

# LGR & DEVOLUTION HUB

## The real challenge is what comes next.

Most places understand the visible programme risks. The harder problems are structural, and reorganisation doesn't fix them. In some places, it makes them more dangerous.

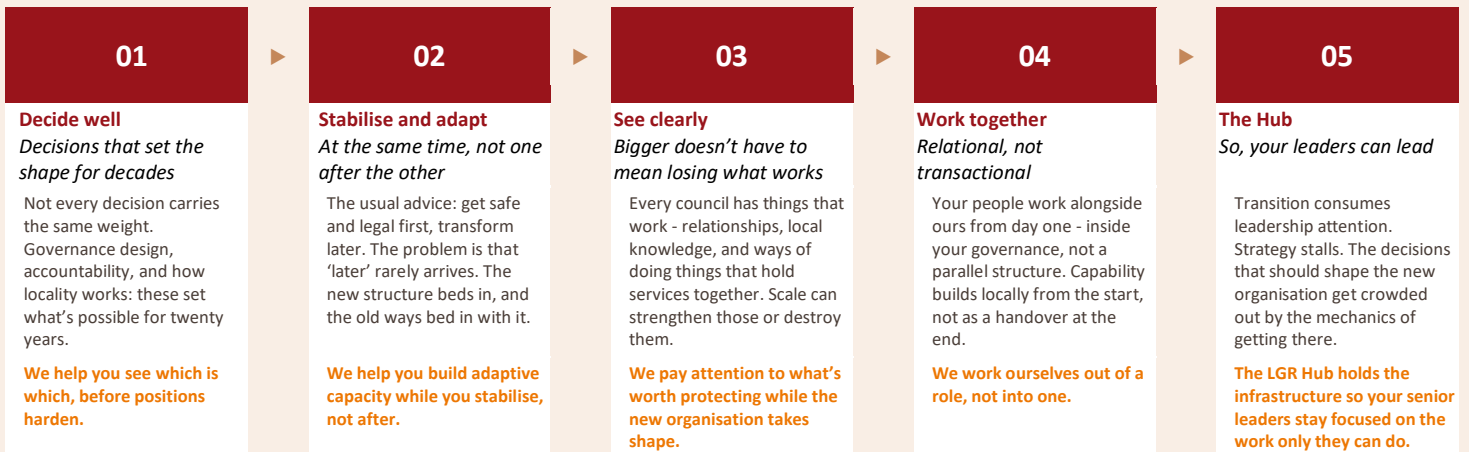
### THE REAL CHALLENGES AFTER VESTING DAY

<p><b>More than structure</b> Merging councils doesn't automatically improve outcomes. Culture, behaviours, and ways of working matter more than the diagram.</p>	<p><b>The hidden work</b> Data, systems, people, culture, service continuity, and local relationships are the real test.</p>	<p><b>Scale needs locality</b> People experience local government through relationships, visibility, and whether problems get solved.</p>
<p><b>Demand keeps rising</b> Adult social care, SEND, safeguarding, and other high-need services will dominate pressure and spending.</p>	<p><b>Change everywhere</b> LGR, devolution, NHS change, planning, housing and more. Leadership capacity is the constraint.</p>	<p><b>Legitimacy</b> Residents will judge reorganisation on whether their place is better led, not on the elegance of the plan.</p>

### THE LEADERSHIP QUESTIONS THAT REALLY MATTER

How do decisions actually get made here and where does that break down?	Where does demand come from, and what information is ignored or arrives too late?	Which parts of the organisation adapt well under pressure and which freeze?	How do we increase strategic capacity without weakening local responsiveness?
What is consuming leadership attention unnecessarily?	Where do handoffs between services create failure demand?	Which forms of localism genuinely improve outcomes and which duplicate process?	What would it take to govern, redesign, and stabilise systems at the same time?

### HOW WE HELP: DIFFERENTLY



### WHAT GOOD LOOKS LIKE WITH REDQUADRANT

✓ Governance designed for the next twenty years, not just for vesting day.	✓ An organisation that's safe on Day One and built to improve from Day Two.	✓ Local strengths are protected, not lost to standardisation.	✓ Capability that remains when we leave.	✓ Leaders who led the transition, not just survived it.
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### LET'S START A CONVERSATION



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