

Communicating Change with Confidence

Leading Through Uncertainty in Local Government



Rene Power · APSE Annual Conference, Liverpool · 15–16 September 2026



**Do you find communications more
challenging now than ever before?**



**Managing and
communicating change is
an essential council skill**



“This isn't a comms failure.”

Why now?

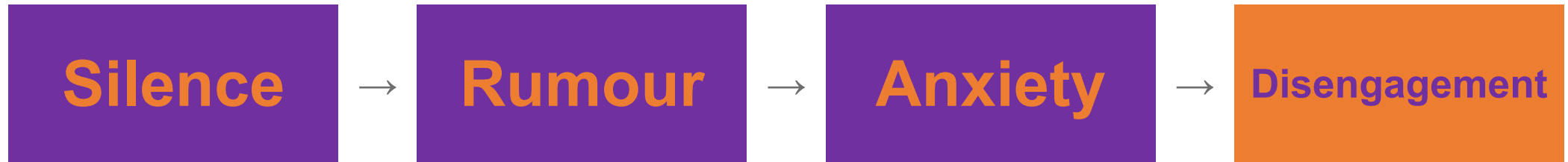
**Financial
pressure**

**Service
redesign**

**Rising
expectation**

**Political
complexity**

The cost of silence



The lighthouse, not the tour guide.

A fixed, visible, trustworthy point people can navigate by.



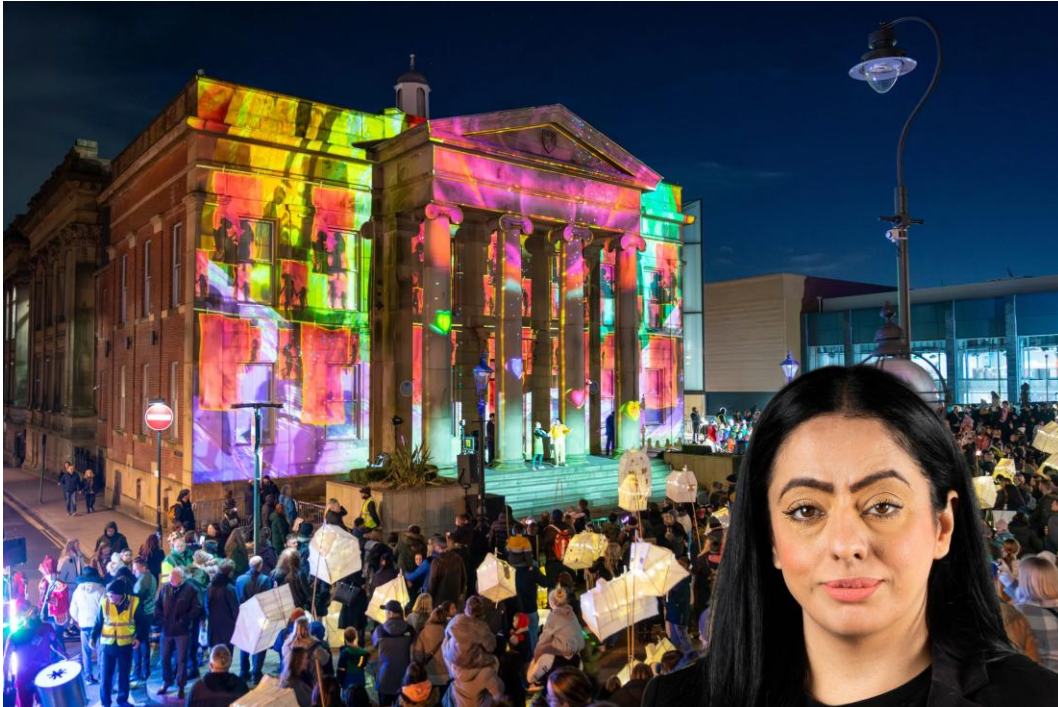
~~Certainty~~

Confidence

SHIFT ONE

From having the answer to framing the decision





Oldham Council

Most Improved Council, 2025

Don't wait for the finished answer — show people the thinking.

SHIFT TWO

From informing to involving





Redbridge Council “This Has to Stop”

Campaign of the Year, 2025

Give people a role, not just a headline.

SHIFT THREE

From control to consistency





Renfrewshire Council

APSE Council of the Year 2025

Consistency, not control, is what people actually trust.



**Honest, transparent
framing of change**

**Local government is closer
to people's lives than any
other institution.**

**And in local government, the real risk isn't change.
It's silence.**

The leaders who bring people through uncertainty aren't the ones with all the answers — they're the ones who keep talking honestly when it would be easier to go quiet.



What was the most useful aspect of this presentation?

Thank you.

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