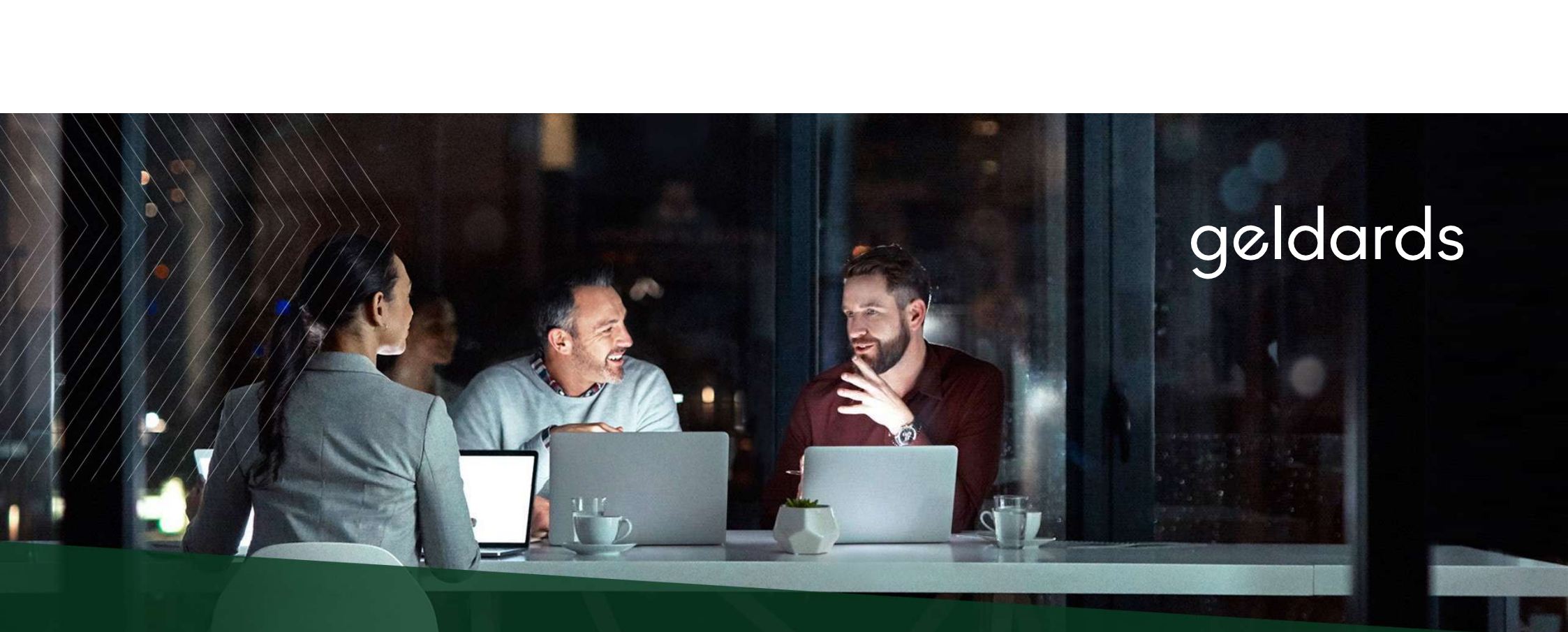


A photograph of three people (two men and one woman) sitting around a table in a modern office or meeting room at night. They are looking at laptops and talking. The room has large windows showing a city skyline at night. The word 'geldards' is written in white lowercase letters in the top right corner.

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Local government reorganisation: Practical guidance Webinar Series (Part 3)

Key people, governance and organisational considerations

3rd September 2026

Staffing issues in LGR

- Staffing risks
- Legal, HR and transfer considerations
- Workforce data and planning
- Communication, engagement and culture issues
- Governance Issues
- Vesting day and actions after vesting day

Staffing issues are critical

- People risks quickly become service risks
- Employment liabilities can become financial risks
- Delayed leadership appointments weaken accountability
- Poor engagement increases industrial relations risk
- Inconsistent approaches undermine confidence and fairness



Transfer legal framework

- Local Government Staffing Regulations and TUPE principles will apply
- Employee liability information and workforce data must be complete and accurate
- Information and consultation duties must be built into the timetable
- Special arrangements for heads of paid service and additional considerations for statutory officers

Key employment matters



Continuity of employment and preservation of contractual terms



Variation and harmonisation of terms and conditions and equal pay



Selection into new structures and fair appointment processes



Redundancy risk, suitable alternative employment and redeployment

The practicalities

- Route to V Day
- Align workforce transfer with service design and governance structure
- BAU from day one
- Changes to T&Cs?
- Redundancies?
- Agency staff and third-party contractors



Staffing Risks



Loss of key staff before vesting day



Uncertainty over roles, reporting lines, and future structures



Duplication in senior, corporate and support functions



Inconsistent pay, policies, grades and working practices



Reduced Capacity

Workforce planning

- Decide what must be in place for day one and what can evolve later
- Prioritise senior leadership, statutory roles and essential control functions
- Avoid designing only around predecessor structures
- Build capacity for transformation as well as service delivery
- Use interim structures where final operating models are not yet agreed

Workforce planning

- Protect key operational and corporate capacity during transition
- Identify posts where retention measures may be justified
- Plan recruitment controls without freezing essential capability
- Support managers who are leading teams through uncertainty
- Monitor absence, vacancies, turnover and employee relations indicators

Employee engagement

- Single narrative
- Use FAQs, manager briefings and staff engagement sessions
- Be clear about what is known, unknown and still to be decided
- Engage recognised trade unions early and consistently
- Provide specific support for staff in affected or duplicated roles

Culture

- Established before V day
- Staff buy-in
- Staff engagement
- Set the tone from Day 1



Culture – Best value

- Revised statutory guidance on the best value duty – consultation on draft guidance July to October 2026
- Culture is one of seven best value themes
- “The culture of an authority is determined by an agreed set of shared values, ethics and beliefs, how decisions are made, as well as how elected members and officers behave, interact and carry out their roles. The organisation should act as one, rather than in siloes, with a cohesive sense of one authority running through all operations.”

Culture - Constitution

- Constitution
 - Consider what has worked well in existing councils as well as provisions specific to new authority



Culture - Communication

- Communication with local authority members
 - Understanding their roles
 - Training
- Communication with members of the public
 - Recognise opposing views and familiarity with existing councils
 - Provide comprehensive information on services and facilities



Culture – Communication and engagement

- Contracts
 - Effective project management and information gathering
 - Engagement with the market
- Engagement with parish councils
- Engagement with voluntary sector
- Engagement with representative groups

Governance

- Identify issues to be addressed in mopping up order
- Publication scheme
- Pension scheme administering authority
 - Guidance on selecting new administering authority
 - Proposals for new single purpose pension authorities: deadline 15 February 2027
 - Proposals to move administering authorities to unitary authorities: deadline 1 March 2027 if submitting proposal in advance of shadow authority elections, otherwise 30 September 2027

Governance

- Review involvement in companies
- Review appointments to companies and other outside entities



Vesting day - Operating as a new local authority

- Effective project planning and implementation – Review and ensure no gaps on vesting day
- Celebrate new authority and acknowledge predecessors

Actions after vesting day



Ensuring all details are addressed and required registrations made



Monitoring and review of constitution



Reviewing inter authority arrangements



Sharing the benefit of your experience

Any Questions?

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Thank You

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