

LGR Practical Guide

LGR Readiness: Preparing for Day One and Beyond

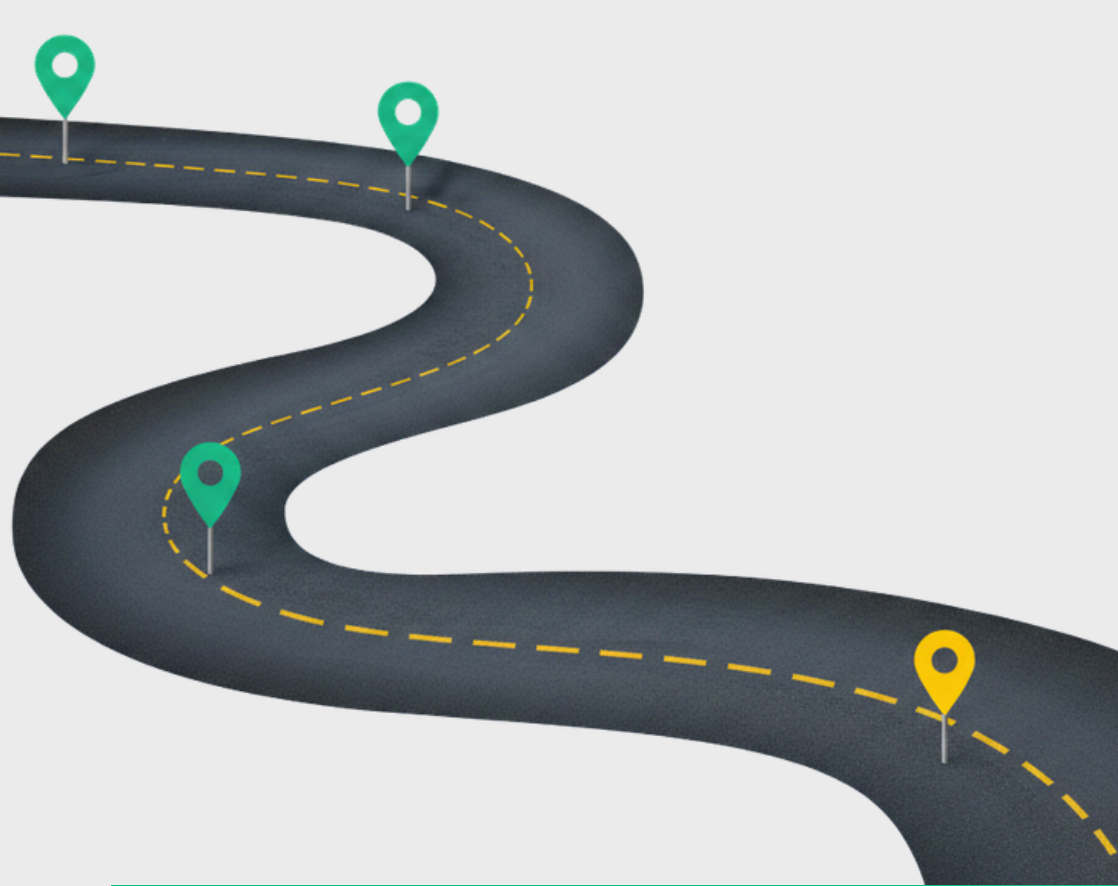
A guide to building control, reducing risk, and preparing for a stable transition.



Your partner for the whole journey

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MOORE Insight

Award-winning professional services consultancy, igniting bold transformation through finance and ERP technology, helping organisations make confident, well-governed decisions in complex and regulated environments.

- ◆ **ERP implementation support**
- ◆ **Business Transformation**
- ◆ **Change Management**
- ◆ **Planning, budgeting, and forecasting**
- ◆ **Accounting services**
- ◆ **Data and integration services**

The road ahead

Local Government Reorganisation is no longer a distant concept. For many authorities, it is less than two years away. In some areas, significantly less.

Decisions are already being made across multiple regions, and timelines are tightening.

On paper, this may feel manageable. In practice, it is a narrow window to:

- ◆ **Stand up a new authority**
- ◆ **Align systems and processes**
- ◆ **Maintain operational continuity**
- ◆ **Deliver frontline services without disruption**

The challenge is not the change itself. It is arriving at **vesting day** with unresolved complexity.



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A simple question

If vesting day were six months away...

What would you wish you had already resolved?

In most cases, the answer is consistent:

- ◆ Financial clarity
- ◆ Process consistency
- ◆ System visibility

These are not transformation initiatives.

They are the **conditions** that allow transformation to succeed.



You do not need to wait

A common assumption is that planning must wait until final structures are confirmed.

It should not.

While configurations will vary, some patterns are already clear:

- ◆ Most county areas will be split into multiple unitaries
- ◆ Some district councils may be divided across new authorities
- ◆ Complexity is likely to increase, not reduce

The organisations that act early reduce risk.

Those that wait carry avoidable issues into day one.

The LGR journey overview

LGR is not a single event. It is a journey.
A journey with **critical decisions** at every stage.

SHORT TERM – EARLY PREPARATION

Laying the foundations for control

- ◆ Balance sheet readiness
- ◆ Process baseline
- ◆ Systems and integration visibility

MEDIUM TERM – PREPARING FOR VESTING DAY

Creating stability at transition

- ◆ Finance platform decisions
- ◆ System integration approach
- ◆ New processes and controls
- ◆ Budgeting and financial ownership

LONG TERM – BUILDING FOR THE FUTURE

Moving from stability to transformation

- ◆ ERP and finance strategy
- ◆ System selection and implementation
- ◆ Continuous improvement



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Short term: early preparation

Laying the foundations for control.
This is where risk is reduced earliest - and most effectively.

BALANCE SHEET READINESS

“Clear the loft before you move”

Merging balance sheets is technically straightforward.

Ensuring they are ready to merge is not.

- ◆ Clear ownership of every balance
- ◆ Defined source of value (invoice, contract, accrual, system)
- ◆ Up-to-date supporting documentation

Without this, issues are carried into the new authority.

BUSINESS PROCESS BASELINE

You cannot design future processes without understanding current ones.

- ◆ Are processes documented and up to date?
- ◆ Where are inefficiencies or gaps?
- ◆ Where does best practice already exist?

This creates the foundation for consistency and control.

SYSTEMS & INTEGRATION MAPPING

Most councils operate complex system environments.

- ◆ What systems are in place today?
- ◆ How do they connect?
- ◆ What depends on them?

Without this visibility, risk increases rapidly at transition.

Medium term: preparing for vesting day

Creating stability at transition.

DEFINING THE CORE FINANCE PLATFORM

- ◆ What will be the primary finance system?
- ◆ How will legacy systems be aligned or transitioned?

CONNECTING THE LANDSCAPE

- ◆ How will systems be integrated?
- ◆ Is there a scalable integration approach in place?

PROCESSES & FINANCIAL CONTROL

- ◆ Standardised processes across the new authority
- ◆ Clear governance and ownership
- ◆ Strong budget management and accountability from day one

Long term: building for the future

Moving from stability to transformation.

ERP & FINANCE STRATEGY

- ◆ What is the long-term system strategy?
- ◆ Where should consolidation or replacement occur?

SYSTEM SELECTION & IMPLEMENTATION

- ◆ Independent support in selecting the right platforms
- ◆ Structured implementation to reduce risk

CONTINUOUS IMPROVEMENT

- ◆ Optimising processes
- ◆ Improving data quality
- ◆ Strengthening reporting and insight



The wider challenge

LGR is not just a finance exercise. It involves:

- ◆ Complex system landscapes across multiple functions
- ◆ Large-scale data migration and integrity management
- ◆ Organisational change and uncertainty
- ◆ Balancing risk with opportunity

The key is not solving everything at once.
It is knowing **where to focus first**.

How Moore Insight supports you

We help councils create the conditions for a stable Day One - and a scalable future.

- ✓ Identifying where risk is most likely to surface
- ✓ Providing clarity across finance, processes & systems
- ✓ Supporting structured decision-making at every stage

Start the conversation today

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