LGR & Devolution Hub

The RedQuadrant LGR Hub I Assurance I Transition I Transformation I Renewal

The four pillars of successful LGR and Devolution

RedQuadrant

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The outcomes you need, delivered with confidence

Whether your decision is weeks away or months, the work that makes Day One safe begins before it arrives.

The Hub is the operational model that sits behind the Partnership Architecture the structure that makes strategic, delivery, and capability support real in practice. It can be deployed in full across all three configurations or engaged at the scale your programme requires. The shape is yours. The accountability is ours.

The lesson from every previous reorganisation

The time between submission and decision is not a waiting period. It is the period when the foundations are either laid or missed. The LGR Hub ensures councils are safe and legal on Day One, that staff and residents are supported, and that new authorities inherit lasting capacity to thrive. With Vesting Day fixed in law, the consequences of missteps in this period are structural, not procedural and they tend to compound.

How it works

The Hub is a proven way to take councils safely through reorganisation. Its governance core and PMO keep dependencies visible and decisions recorded, while capability pillars selected by you address priority needs in adult social care, children's services, SEND, ICT, finance, workforce, culture, engagement, and place.

The Hub places people and culture at the core, aligning Members, Leaders, and staff into one team. With 10–20% of roles filled by secondees, knowledge stays local and capacity endures. This is not consultancy parachuted in for a few months. It is a sustained partnership the only model designed to deliver safe and legal on Day One and transformation readiness, leaving you stronger for the future.

Why work with RedQuadrant?

Since 2009, we've supported over a hundred councils, Government departments, and national bodies through major change. What councils tell us they value most isn't the size of the team or the breadth of the offer. It's three things: confidence on Day One, visible control of risk, and the capacity to keep improving.

Our practitioners have held senior leadership roles in and around local government through previous waves of reorganisation Chief Executives, statutory officers, finance leaders, digital executives. They know what this period feels like from the inside. They bring that directly into the room, and they stay there through uncertainty, into delivery, and past vesting.

The question isn't whether to act. It's whether the people alongside you have been through it before.

What councils need to do now

Readiness

Local government reorganisation is fixed: all areas must be safe, legal, and operational by Vesting Day, April 2028. Most councils know what needs doing. The harder question is sequencing it under political pressure, with finite capacity, against a fixed deadline.

Key tasks now

The tasks below are not optional but the order in which they are tackled, and how they are resourced, is where most programmes either hold or begin to drift

- Establish a transitional body with balanced representation.
- Map contracts and assets; identify disposals.
- Recruit statutory officers and arrange interim cover.
- Cleanse data and reconcile assets, contracts, and risks.
- Prepare the workforce - TUPE, induction, culture alignment.
- Baseline core services and act on weak spots.
- Align communications for consultation.

Priorities across tiers

High-visibility services differ, but all must be stabilised before transformation:

- Counties - design and operationalise children's and adults' social care from Day One.
- Cities - safeguard continuity in housing, waste disposal, and transport.
- Districts/boroughs - ensure orderly closure and clean handover.

- Politically sensitive issues - local plans and housing targets must be addressed early as high-profile measures of readiness.

Transition and shadow period (2026–28)

Transition is where councils either build the credibility that carries them through vesting or quietly accumulate the risks that surface on Day One. Councils that invest in it minimise disruption, maintain resident trust, and create a stronger platform for transformation.

Shadow period focus

- Target operating models for critical services - children's and adults' social care already live from Day One, with post-vesting focus on embedding, improvement, and early wins.
- ICT rehearsals and cutovers - simulate integration and migration to avoid Day One failures.
- Finance and asset mapping - align budgets, reserves, debt, and registers with audit assurance.
- Member induction and workforce harmonisation - build one leadership culture with common values.
- Resident and partner engagement - reinforce credibility, test branding, and show progress.

By Vesting Day, statutory services must be safe and legal, ICT cutovers complete, councils closed, and a transformation roadmap ready. Transition is not a holding pattern - the Hub rehearses and manages risks, so councils go live with confidence.

Through induction, cultural alignment, and pastoral care, the Hub addresses the reality that the people who have held these systems together - staff, officers, Members, partners - are navigating genuine personal uncertainty through this. That is a leadership challenge, not a communications one.

Three outcomes. Every engagement. Non-negotiable.

The Hub holds this whole picture - so your leadership team does not have to carry it alone. Three outcomes. Every engagement. Non-negotiable.

1. Safe and legal on Day One
- **Readiness foundations** - current state mapped, data cleansed, and tricky areas tackled (LATCos, shared services, partnerships, assets, budgets, pensions).
- **Governance secured** - clear structures, statutory roles in place, and risks controlled.
- **Critical services ready** - service options prepared for Day One, essential services tested and safe.
- **Seamless Day One** - residents notice nothing. That is the standard.
- **People supported** - staff feel valued, with morale and culture protected through change.

2. Confidence in delivery
- **Single structure** - one version of the truth. Risk visible. Effort focused where it matters most.
- **Leaders aligned** - Members, officers, and staff brought together through induction, cultural support, and pastoral care.
- **Joined-up planning** - with partners and residents, so delivery is coherent and transformation opportunities are real, not theoretical.

3. Future-ready capacity
- **Lasting capability** - councils inherit what most consultancy engagements do not leave behind: the capacity to keep improving without us.
- **Embedded knowledge** - skills and institutional memory built locally through the secondee model, not held externally.
- **Target operating models** - designed and operational from Vesting Day, ensuring safe continuity and a platform for ongoing refinement.

How we deliver

Core element	Pre-vesting	Post-vesting
Delivery at pace	Blueprinting with members; adult and children's social care live before vesting.	Service refinement and acceleration.
Service design at the core	Safe and legal Day One standards, TUPE, cutover plans.	Service integration, digital and workforce change.
Engagement and assurance	Visible consultation, staff and partner input.	Ongoing monitoring, benefits, and culture change.

The Hub is the only model that assures councils are safe and legal on Day One while embedding the capacity to transform. Structured enough that nothing slips. Responsive enough to move when the ground shifts.

Readiness - securing the basics (pre-vesting)

In the readiness phase, the Hub provides the single view that prevents drift coordinating statutory roles, RAID controls, and ICT rehearsals across workstreams that would otherwise move at different speeds and report to different people.

Transition - embedding confidence pre-vesting

Through transition, the Hub holds the connective tissue aligning leaders and statutory officers, keeping target operating models on track for Day One, and ensuring the pastoral and cultural work runs alongside delivery rather than being crowded out by it..

Implementation - sustaining capability post-vesting

After vesting, the Hub does not step back at the point when momentum is most fragile. Benefits are tracked, governance is held, and the capability built during transition is embedded - rather than walking out of the door when the contract ends.

In practice

- Safe and legal from Day One - adult and children's social care target operating models live before vesting, not afterwards.
- Assurance built in - every dependency visible, every decision recorded.
- Early wins that build confidence - pilots, decision rooms, fast approvals.
- People and culture protected - staff voice, pastoral care, and leadership induction built in.
- Embedded beyond vesting - governance, financial discipline, and skills that outlast the engagement.
- Lasting scale - capability pillars introduced as the programme develops, without rebuilding the team from scratch each time.

This is what staying in the room actually looks like.

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The Hub's Capability pillars

Specialist depth is deployed through four pillars, each aligned to the pressure points that concentrate risk during reorganisation. Engagements are scoped, time-bound, and integrated into your governance - not added alongside it.

1. Transition *Service Design*	2. Transformation *People, Culture & Leadership*	3. Sustainability *Finance, Risk & Partnerships*	4. Improvement *Data, Digital & Performance*
Statutory and service readiness across ASC, Children's Services, SEND, housing, planning, waste, and transport. Assurance and integration - not wholesale redesign during transition.	Leadership behaviours, cultural integration, and workforce confidence as new arrangements are established. The human conditions required for the new authority to stabilise quickly.	Financial assurance, risk control, and partnership readiness across aggregation and disaggregation scenarios. Grip on statutory duties and long-term sustainability.	Reliable data, connected systems, and visible performance insight - so leaders maintain grip through transition and drive improvement thereafter.
Includes: • Day One readiness reviews and rehearsal • Service blueprinting and operating model assurance • Cross-service dependency mapping • Safe and legal separation planning	**Includes:** • Member and officer induction and shadow governance • TUPE, pay, and workforce planning assurance • Leadership alignment and culture integration • OD and coaching at mobilisation	**Includes:** • MTFP alignment, reserves and balance-sheet assurance • Risk and continuity planning including cyber resilience • Contract and procurement harmonisation • Partnership and asset strategy assurance	**Includes:** • ICT and system rationalisation planning • Data audits and governance frameworks • Performance dashboards and KPI design • Foundations for continuous improvement post-vesting

The people behind the Hub

The Hub is not built from consultants who have studied local government reorganisation. It is built from people who have led it - from inside councils, at the level where statutory accountability, political pressure, and operational risk land simultaneously.

Chief Executives and Executive Director leadership through reorganisation

Former Chief Executives and Executive Directors who held statutory accountability and collective delivery responsibility through contested unitary programmes - navigating Judicial Reviews, competing district agendas, Section 114 pressures, Children's Services under inspection risk, ICT separation across organisations, and accelerated timetables where deferral was not an option. They work at the level of political exposure and operational consequence, not programme administration.

Leadership, governance, and people capability

Senior practitioners with direct experience of building leadership confidence and governance capability through structural change - supporting Members and officers to operate effectively in new arrangements, managing cultural integration across merging organisations, and sustaining workforce confidence through the uncertainty that sits between announcement and vesting.

Service Design Authority - Statutory services leadership

Senior Directors with direct operational responsibility for Adult Social Care, Children's Services, and SEND through structural change - including disaggregation into new unitaries, operating model design from Day One, and safeguarding continuity under heightened inspection risk.

Finance, programme, and digital leadership

Senior finance leaders, programme directors, and digital executives with direct LGR experience - covering MTFP alignment, balance sheet assurance, ICT separation and cutover, data governance, and the financial sustainability of new authorities from vesting.

How the Hub compares

The table below shows how the RedQuadrant Hub compares to both traditional consultancy models and interim-heavy approaches across the dimensions that matter most.

Costs and resourcing

Our approach is transparent, competitive, and designed to leave lasting value.

- Open book costs - no hidden extras, no reliance on costly interims.
- One accountable model - adaptable to scale, with access to nearly 2,000 vetted professionals.
- Knowledge stays local - 10-20% of roles filled by secondees, so capacity endures after we leave.
- Stronger councils for the future - lasting skills, governance, and institutional memory embedded, not extracted.

When you're ready to move:

Where to start

- Readiness conversation - one session with your CE and SRO. No obligation, no proposal.
- Readiness workshops - half-day facilitated sessions turning your business case into a working readiness plan.
- Hub mobilisation - a named senior team deployed within days of your decision landing.

	RedQuadrant LGR Hub	Traditional consultancy	Interim-dependent
Assurance & accountability	Single accountable structure. Integrated governance core. One version of the truth.	Fragmented - multiple workstreams, audit heavy.	No single structure. Ad hoc oversight.
Safe and legal on Day One	Explicit non-negotiables: service standards, TUPE, and ICT rehearsals.	Light on cutover detail. Finance heavy.	Risk of gaps. Dependent on individual interims.
Service design & transformation	Capability pillars across adult social care, children's social care, SEND, housing, planning, and waste.	Focus on structure. Limited sector depth.	Fragmented expertise. Inconsistent capacity.
Workforce & culture	10–20% secondees. OD and cultural alignment built in.	External consultants dominate. Little integration with staff.	High churn. When individuals exit, knowledge exits with them.
Cost & value	Transparent, open book. Covers design, ICT, workforce, and Day One assurance.	Premium fees. Hidden gaps in delivery.	Appears cheaper - but long-term duplication and rework add hidden costs.
Legacy & capacity	Knowledge stays local. Institutional memory is created.	Outputs are static. Limited local capability.	No legacy. Expertise leaves when contracts end.

When you're ready to move

The Hub can be mobilised within days. We'll be clear about what would genuinely add confidence and what wouldn't.

In the first weeks

- Confirm context, priorities, and capacity across your programme.
- Assess governance arrangements and risk profile.
- Design the Hub configuration around your specific situation.
- Mobilise a named senior team against your earliest priorities.
- Lasting scale - capability pillars introduced as the programme develops, without rebuilding the team from scratch each time.

Let's start a conversation

Most of the risk in Local Government Reorganisation is visible in advance - to someone who has been through it. The conversations that matter most happen before the problems appear in any report.

If you'd find it useful, we're ready to have that conversation with you now about where you are, what's building, and what would genuinely help.

Whether you are moving at pace or simply testing options, you'll leave the conversation clearer, not with a proposal, but with a sharper sense of the decisions that matter most, the risks that need active attention, and where support would genuinely help rather than add noise.

Talk to us

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