

Local Government Reorganisation

**Protecting income.
Maintaining control.
Unlocking opportunity.**

Local Government Reorganisation is reshaping councils across England. As new unitaries form and boundaries change, the pressure on revenue continuity, systems, and resident services is real – and so is the opportunity to build something better.

Liberata has been helping councils navigate complex change for over 50 years. Our LGR services are designed to flex around your needs – from an initial assessment right through to long-term managed service – so you stay in control at every stage.

Real Solutions. Real Outcomes. Guaranteed.

LGR is complex.

Liberata makes it manageable.

70-80% of council income comes from council tax and business rates. Every decision made during LGR has a direct bearing on that revenue stream. Getting the transition right isn't just an operational challenge – it's a financial imperative.

Four areas where income is most exposed during reorganisation:

Fragmentation

Predecessor councils run different systems, processes, and data structures. Bringing them together into a coherent, unified operation avoids inconsistent billing, data gaps, and collection failures, which directly impact revenue from day one.

Continuity

Council tax and business rates collection must continue to perform throughout the transition. Billing cycles, benefits processing, and customer services cannot pause during reorganisation.

Complexity

LGR runs alongside business as usual. Managing a major transformation programme while maintaining statutory service delivery places significant pressure on leadership and operational capacity.

Debt

Existing arrears across predecessor authorities need to be understood, recovered where possible, and properly accounted for – both to improve the new council's opening financial position and to help fund the transition itself.

Debt Assist – Changing the way we recover debt. For good.

Recover income. Help fund your transition.

Transition costs money. Debt Assist helps councils recover income from existing debt before and during reorganisation – giving you a source of funding that doesn't require additional budget.

What it does:

- Intervenes earlier – before debt escalates and recovery costs rise
- Improves collection rates without recourse to enforcement agents
- Identifies what is genuinely recoverable across all predecessor authorities
- Supports vulnerable residents with proportionate, empathetic recovery

Why it matters for LGR:

- Recovers income that can directly offset transition programme costs
- Reduces debt ledgers across predecessor councils ahead of migration
- Improves the financial position of the new authority from day one
- Can be initiated during the planning phase – no need to wait for vesting

The government's Crisis and Resilience Fund can be used to support Debt Assist activity – so councils can act early without placing additional pressure on existing budgets.

The right support, at the right stage.

Where are you in the process?



HORIZONS

Assessment & Planning

A strategic revenues and benefits health check – identifying income recovery opportunities, operational gaps, and a prioritised improvement roadmap. The essential first step before any major transition decision.

- Revenue and benefits performance diagnostic
- Income recovery and savings opportunity analysis
- Improvement roadmap covering automation, digital and customer service

FOUNDATIONS

System Design & Migration

Platform consolidation and systems migration – bringing multiple predecessor councils onto a single, modern revenues and benefits solution, with data quality assured throughout.

- Legacy platform migration to modern R&B system
- Data cleansing, reconciliation and parallel-run capability
- Integration with finance, payroll and customer services

MOMENTUM

Implementation & Transition

Operational transition support through and beyond vesting day – embedding Liberata expertise alongside your team to keep revenues flowing, residents served, and the new authority on track from day one.

- End-to-end council tax and business rates continuity
- Contact centre and customer services transition management
- Staff transition support, TUPE guidance and communications

SERVICE

Transformation Partnership

An optional transformational partnership – Liberata takes end-to-end responsibility for revenues, benefits and customer services, freeing your leadership to focus on strategy and community outcomes.

- Full revenues & benefits managed service with performance guarantees
- Council Tax collection consistently above 97%, Business Rates above 98%
- Continuous improvement built into the commercial model

Let's talk about your transition.

Every reorganisation is different. Whether you're early in the planning stage or approaching vesting day, Liberata has the experience, technical depth, and scale to support you.

Speak with our team today – or scan below to explore our LGR offering in full.



£2.5 Bn +

Council tax and business rates collected annually



50 +

Years of delivering council services



25%

Reduction in service costs through automation and transformation



4

Complex system migrations delivered in the past three years



Explore our LGR offering

Scan the QR code to visit our dedicated Local Government Reorganisation page.

liberata.com/lgr

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