



## LGR and Devolution Partnership Framework

### **Strategic Partnership | Integrated Delivery | Specialist Depth**

Confident and disciplined support through Local Government Reorganisation.  
Delivered with the RedQuadrant LGR and Devolution Hub.



# Contents

Contents .....	2
RedQuadrant LGR and Devolution Partnership Framework .....	3
Navigating Uncertainty .....	4
Navigating Transition .....	5
Targeted Capability .....	6
The expertise and ecosystem behind the Hub. ....	7
How to get in touch .....	9

## 1

## RedQuadrant LGR and Devolution Partnership Architecture

Navigating uncertainty. Building confidence. Enabling delivery.

Local Government Reorganisation becomes politically exposed, operationally risky, and statutorily live, often all at once. It brings sustained public scrutiny, real service continuity pressures, and financial consequences that compound quickly and are rarely recovered without cost.

Leadership capacity is stretched while direction is still forming, and decisions must often be taken before every variable is settled. Where ever you are in this process watching what's happening elsewhere, waiting for a ministerial decision, or already moving at pace, the question is the same: what do you need alongside you, and when?

The RedQuadrant LGR Hub provides proportionate support that protects control, accountability, and statutory continuity as complexity increases.

### Three Configurations: One coherent partnership

01	<b>Strategic Partner</b>	Senior judgement alongside your Chief Executive and SRO, strengthening sequencing, decision discipline, and political coherence without building parallel structures or becoming the story.
02	<b>Integrated Delivery Partner</b>	The programme spine that holds transition together: structure, rhythm, clear accountabilities, dependency management, and Day One readiness for when advisory support is no longer sufficient.
03	<b>Targeted Capability Partner</b>	Specialist depth deployed precisely where risk concentrates: governance, statutory services, finance, workforce, and ICT. Scoped, time-bound, and integrated into your governance rather than added alongside it.

These configurations can be deployed independently or combined as your programme evolves. The framework adapts with you while remaining coherent and accountable.

### The practical questions that determine whether transition holds

Experience suggests that certain issues determine whether a programme remains stable under pressure.

- **Are the numbers resilient?** Will savings assumptions hold once real demand, agency costs, and inherited liabilities are applied?
- **Will the structure cope with frontline demand?** Can the model absorb safeguarding pressures, winter spikes, or SEND tribunal volumes without emergency redesign?
- **Will it function operationally?** Will this work safely with real caseload ratios, TUPE timelines, system migration windows, and statutory reporting requirements?
- **Where are the avoidable risks?** What typically leads to reinvestment or operational strain in the twelve months after vesting? This could include duplicated management layers, unaligned grading, or untested ICT cutovers.
- **Are the relationships and culture that hold your system together being protected?** Staff, officers, Members, and partners take years to build shared ways of working. These fragment under reorganisation pressure and that loss rarely appears in any programme report.

The people who have held your system together – staff, officers, Members, statutory partners – are also navigating personal uncertainty. That is not a communications challenge. It is a leadership one, and it shapes whether the new authority inherits functioning relationships and culture or fractured ones. We help you hold that picture alongside the structural and statutory work.

## 2

## Navigating Uncertainty

Strategic Partner - when judgement matters more than activity

The early phases of LGR concentrate exposure before clarity arrives.

Political narratives move quickly. Financial assumptions are still being tested. Directors are trying to protect service continuity while options are being debated in public. Members want visible progress. Officers want operational reassurance.

In that environment, additional analysis is rarely the constraint. What matters is judgement, taken early enough to shape events rather than respond to them.

### What this looks like in practice

Key relationships between officers, Members, and partners that have taken years to build can fragment under reorganisation pressure before they can be transferred to the new authority. That risk rarely appears in any programme report.

Working directly with your Chief Executive, SRO, and senior leadership team, we support you to:

- Clarify choices before positions harden publicly
- Test assumptions while adjustment is still possible
- Surface cross-cutting risk across services, finance, and governance
- Separate what must be safe and legal from what can follow later
- Strengthen escalation routes when pressure increases

This is not about creating another layer of review.

It is about ensuring that decisions taken in Cabinet, Programme Board, or informal leader conversations are grounded in operational reality, staffing capacity, statutory thresholds, financial exposure, and ICT readiness.

You remain accountable.

We strengthen sequencing, challenge optimism where necessary, and ensure that pace does not outstrip capacity.

Early phases carry particular risks:

- Public positions forming before operational modelling is complete.
- Savings numbers circulating before demand sensitivity is understood
- Governance structures agreed before escalation routes are tested
- Capacity stretched thin across day job and transition design

We have seen confidence erode not because intent was lacking, but because sequencing was unclear and because the risks building beneath the surface had not been named early enough.

Our role is to stay close to you and your SRO, provide structured challenge at key moments, and ensure risks are surfaced before they become public difficulties.

We act as a critical friend in decision making and an independent voice when pressure or optimism risks obscuring practical constraints.

The value of that independence is clear: issues are addressed early, sequencing is adjusted in time, and confidence is maintained rather than recovered.

## 3

## Navigating Transition

Integrated Delivery Partner for Local Government Reorganisation.

Once direction is agreed, the work becomes urgent very quickly.

Timelines need to align. Consultations have to run properly. Payroll, systems, and contracts have to transfer cleanly. Directors are trying to run services while also designing something new.

At that point, the issue is rarely commitment. It is whether the different strands of transition are genuinely aligned.

Working within your governance and PMO structures, we help you hold a single, integrated view across services, finance, workforce and digital.

That means:

- One coherent delivery plan rather than parallel workstream schedules
- Named accountability that is visible and understood
- Dependencies tracked early, particularly where one timetable constrains another
- Statutory readiness monitored explicitly, not assumed
- A clear separation between what must be safe and legal for Day One and what can be sequenced later

Without that integration, pressure shows up in predictable places.

Organisational design moves ahead of detailed cost modelling.

Consultation timelines compress against system configuration.

Programme boards see progress reports but not the interaction between risks.

These are not dramatic failures. These are small misalignments that compound quietly and are almost always visible in advance to someone who has been through it.

Our role is to bring those interdependencies into view early enough that they can be managed calmly rather than recovered urgently.

You remain accountable for delivery. We provide the structured integration that keeps interdependencies visible, decisions aligned, and Day One safe and deliverable.

## 4

## Targeted Capability

Capability Partner - depth where it matters most

Not every council needs a full programme spine. Not every council needs strategic partnership across the whole lifecycle.

Sometimes the risk is concentrated in one area, and it needs to be addressed directly rather than wrapped in wider advisory support.

- Adult Social Care that cannot wait until vesting to be configured properly.
- A Children's Services transition carrying statutory exposure that cannot be managed generically.
- An ICT cutover dependent on legacy contracts and fragile sequencing.
- A workforce harmonisation that appears procedural but carries significant financial and political consequence.

In those situations, additional capacity is rarely the answer. Specific depth is.

Our capability model allows you to introduce senior expertise precisely where it is needed, clearly scoped, time bound and integrated into your governance.

### Governance and Assurance

- Independent safe and legal readiness reviews
- Statutory compliance and gateway assurance

### Service Design Authority and Statutory Transition

- Adult Social Care, Children's Services, and SEND transition
- Operating model stress-testing and disaggregation design

### Finance and Sustainability

- Financial modelling and MTFP alignment
- Asset, contract and savings risk review

### Workforce and Cultural Integration

- Leadership alignment and workforce harmonisation
- Cultural integration across merging authorities

### ICT, Data and Systems Transition

- Systems mapping and separation strategy
- Digital readiness and contract sequencing

### Performance and Transformation Control

- Benefits tracking and risk-based prioritisation
- Post-vesting stabilisation planning

Targeted capability operates within your programme structure, not alongside it. Scope is explicit. Duration is defined. Accountability remains clear.

We introduce depth where exposure is highest and step back when it is no longer required. There is no value in widening advisory coverage if the risk sits in one place.

This approach addresses risk directly and proportionately, maintaining financial discipline while protecting statutory delivery. The test is simple: exposure reduces, accountability stays clear, and we step back when the work is done, not when the contract runs out.

## 5

## The expertise and ecosystem behind the Hub

Senior depth. One accountable interface.

Local Government Reorganisation requires experience that has been tested in real political and statutory environments where consequences are visible, timeframes are fixed and decisions taken under pressure tend to compound rather than correct.

The Hub is built on senior local government leadership. Our core team typically brings 15-35 years of direct sector experience: Chief Executives, statutory officers, finance leaders, service directors and digital executives.

These are practitioners who have carried accountability through transition not people who have studied those who did. The difference shows under pressure.

### Partnership without parallel structures

Where additional depth is required, we introduce specialist organisations through clearly defined work packages and named accountability.

- You do not manage multiple advisory relationships.
- All activity is coordinated through a single accountable interface and integrated into your governance, PMO and reporting rhythms.

Specialist expertise strengthens delivery. It does not create additional layers.

### Specialist Capability - Introduced with Discipline

The Hub is reinforced by trusted partners across:

- Municipal and environmental services
- Adult and children's statutory services

- Finance, economics and sustainability
- Data, digital and technology
- Organisational development and culture
- Public participation and democratic engagement
- Planning, infrastructure and place

These relationships are established and familiar. They are deployed where exposure sits, scoped proportionately and aligned to your programme cadence.

Continuity matters. Structural reform does not follow a linear path. Political context shifts. Financial assumptions evolve. Operational risk moves between services.

We remain accountable for coordination across the ecosystem so that expertise strengthens your delivery rather than complicates it.

### What This Means for You

- Senior LGR experience from day one
- Access to specialist depth when it genuinely adds value
- Clear lines of responsibility
- One accountable interface
- People who know what it feels like to hold a system together through structural change and what it costs when the relationships that underpin it are not protected.

We remain accountable for coordination across the ecosystem so that specialist expertise strengthens delivery without increasing complexity. The practical effect is simple: senior depth and specialist capability, with clear lines of responsibility and control.

## 6

## Partner Ecosystem

System wide depth through one accountable interface.

Selection of trusted organisational partners, deployed through controlled call off within your governance and programme structures.



**Public Service Transformation Academy (PSTA)** Systems thinking and commissioning capability for sustained transformation.



**The Leadership Centre** Leadership development in complex political and public service environment



**Shared Purpose** Governance and cross-boundary leadership specialists supporting new structures.



**Curators of Change** Organisational development specialists embedding culture and collaboration.



**SPINDL.** Supporting places to weave community-led work into a centrally important foundation to delivering public good.



**Accordio.** Digital and ICT transformation experts stabilising systems during transition.



**itelligent-i.** Data and analytics specialists creating a single trusted view across services and finance



**Frith Resource Management.** Waste and environmental transition specialists supporting safe, legal service harmonisation



**Commercially Public.** Children's Services experts ensuring safe statutory transition during structural change



**Foundations.** Housing adaptations and DFG experts safeguarding governance during reorganisation.



**Olive Branch Consulting.** Planning and infrastructure specialists, maintaining statutory continuity through vesting



**Hester Management Services.** Environmental, Highways, Building Services and Waste specialist delivering business improvement



**Filigree Consulting.** Expertise in strategy, stakeholder engagement and media relations.



**Brown Jacobson.** Private and public sector legal experts, offering clear opinions and straightforward legal advice.



**Georgia Turner Communications.** A specialist agency for communications and stakeholder engagement.

## 7

## How to get in touch

Let's start a conversation

Local Government Reorganisation places practical pressure on leadership teams.

If you are working through early uncertainty, managing a specific area of risk, or simply want an honest conversation about where your programme actually stands, we are ready to have it. We will not tell you what you want to hear. We will tell you what we see.

We will focus on:

- where exposure currently sits
- what needs to be safe and legal
- what can be sequenced
- whether additional structure or specialist depth would genuinely help

Most engagements begin with a single conversation. Start there.



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