



LGR: Implementing change whilst maintaining essential services

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Overview

- Forming Joint Ventures (JVs) with local authorities to deliver essential services
- Maintaining day-to-day service delivery whilst simultaneously implementing structural change and decommissioning
- LGR as an opportunity to modernise services, embrace digital transformation and redesign services.



PERSPECTIVE:

Analogue System designed for 20th Century verses 21st Century digital and AI era.

Using a Joint Venture to deliver essential services

Alternative to **traditional procurement** with several key advantages:

- Prevents immediate disaggregation of services (typically from County Councils – Highways and Waste Management)
- Helps aggregate services (typically from District Councils)
- Cost and time efficient to arrange
- Allows new authorities to retain high degree of control
- Provides immediate transformative capability
- Can act as initial phase of longer-term strategic re-design of service provision.



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Maintaining day to day service delivery whilst implementing structural change

- Can be complicated – requires detailed planning, scenario mapping and rehearsal – up to 2,500 Day 1 requirements and up to 5,000 actions
- Strong project management is essential – Programme Board, Programme Director and PMO team
- Consistent operational engagement is key – to ensure the lights stay on
- **The Four C's are critical:** Communication, Co-ordination, Co-Operation and Control
- Avoid “Day one” change wherever possible
- Ensure to budget for change contingencies.



LGR: an opportunity to modernise services, embrace digital transformation and redesign services

- Map “as is” and consult to establish “to be” services and underlying processes
- Engage with stakeholders early
- Consider preventative design concepts wherever possible
- People, Processes, Hardware (and equipment), Software
- Consider broader digital transformation framework and Line of Business (LOB) integration requirements
- Create the ability for longer-term evolution



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Bringing it all together

- Create a JV Business Case: transformative mission to help strategic service re-design
- A “Vertical” plug-in to wider “Horizontal” re-design (the much discussed “Safe and Legal”)
- Proactively build capacity to support aggregation and disaggregation, with 21 areas driving simultaneous demand on a **finite talent pool** across councils and the market - creating a potential system-wide delivery risk
- Use JVs to create strategic capacity, undertake transformation and permit scope for re-evaluation in 5 years time (business planning cycle).



PERSPECTIVE:

If our ambition is to the 'safe and legal', when do we transform service delivery,

Critical success factors for LGR delivery

Keep the lights on: maintain uninterrupted delivery of essential frontline services throughout transition

Get the basics right (Day 1 readiness): ensure access, systems, and buildings work first time for staff

Protect financial continuity: staff paid, suppliers paid, and income collected without disruption

Manage people and culture: carefully disaggregate teams to maintain balanced capability across new authorities - avoiding talent concentration or gaps

Build capacity where it matters most: ensure sufficient operational and transformation resource across councils and the market (private sector)

Focus on assets as a value lever: robust asset registers and plans underpin delivery of savings

Unlock quick wins: early decommissioning and better utilisation (“sweating”) of assets to drive immediate financial benefits.



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“Successful LGR is not just structural change, it’s
maintaining continuity, protecting capability,
and unlocking value from day one.

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Questions