

**Liverpool City Council's journey to insourcing
– a political & officer perspective.
4th June 2026**



The Journey of Liverpool's Environmental contracts



Pre-1991: In-house
Council teams deliver services directly.



1991–2000: External
Delivery outsourced to contractors.



2000–2016: Joint ventures
Shared governance and risk with partners.



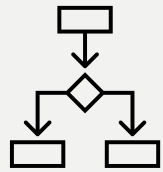
2016–2025: LATCO
Council-owned company-led operations.



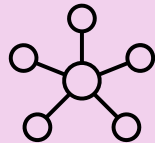
2025+: Back in-house
Full-circle return to direct council delivery.

Liverpool's Drivers For Insourcing From A Latco

Liverpool City Council already benefited from owning a Latco and these advantages would continue under insourcing, including the retention of the local knowledge of the workforce, financially by not paying a management fee or seeing profits extracted to private sector. However, insourcing offered:



**Simplified
Governance &
Decision
Making**



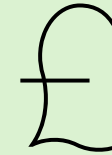
**Greater
Alignment with
Council
Priorities**



**Increased
Democratic
Accountability
&
Transparency**



**Improved
Workforce
Integration &
Collaboration**



**Reinvest
Efficiencies
Into Frontline
Services**



**Stronger
Control Over
Service
Delivery &
Quality**

Planning & Implementing Insourcing

Phase 1 – Discovery & Assessment:

- **Review legal, HR, financial & operational impacts**
- **Assess contracts, assets, liabilities and dependencies**
- **Engage stakeholders, staff, unions and elected members**

Phase 2 – Transition Planning:

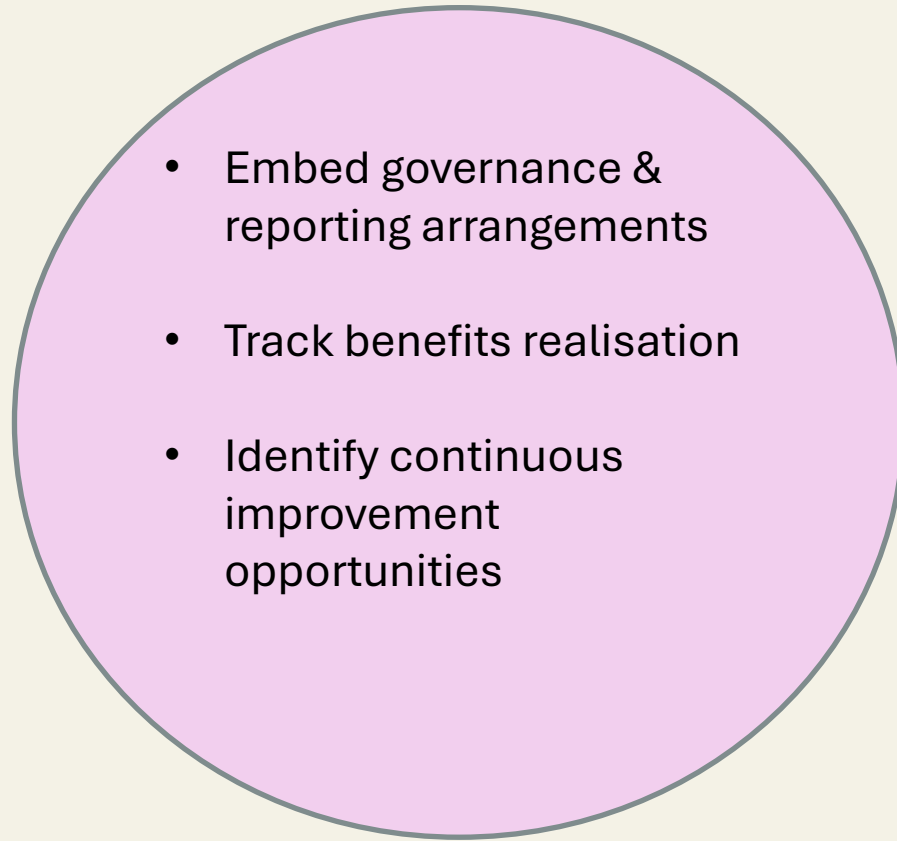
- **Establish programme governance**
- **Develop implementation roadmap**
- **Plan for TUPE, system migration, contract novation, communications & business continuity**

Phase 3 – Implementation:

- **Execute transfer into Council**
- **Monitor service continuity & risks**
- **Support staff onboarding and organizational integration**

What's Next?

Stabilisation



Success Measures



Liverpool City Council

