a viable options because of the risks created by not having a strategic HR professional to lead on responsibilities within the Council.
- 6.6 As a result of the broad analysis undertaken and options appraisal, to mitigate future risks, enhance strategic leadership resilience and capability, it is proposed that the opportunity is taken to revise the structure (in the areas of responsibility associated with the HoS Transformation post). Both HR and IT are deemed of such critical importance to the Council's current and future ability to function, and increasingly so as the digital revolution impacts on the workplace, modernisation, and different ways of delivering services. It is therefore deemed opportune to create two distinct Service areas.
- 6.7 The financial implications of the change are estimated to be c.£35,000 (per annum). Options are being reviewed to identify if the costs can be met from within existing budgets. The funding would be added to increase a grade 10 salary from within the service into a HoS position. The Appointments Committee would make the final decision, following the usual process of recruitment. If the HoS appointment is internal, the successful applicant's establishment post would be deleted.

7.0 Recommendations

- 7.1 That Option 2 is supported (subject to following a formal process), with two dedicated service areas created to improve the Council's resilience and ability to navigate through future challenges, opportunities and risks effectively and efficiently - HoS IT and Performance and HoS HR and Customer Service. The proposed revised structure is outlined in Annex E.**

Annex B



Job Description

JOB TITLE: HEAD OF CORPORATE TRANSFORMATION

REPORTS TO (JOB TITLE): CHIEF EXECUTIVE

JOB PURPOSE

Accountable for the leadership and delivery of the Council's transformation programme of work, working across all Departments to deliver and drive a number of work-streams to drive performance, address known issues and weaknesses and integrate an ambitious change programme.

Oversight of projects engaged directly with Departments to manage critical transformation projects (e.g. Education/libraries, Finance, Social Care, Assets), as well as ownership of programme and performance management, the Corporate Plan, customer engagement and communications, Information Technology and HR (where operations, People Strategy and the ICT Strategy are a key lever for change).

The role will support Council priorities by contributing to the development of corporate level strategy, as well as collaboration across the Council and with partners.

PRINCIPAL ACCOUNTABILITIES

Core Corporate and Strategic Leadership Accountabilities

Directly contribute to the development and delivery of the corporate strategic agenda by providing a clear vision, driving new ways of working and collaboration.

As part of the wider Leadership team, ensure that there is strategic coherence and effective prioritisation in delivering the Council's strategic ambitions.

Lead the development and implementation of corporate policies, strategies and collaboration to support efficiency savings, transformation, change and continuous improvement.

Functional Leadership Accountabilities

Provide the strategic leadership for the following diverse range of services, projects and initiatives which focus resources on the development of an efficient and effective organisation:

- Transformation / Programme and Project Management (Education/Libraries/Social Care/Assets)
- HR / People Strategy (including Social Care Workforce)

JOB TITLE: HEAD OF CORPORATE TRANSFORMATION

- Customer Strategy / citizen engagement
- Communications and Public Relations
- Performance
- Corporate Planning
- I.C.T. / ICT Strategy

Lead transformation across a wide range of programmes and projects, to achieve the Council's vision in meeting considerable external challenges faced.

Supporting and driving forward the Council in achieving outcomes, developing the Council's relationship with local people, alongside ensuring that our employees are engaged and empowered, in a more aligned and performing organisation.

Engage, promote and hold others to account in coordinating a programme of work to transform the way services are delivered, and support others to develop new ways of working.

Lead performance and corporate planning, supporting the authority to track, plan, develop and hold services and managers accountable for high standards of delivery and performance.

Development of the Council's IT Strategy and management of the IT Service.

Oversight of Human Resources and the People Strategy, managing the Head of Profession in the delivery of operational HR as well as aligning and developing a People Strategy which develops and plans for an effective workforce capable of meeting the needs of the organisation. The role must ensure work related to the Social Care Workforce enables the accountabilities of the Director of Social Services to be effectively discharged.

Lead customer strategy, communications and public engagement in order to provide the right level and type of engagement with citizens as well as promoting Council outcomes and issues to the community.

Leading by example, the post holder will act as a role model of the Council's values and leadership behaviours to drive behavioural change in others.

Lead, motivate and hold senior managers to account for performance, consistently demonstrating Council values and standards, ensuring that performance targets are achieved against agreed timescales and defined budgets.

Ensure that services are planned and delivered in a co-ordinated, collaborative way and in compliance with agreed policies, standards, legislation and scrutiny and continuous improvements processes.

Proactively seek opportunities for establishing, building and maintaining successful relationships with partners, stakeholders and agencies in the public, third sector and private sector in order to identify opportunities to deliver functional services in an innovative way (including commissioning services).

JOB TITLE: HEAD OF CORPORATE TRANSFORMATION

Lead, encourage and develop senior managers and staff to ensure that a qualified, capable and motivated workforce meet Council objectives and citizen needs.

Lead change and transformation programmes within and across functions, supporting managers in delivering new, improved and more effective ways of working.

Establish and maintain strong working relationships with elected members, providing high level advice and support to maintain and improve Council performance.

PERSON SPECIFICATION

Bilingual (Welsh and English) Requirements: Essential both oral and written.

Qualifications**Essential:**

Educated to degree level, ideally with relevant professional qualifications related to one of the services or professional areas managed.

Demonstrated commitment to further professional development, ideally in transformation, change or performance improvement.

Knowledge/Experience

Significant management experience in a large and complex organisation.

A proven, successful track record of managing service development, change, redesign or transformation.

Proven, successful track record of running a range of diverse functions.

A record of achievement in developing and delivering service objectives and plans to high levels of performance, within a tight budgetary framework.

Leadership experience of implementing organisational goals and objectives in a complex, dynamic and challenging environment

An understanding of alternative methods of service delivery, including commissioning.

Success in developing highly effective working relationships within and beyond the Council to deliver collaboration, partnerships and services.

Experience of owning and driving cross cutting corporate priorities and strategic projects.

Experience of having worked effectively at senior level in a political environment, with proven skills in understanding and responding to diverse perspectives

Detailed understanding of the public sector, wider government priorities and the changing social and economic context.

Skills

JOB TITLE: HEAD OF CORPORATE TRANSFORMATION

Ability to think, plan and act strategically.

Strong leader and corporate player who is resilient, robust and is committed to the highest professional standards.

Ability to translate organisational/corporate strategies into effective functional plans.

Ability to communicate a compelling vision to key stakeholders externally as well as managers and staff internally to ensure operational performance.

Outstanding influencing skills, across a variety of diverse organisations and stakeholders, particularly in motivating, negotiating and persuading others.

Well developed political acumen, credibility and stature that engages and commands the confidence of Members, staff, the community and diverse stakeholders.

Adaptability and flexibility in delivering corporate and operational performance in a changing environment, as well as the ability to seek and delivery alternative methods of delivery.

High level of financial and commercial acumen.

An ability to analyse complex information, situations and issues, deploy highly developed problem solving skills and make high impact decisions.

BEHAVIOURS

Leads and engages - Providing direction, support and clarity to others to enable them to deliver effectively. Creating the right climate for people to do their best work, ensuring a culture of mutual respect, support, honesty, learning and constructive challenge.

Manages performance for outcomes - Providing clear accountability, expectations, standards and objectives for employees, partners or providers which really get to the nub of what will impact on outcomes. This is about ensuring that good performance is delivered and taking constructive action if it is not, whether it be with employees, partners, providers or peers.

Focuses on the community - Having a continual focus on the outcomes that are delivered for local communities. It is built on a strong sense of moral purpose but goes beyond 'wanting to do the right thing' for communities to genuinely engaging with, understanding their needs and helping them make decisions about the services they want and need.

Creates opportunities - Taking the initiative to tackle issues, capitalise on opportunities and pre-empt future changes (particularly through partnership). Encouraging innovative and creative ideas and solutions looking beyond the organisation to seek ambitious solutions. An opportunistic attitude that is also ready to grab any opportunity for improving services or building new funding streams, with a strategic focus that thinks ahead to ensure services are positioned to be successful both now and in the future.

JOB TITLE: HEAD OF CORPORATE TRANSFORMATION

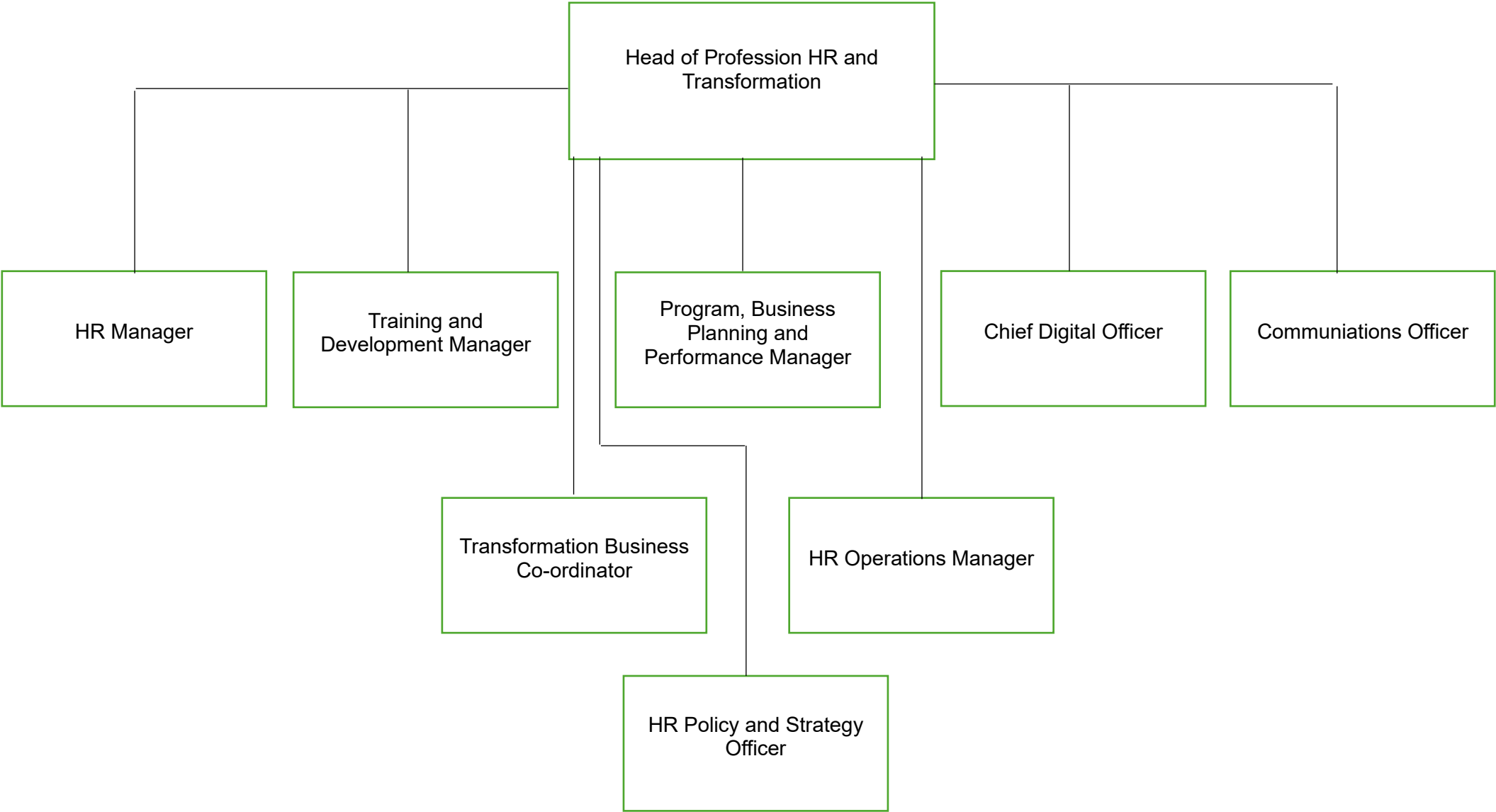
Thinks strategically and creates clarity - The ability to think systematically and spot links and connections. It underpins leaders' capacity to simplify complexity, create clarity and focus and think creatively.

Supports continual learning and innovation - A commitment to developing and enabling others. It is supported by an underpinning belief in the ability of others to achieve and, having a commitment to empowering them to do so.

Is confident and courageous - This is about having the optimistic attitude and confidence to achieve and deliver, challenge and persist even when times are tough or in the face of opposition. It is underpinned by strong self-awareness.

Annex C Service Structure

Corporate Transformation and Human Resources



Annex D¹

1.0 The main duties of the role and importance to the Council's ability to modernise, comply, manage risks, and function effectively and efficiently can be summarised as:

2.0 Transformation (modernisation)

2.1 Modernising is essential for local authorities to meet growing demands, operate sustainably, and better serve their communities in a rapidly changing world. It's about transforming how councils think, plan, and act to build a more sustainable and responsive public sector. Here's why it's so important:

2.2 Responding to Pressures and Demands

- **Rising Costs:** Councils face mounting financial pressures from inflation, wage increases, and social service demands. Modernisation helps streamline operations and reduce costs.
- **Service Demand:** With increasing needs in areas like housing, education, and social care, modern systems allow councils to deliver services more efficiently and equitably.
- **Strategic Sustainability**
- **Future-Proofing:** The Wales Centre for Public Policy and Welsh Local Government Association emphasize that the current model is unsustainable. Modernisation is key to building resilient, adaptable councils.
- **Empowerment Through Legislation**
- **New Powers:** The Local Government and Elections (Wales) Act 2021 grants councils broader powers, encouraging innovation and flexibility in how they operate.
- **Community Engagement and Trust**
- **Transparency and Inclusion:** Modern digital tools help councils engage more effectively with residents, foster trust, and ensure services are accessible to all.
- **Environmental and Social Impact**
- **Sustainable Development:** Modernising infrastructure and practices supports climate goals and helps councils align with the Well-being of Future Generations (Wales) Act.

3.0 HR and People

3.1 Human resources and people are absolutely central to the success of local authorities in Wales. They're not just a support function—they're the driving force behind service delivery, innovation, and community impact. Here's why:

3.2 People Power: The Heart of Public Services

- **Workforce Size:** Local authorities in Wales employ thousands of people across critical sectors like education, social care, housing, and environmental services.
- **Skills and Talent:** A skilled, motivated workforce ensures high-quality services. HR teams help recruit, retain, and develop this talent.
- **Strategic Leadership and Development**
- **Leadership Development:** Welsh councils invest in leadership and talent management to build resilient, forward-thinking teams.

¹ Prepared with assistance from MS Copilot

- Succession Planning: HR ensures continuity by preparing future leaders and managing transitions effectively.

3.3 Adapting to Change

- Modernisation and Reform: As councils face financial pressures and evolving community needs, HR plays a key role in restructuring services and supporting staff through change.
- New Powers: The Local Government and Elections (Wales) Act 2021 gives councils broader powers, requiring HR to support new competencies and governance models.
- Inclusion, Wellbeing, and Engagement
- Employee Wellbeing: HR promotes mental health, flexible working, and inclusive practices—essential for a healthy, productive workforce.
- Welsh Language and Culture: HR supports bilingual service delivery and cultural awareness, aligning with national values.
- Compliance and Risk Management
- Policy and Governance: HR ensures legal compliance, manages risks, and upholds ethical standards across the organisation.

4.0 **Performance**

4.1 Performance is critically important to local authorities in Wales because it ensures that public services are effective, accountable, and continuously improving. Here's why it matters:

4.2 Legal and Strategic Framework

- Statutory Duty: Under the Local Government and Elections (Wales) Act 2021, councils must regularly assess their performance to ensure they are delivering services effectively, using resources efficiently, and maintaining strong governance.
- Self-Assessment Reports: Each council is required to publish annual reports evaluating how well they meet performance requirements, fostering transparency and accountability.
- Service Improvement and Accountability
- Outcome-Based Management: Performance frameworks help councils focus on results—like improved education outcomes or faster housing support—rather than just processes.
- Public Trust: Transparent performance reporting builds trust with residents and demonstrates that councils are responsive to community needs.
- Driving Innovation and Efficiency
- Evidence-Based Decisions: Performance data enables smarter planning, budgeting, and policy-making, helping councils adapt to changing demands.
- Continuous Improvement: Councils can identify areas of weakness and implement targeted improvements, ensuring services evolve with public expectations.
- Collaboration and Learning
- Shared Best Practices: Performance management encourages collaboration across councils and sectors, allowing them to learn from each other and adopt proven strategies.

5.0 ICT/ Digital

5.1 Information technology and digital services are vital to local authorities in Wales because they enable smarter, more inclusive, and more efficient public service delivery. Here's how they make a difference:

5.2 Strategic Transformation

- Digital Strategy for Wales: The Welsh Government's strategy outlines how digital, data, and technology can improve lives, strengthen public services, and support businesses. It's not just about tools—it's about rethinking how services are designed and delivered.
- Digital Service Standard: This framework helps councils design user-centred, bilingual, and accessible services that meet the needs of all residents.
- Efficiency and Value for Money
- Audit Wales Findings: Digital technology offers huge opportunities to improve services and manage financial pressures. However, councils must enhance efficiency and ensure they achieve value for money when investing in digital tools.
- Inclusion and Accessibility
- Digital Inclusion Mission: Local authorities play a key role in ensuring that all residents—especially those in rural or disadvantaged areas—can access digital services. This includes providing training, connectivity, and support for those less digitally literate.
- Skills and Capacity Building
- Community and Town Councils: The Welsh Government has launched an action plan to improve digital capabilities across councils, focusing on infrastructure, training, and cultural change.
- Security and Resilience
- Cybersecurity and Continuity: As councils rely more on digital platforms, protecting citizen data and ensuring system resilience is a top priority.

6.0 Communications

6.1 Communications and public relations are essential for local authorities in Wales because they help build trust, engage communities, and ensure transparency in public service. Here's why they matter:

6.1 Clear and Effective Messaging

- Publicity Code: The Welsh Government's Code of Recommended Practice for Local Authority Publicity guides councils on how to communicate responsibly, especially around elections, public meetings, and service changes.
- Accessible Information: Good communication ensures that residents understand council decisions, services, and opportunities—especially in both Welsh and English.
- Strategic Influence and Advocacy
- Public Affairs: Councils use public relations to influence policy, lobby for funding, and align local priorities with national agendas. This includes engaging with MPs, ministers, and civil servants.

- Community Engagement and Inclusion
- National Principles for Public Engagement: These principles promote high-quality, consistent engagement across Wales, helping councils involve residents in decisions that affect them.
- Local Media and Social Platforms: Councils use newsletters, websites, and social media to reach diverse audiences, including those who are traditionally harder to engage.
- Transparency and Accountability
- Open Dialogue: Communications help councils explain their actions, share performance data, and respond to public concerns, fostering accountability.
- Crisis Communication: During emergencies or service disruptions, clear messaging is vital to keep communities informed and safe.
- Cultural and Linguistic Representation
- Welsh Language: Communications must reflect Wales's bilingual culture, ensuring inclusivity and compliance with language standards.

Annex E – Proposed Revised Structure

