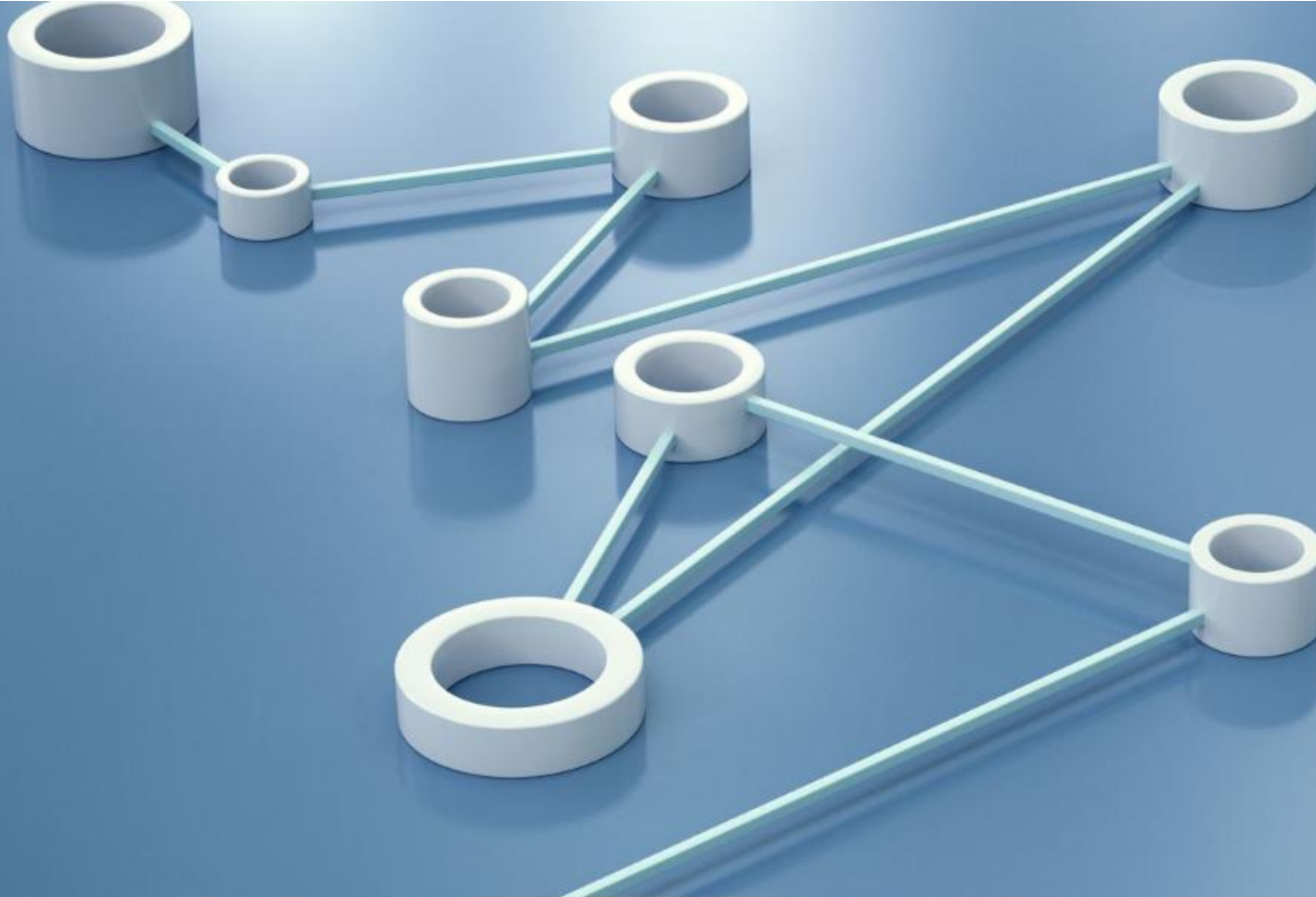




The RedQuadrant LGR Hub Assurance → Transition → Transformation → Renewal

The four pillars of successful LGR and devolution

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Contents

The outcomes you need, delivered with confidence 3

What councils need to do now..... 4

What you get – three outcomes every time 5

How we deliver – readiness, transition, and implementation 6

Costs and resourcing 7

How the Hub compares..... 7

Next steps..... 8

Let’s start a conversation..... 8

Contact: 8

The outcomes you need, delivered with confidence

RedQuadrant LGR and Devolution Hub

Why now?

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 Hub secures statutory posts, aligns ICT and TUPE, and brings councillors and staff with you. Its integrated and accountable structure provides visible assurance, unlocks design opportunities before vesting, and leaves a sustainable legacy.

What is the LGR Hub?

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.

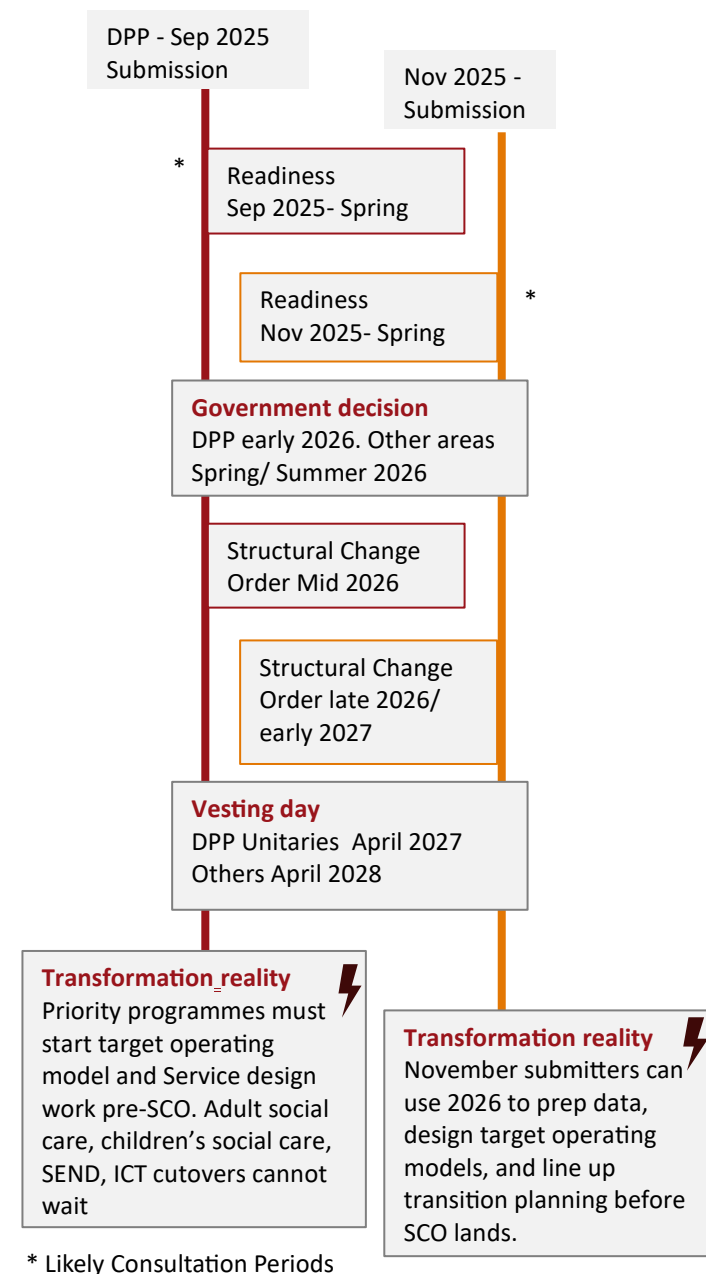
The Hub places people and culture at the core, aligning Members, Leaders, and Staff into one team. With 10-20% of roles filled by secondees, knowledge stays local, and capacity endures. This isn't consultancy parachuted in for a few months: it's a sustained partnership, the only model designed to focus on 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. Councils tell us they value three things most: **confidence on day one**, **visible control of risk**, and the ability to **keep improving**. We are fully committed to the success of LGR and to leaving a legacy of stronger, more resilient councils.

Our network brings deep local government expertise and practical experience under pressure. We work alongside your teams, not over them, and build capability that lasts long after we've stepped back. As founders of the Public Service Transformation Academy, we've helped leaders navigate complexity and system-wide change, which is why councils turn to us as a trusted partner.

The Hub advantage – safe and legal plus transformation, all on day one.



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. **Readiness must start now:** to protect day one services, secure statutory officers, and stabilise finance, workforce, and data. Transition is dependent on and runs in parallel with readiness, embedding systems, culture, and credibility, so the new council is functional from shadow through to vesting.

Key tasks now

- 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 about reducing risk while building credibility and culture. 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 to sustain trust.
- 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 (April 2028) – statutory and immovable

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

The Hub advantage – through induction, cultural alignment, and pastoral care, we address the reality that some may feel they're 'on the losing side.' This visible support builds trust, protects morale, and ensures that transformation isn't just structural but lived.

The Hubs capability pillars

What you get – three outcomes every time

1. Safe and legal on day one with real transformation

- **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 are tested and safe
- **Seamless day one** – residents experience continuity; councillors and Leaders gain confidence and clarity
- **People supported** – staff feel valued, with morale and culture protected through change

2. Confidence in delivery

Integration across service design, ICT, workforce, culture, and governance provides resilience where scrutiny is highest. A single structure gives leaders visible assurance, focusing effort where risks and impact are greatest. Members, leaders, and staff are aligned through induction, cultural support, and pastoral care. Joined-up planning with partners and residents ensures delivery is coherent and creates real opportunities for transformation

3. Future-ready capacity

Incremental transformation links early actions to learning and feedback, creating a cycle of continuous improvement rather than a one-off change. Councils inherit sustainable capacity, with skills and institutional memory embedded. Staff benefit from a supportive culture, with wellbeing and pastoral care prioritised. In critical services, target operating models are designed and become operational from Vesting Day, ensuring safe continuity and a platform for ongoing refinement.

Transition: Service Design

Coherence and outcomes focus

Keeps change on track, meeting statutory deadlines while ensuring service design criteria and learning feed back into delivery.

- Cutover readiness across services
- day one standards rehearsed and tested
- Incremental pilots and target operating model delivery

Transformation:

people, culture, and leadership

The central pillar of success: people

Merges organisational cultures, balances member and officer perspectives, and embeds visible behaviours and shared purpose.

- TUPE, OD, pay and grading harmonisation
- Cultural alignment and visible behaviours
- Member/officer induction and local voice

Sustainability:

finance, risk, and partnerships

Watching the bottom line

Aligns budgets, reserves, and contracts while managing risk and building resilient partnerships.

MTFP alignment, reserves, balance sheet(s), transparent cost codes

- Procurement and contract harmonisation
- Risk assurance and strategic partnerships
- Member/officer induction and local voice

Improvement:

data, digital, and performance

Sorting the plumbing and wiring

Rationalises systems and data into a single version of the truth, enabling insight, dashboards, and continuous improvement.

- ICT rationalisation and system integration
- Single version of the truth for data
- KPIs, dashboards, and continuous insight

Continuous improvement feeds back into the Service Design Authority

How we deliver – readiness, transition, and implementation

The Hub is the only model that assures councils are safe and legal on day one while embedding the capacity to transform. It uses our proven adaptive delivery approach. Structured governance is blended with agile responsiveness, so every dependency is visible, and every decision is recorded.

Core elements across the lifecycle:

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 on 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

Assurance and acceleration - added value

The Hub strengthens assurance and decision-making from day one:

- **Decision acceleration** – weekly decision rooms, fast approvals, and concise records.
- **Portfolio prioritisation** – focus where impact and risk are highest.
- **Early pilots** – small-scale tests in social care, planning, and waste deliver quick wins.

These tools give leaders clarity, pace, and confidence while building wider support for change.

Readiness – securing the basics (pre-vesting)

Readiness stabilises essentials so day one is safe and legal. The Hub coordinates statutory roles, RAID controls, ICT rehearsals, and safe and legal standards, giving leaders a single view of risks and dependencies.

Transition – embedding confidence pre-vesting

Transition builds credibility and reduces risk. The Hub aligns leaders and statutory officers with adult social care and children's social care target operating models live from day one. Pastoral support and staff voices sustain morale and trust through change.

Implementation – sustaining capability post-vesting

After vesting, the focus shifts to stability and transformation, with benefits tracked and governance secured. Culture and capability are embedded through visible leadership and mentoring that strengthen service teams.

The Hub advantage

- Safe and legal from day one – adult social care 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 baked in.
- Lasting capacity – governance, financial discipline, and skills embedded beyond vesting.

Unlike other models, the Hub leaves you with lasting capability and confidence to keep improving long after vesting day.

Costs and resourcing

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

The Hub advantage

- **All inclusive** – covers service design, workforce, culture, ICT, and day one assurance, with no hidden extras
- **Visible value** – open-book costs, no hidden extras, no reliance on costly interims
- **Confidence in delivery** – one accountable model, adaptable to scale as needed
- **Practical assurance** – experienced practitioners who deliver under pressure
- **Breadth you can rely on** – access to nearly 2,000 vetted professionals across every discipline
- **Adaptable reach** – support that works for any structure the Secretary of State approves
- **Stronger councils for the future** – lasting skills, governance, and institutional memory
- **Capacity building** – ~10-20% of roles filled by secondees, embedding knowledge locally

Throughout all phases, the Hub provides one accountable version of the truth, without losing sight of assurance.

How the Hub compares

The table to the right shows how the RedQuadrant Hub outperforms both traditional consultancy models and interim heavy approaches.

Dimension	RedQuadrant LGR Hub	Traditional consultancy models	Interim dependent approaches
Assurance and Accountability	Single accountable structure with an integrated governance core.	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 and 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 and culture	10% secondees; OD and cultural alignment built in.	External consultants dominate; little integration with staff.	High churn: when individuals exit, knowledge exits with them.
Cost and 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 and capacity-building	Knowledge stays local; institutional memory is created.	Outputs are static; limited local capability.	No legacy; expertise leaves when contracts end.

Next steps

The Hub can be mobilised within days, not months, so momentum starts immediately.

What you need to do

- Confirm appetite across partners for a LGR Hub
- Identify a lead authority to convene and host
- Assign a leadership team-level sponsor
- Agree governance and sign off routes
- Set immediate priorities for readiness and transition planning.

What we will do (tailored to your needs)

- Meet with you in weeks 1/2 to confirm context and priorities
- Assess capacity, governance, and risks in weeks 2/3
- Design the Hub around your needs by weeks 3/4
- Mobilise a seed team in weeks 4/6 to deliver early transition tasks
- Scale up capability pillars from month two onwards
- Position the Hub as the enduring structure through vesting and transformation

This sprint approach means you can move from conversation to delivery in under three weeks, with visible momentum from day one.

Let's start a conversation

We'd welcome the chance to talk through how the LGR Hub could work for you. Whether you're ready to move ahead or simply exploring options, we'll share what's possible and what will make the biggest difference in your context. You will come away from the conversation clearer on what readiness and transition mean for your organisation.

It would be great to hear from you!

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Safe today, stronger tomorrow – the Hub delivers from readiness to renewal.

