

From: Linden Kemkaran, Leader
Amanda Beer, Chief Executive

To: **Cabinet, 19 November 2025**

Decision No: 25/00101

Subject: KCC's Strategic Business Case for Local Government
Reorganisation in Kent and Medway

Classification: **Unrestricted**

Summary:

This paper presents Kent County Council's Strategic Business Case for Local Government Reorganisation in Kent and Medway for Cabinet approval to submit to Government.

Recommendations:

Cabinet is asked to:

- (1) APPROVE the KCC Strategic Business Case for Local Government Reorganisation in Kent and Medway;
 - (2) DELEGATE authority to the Chief Executive, in consultation with the Leader of the Council, to take the required actions to submit the finalised Strategic Business Case submission to Government by the 28 November deadline.
 - (3) DELEGATE authority to the Chief Executive to take other necessary actions, including but not limited to negotiating and entering into contracts or other legal agreements, as required to implement the decision.
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1. Background

- 1.1. Councils in Kent and Medway received a statutory invitation to submit proposals for Local Government Reorganisation (LGR) in a letter from the Minister of State on 5 February 2025.
- 1.2. Areas were required to submit their Interim Plans for LGR to Government by 21 March indicating their initial thinking and providing an opportunity to seek clarity from Government on the process.
- 1.3. On 15 May 2025, Kent and Medway councils received a response from Ministry of Housing, Communities and Local Government (MHCLG) to their Interim Plan submissions. This was a pro-forma response sent to all county areas, with the noticeable exception of it raising concerns about the impact of Kent's border location on services such as highways and children's social care, and a request for reorganisation proposals to set out how such impacts could be mitigated through future council structures.

- 1.4.** The deadline by which councils in Kent and Medway are invited to submit their final proposals to Government is 28 November 2025.
- 1.5.** Following submission, it is likely there will be a period of several months until councils receive notice of the Minister's decision on a selected option and geography. Early indications are that this will likely be between Spring/Summer 2026.
- 1.6.** An indicative timeline setting out the next stages of the LGR process is provided for information as Appendix 1 to this report. It is important to note that the timings are subject to change at Government's discretion.

2. Options appraisal and business case development

- 2.1.** KCC has undertaken preparatory work since receiving the statutory invitation earlier this year, both through a joint options appraisal (completed by KMPG on behalf of Kent Council Leaders) and through an internal options appraisal conducted by KCC. The findings of the internal options appraisal were presented to the Cabinet Committee for Devolution and Local Government Reorganisation in July.
- 2.2.** Having considered the findings of both the internal and joint options appraisals, it is the KCC administration's position that it will submit an independent Strategic Business Case to Government for the single-unitary option covering Kent and Medway, supported by three Area Assemblies.
- 2.3.** The Strategic Business Case has been developed through detailed internal analysis, independent financial modelling, and active participation in the joint Kent and Medway LGR process. The finalised Strategic Business Case is attached as Appendix 2 to this report.
- 2.4.** Given the tight timescales, the document has been provided in Word format for the Cabinet papers publication deadline. However, the designed version will be published in advance of the meeting so that Cabinet can approve the final designed document. The content between the two versions will remain the same.
- 2.5.** Whilst KCC has developed its business case independently, consistent commitment to the joint process has remained. In line with government expectations for councils to contribute to a shared evidence base, KCC has shared information and analysis with partner authorities, to ensure that all councils have had access to information about the likely impacts of LGR on current KCC services. Equally, KCC has considered evidence provided by other councils in shaping its proposal.
- 2.6.** KCC will continue to be open, pro-active and transparent while working with partner authorities as the LGR process evolves.

3. Rationale for a single unitary

3.1. The administration is clear that a single unitary for Kent and Medway is the most viable financial and strategic option to address the unique challenges that the county faces. The key reasons for supporting a single unitary are set out below.

3.2. Financial viability

Given the funding pressures facing Local Authorities, financial sustainability is paramount. The ongoing delivery of sustainable services to residents depends on future authorities being financially resilient. Financial modelling undertaken by KPMG shows that, in the five unitary option the costs might never outweigh the benefits, and in the other multi-unitary options the payback period is multiple years during which time the additional financial pressures would need to be managed within the county, potentially impacting service delivery and Council Tax rates. Conversely, KCC's proposed option of a single unitary has lower transition costs, a shorter payback period and is predicted to deliver greater savings. The administration is clear that the financial disbenefits of the multi-unitary options do not represent good value for money for Kent and Medway taxpayers.

3.3. Disaggregation risks

Evidence suggests that splitting up countywide, people-based services such as social care and SEND, which represents the majority of council spend in Kent and Medway, would incur significant costs and risk disruption and reductions in service quality. Disaggregating critical services on this scale across a county as large as Kent would be incredibly challenging, both operationally and financially. Whilst shared service arrangements could be developed in an attempt to mitigate some of the risks and costs associated with disaggregation, allowing the management of key services such as social care to be retained at a county level, there are few if any successful examples of such arrangements for people-based services and they are often associated with increased cost and loss of control and accountability for the constituent authorities and reduced quality of service for residents. These types of shared service arrangements would be voluntary, which means they are often difficult to agree in the first place and there is a risk that authorities could withdraw over time, especially if one partner is disproportionately affected.

3.4. Unique geography

Kent's unique geography and border position means that maintaining countywide scale is critical. As the gateway to Europe, Kent is of strategic importance, both regionally and nationally. In order to effectively manage the border, including our UAS Children responsibilities, the strategic highway network and border infrastructure must operate countywide, with Kent and Medway working with partners to manage traffic flow and port resilience. Kent and Medway has an established track record of working with partners at a pan-county level to respond to unique challenges such as these and is a responsive and reliable partner to Government to manage issues of national importance.

3.5. As a peninsula surrounded on multiple sides by 350 miles of coastline, Kent also faces economic and social challenges. This impacts on the effective provision of public services in the area, with Kent only able to look to markets in the West for the provision of services, limiting options for procurement on the most competitive terms. It is therefore important that Kent and Medway has sufficient capacity and capability within its own borders, using its scale to shape markets and develop the skilled workforce our services rely on.

3.6. Disparities in deprivation

There are varying levels of deprivation across Kent and Medway, with areas in Thanet and Swale for example in the top 10% of most deprived areas in the country according to the Index of Multiple Deprivation. Conversely, there are very few of these most deprived neighbourhoods in West Kent (none in some Districts). Higher levels of deprivation results in greater demand for services, limits funds that councils are able to raise through Council Tax and can create other challenges in supporting local communities. Some of the multi-unitary options group particularly deprived areas together (e.g. Thanet and Swale), leading to significant pressure on statutory services. Splitting the county through the process of LGR also risks embedding disparities between more and less deprived areas. Meanwhile, operating as a single unitary means demand pressures, income and spend can be spread across the county rather than being concentrated in individual smaller unitaries, avoiding unmanageable demand in specific localities, whilst also ensuring that resource can be targeted where it is needed most to address any disparities.

3.7. Legacy debt

The uneven distribution of debt across Kent and Medway is a key issue. West Kent districts have significantly lower levels of debt compared to other districts across the county, which means negotiations around the fair distribution of debt would likely be challenging. It also means there is a risk that smaller unitaries may inherit high levels of debt that they are unable to manage. Operating as a single unitary, meanwhile, would ensure legacy debt is manageable by spreading it across the county.

3.8. Local identity

Area Assemblies will be locally responsive and have responsibility for some place-based services. The geography of the proposed Area Assemblies in North, East and West Kent reflect sub-regional identities and are consistent with residents' travel to work, education and healthcare patterns. The geographic configurations also mirror the existing service delivery footprints of key partner agencies, allowing Area Assemblies to build on established relationships and ways of working to deliver tailored, community-based services for residents.

3.9. No timeline for devolution

At present, the government has not set out a timetable for further rounds of devolution, which means the future for Kent and Medway is unclear. The creation of a single unitary ensures that there is an appropriate strategic vehicle for the county in the absence of a Mayoral Strategic Authority. Given

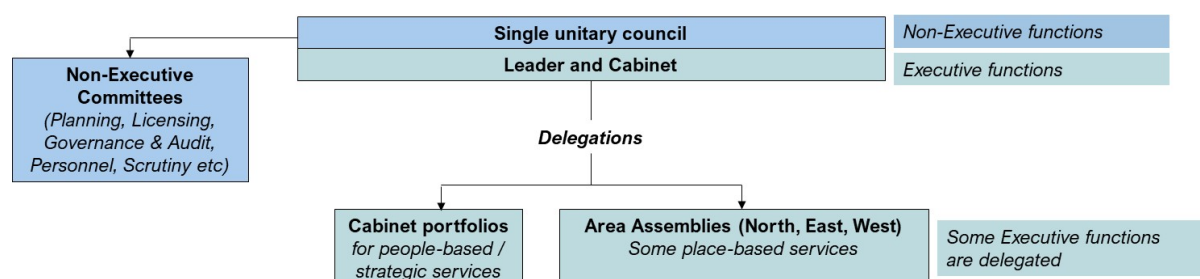
the challenges outlined above, it is imperative that Kent and Medway retains countywide scale and critical mass.

4. Other options considered

- 4.1. An internal options appraisal was conducted by KCC earlier this year to assess the relative opportunities and challenges of options for LGR in Kent and Medway that were known at the time against Government's criteria. Details of the options and the findings of the options appraisal were presented to the [Cabinet Committee for Devolution and Local Government Reorganisation on 28 July 2025](#).
- 4.2. KCC then conducted a subsequent options appraisal to assess option 1a – a single unitary for Kent and Medway with three Area Assemblies in North, East and West Kent. The new proposal sought to combine the strengths of both the single unitary and three unitary options under a single model. The initial appraisal of option 1a was presented to Members of the [Devolution and Local Government Reorganisation Cabinet Committee on 30 September 2025](#).
- 4.3. KCC also contributed to the joint options appraisal conducted by KPMG, which assessed options identified by Kent and Medway councils against the Government criteria, including option 1a. This is appended to the Strategic Business Case.
- 4.4. KCC's administration has considered the findings of all the options appraisals presented for LGR in Kent and Medway in developing its position that option 1a is the best option for Kent and Medway.
- 4.5. Further information on the options appraisals carried out is provided in section 4 of the Strategic Business Case, whilst a summary of the reasons why the administration has chosen to support a single unitary option and not the other options is set out in section 7.

5. How the single unitary would work

- 5.1. The proposed governance for the Kent unitary is summarised in the following diagram:



- 5.2. The single unitary council for Kent and Medway (the Full Council) would be the Non-Executive, strategic level decision-making body, which would set the

overall county strategy and budget. The Full Council would also oversee several statutory Non-Executive committees.

- 5.3. The Leader and Cabinet would take executive decisions and be responsible for critical *people-based and strategic services*, to maximise economies of scale and minimise disruption for residents and critical services and functions.
- 5.4. Area Assemblies would be local-level, Executive decision-making bodies. They would be committees of the unitary council that sit at area level – divided into North, East and West.
- 5.5. Membership of the Area Assemblies would be the councillors of the Kent and Medway unitary whose divisions are in the geographical areas that the Area Assemblies cover. The unitary council would have flexibility in how it arranges the Area Assemblies, and over time, the initial boundaries could change incrementally to reflect community/population changes.
- 5.6. Area Assemblies would have delegated responsibility from the Leader of the Kent unitary for some *place-based Executive functions*. The table below presents a very high-level, non-exhaustive, indicative split of how the services and functions could be arranged, with further detail set out in the draft Strategic Business Case.

Countywide <i>People-based & Strategic services / functions</i>	Area Assemblies <i>Some Place-based services / functions</i>
Strategic planning (Housing / Infrastructure Strategy) • Building development (Spatial Development Strategy (SDS)); Local Plan; Local Development Framework (LDF)) • Housing delivery • Minerals • Planning applications	Housing & Planning • Housing options service (assessing local housing needs, advice and assistance) • Building control
Transport strategy • Highways & Transport (traffic management) planning & operations • Home to School Transport & Appeals; Concessionary travel & Public & Community transport • Cycle routes • Road safety • Street lighting & furniture	Highways maintenance • Potholes etc.
Regulatory services & Licensing	Community services

• Trading standards & Consumer protection • Taxis • Alcohol • Public entertainment • Gambling	• Museums & Arts/Culture • Leisure • Markets • Libraries and Registration • Youth services • Village halls / community facilities
Public protection • Emergency Planning & County resilience	Public protection • Community safety, including Community Wardens

- 5.7.** The Area Assemblies would be decision-making bodies, able to take Key Decisions, and would be responsible for delegated budget/s, strategy development and oversight of services delegated to them.
- 5.8.** The new constitution of the Kent unitary would set out the arrangements for Area Assemblies and include protections to provide long-term stability for the model.
- 5.9.** It is important to note that the Strategic Business Case is not expected nor intended to be a detailed operating model. Following the statutory consultation, it is inevitable that further work will need to be undertaken to refine whichever model of reorganisation is ultimately taken forward by the Minister.

6. Councillors and Community Engagement

- 6.1.** The Local Government Boundary Commission for England (LGBCE) has advised a minimum of 30 Councillors and a maximum of 100 Councillors for new unitary authorities, and that any exceptions to this need a strong justification.
- 6.2.** In determining the most appropriate size for the Kent unitary, it has been important to strike the right balance between ensuring effective democratic representation for the people of Kent and Medway, and ensuring that the council has a workable number of councillors to support the efficient discharge of the council's functions.
- 6.3.** As the Kent unitary will represent a large number of people, research was undertaken to compare current unitary councils with higher ratios of people to councillors. Birmingham Council has the highest, with 11,420 people per councillor. Applying this ratio to the Kent and Medway population, this would mean 164 councillors for the Kent unitary. This is within the same range as the initial number of councillors for the Buckinghamshire unitary when it first formed (147).
- 6.4.** However, 164 councillors could fail to strike the right balance of being a workable number for a single council. Taking the mid-point between KCC's

current ratio of 20,234 people per councillor and the Birmingham figure provides a ratio of 15,827. For the Kent and Medway population, this would give 122 councillors. This is a workable number for a large unitary, similar to the number of councillors in Somerset (110), for example.

122 councillors

15,827 people per councillor (Kent & Medway population of 1,931,684)

11,341 electors per councillor (Kent & Medway electorate of 1,383,647)

- 6.5.** The Strategic Business case set out a range of proposals to support and empower councillors in their role, including a dedicated Member Support Unit and a simplified committee structure, enabling them to focus on strategic leadership and community advocacy.
- 6.6.** The proposal also sets out an enhanced community engagement approach, including a dedicated Community Engagement Team and a toolkit of inclusive methods such as citizen assemblies, digital platforms, and local partnerships. Taken together, this approach aims to set out a modern and realistic way to ensure that people are engaged, involved and represented.

7. Engagement findings

- 7.1** Engagement with residents and stakeholders has been undertaken in the limited time available at this stage of the LGR process so that the views of people in Kent and Medway could be included in the Strategic Business Case to Government. The key points are set out below.
- 7.2** Respondents to the resident survey on LGR showed mixed views on the need for LGR and on preference for smaller or larger councils. People who were in favour of LGR were more likely to favour larger councils. Residents have a sense of belonging at both county and more local level. Responses showed that residents think a range of priorities are important for their council to achieve, including service quality, value for money and resident involvement. Most people felt that any changes to local government must save money in the long-term, although a minority would be prepared to pay more Council Tax for more local decision-making.
- 7.3** In general, stakeholders felt that, if well planned and implemented, reorganisation could strengthen local accountability, clarify governance arrangements, and improve responsiveness. Some stakeholders emphasised the need for any new model to preserve established partnership working and existing structures at a Kent and Medway level and supported a single strong voice for the county. Some raised concerns that a single unitary authority could weaken local identity and diminish democratic representation. Views on Area Assemblies were mixed with some seeing them as a safeguard for local accountability and others raising concerns about added cost and complexity.

8. Summary of Cabinet Committee and County Council discussion

- 8.1.** In finalising the Strategic Business Case, the administration has given due consideration to the points raised by Members in both the Cabinet Committee for Devolution and Local Government Reorganisation on 03 November and at

County Council on 06 November. The key comments raised by Members are summarised below and are also included within the Proposed Record of Decision (PROD) at Appendix 3.

Concerns:

- 8.2. Option 1a was not compatible with Government's current requirements for devolution. This could therefore potentially exclude Kent and Medway from accessing the funding and powers that come with being a Mayoral Strategic Authority in the future.
- 8.3. Area Assemblies were not legally protected and so future administrations could disband them, leading to a loss in local decision-making.
- 8.4. There would be fewer Councillors making decisions on behalf of more residents. As a result, there would be a considerable reduction in democratic representation.
- 8.5. The workload for Councillors could be far too high, with Councillors unable to adequately represent residents. Some Members noted that the level of casework is often higher at district level for lower-tier services.
- 8.6. In order to avoid the continued rise in service costs, there needed to be a move away from a large single authority. The LGR process was intended to be an opportunity to do something different.
- 8.7. The public survey found that more respondents would rather have council services managed by a smaller council covering a more local area (although it is important to note that preferences were different for different age groups as set out in the Strategic Business Case and appended public survey report).

Support:

- 8.8. Option 1a offered the lowest transition costs and the largest future savings.
- 8.9. Option 1a minimised the risks and costs of disaggregation. These costs and risks increased as the number of unitary authorities created increased.
- 8.10. Multiple smaller unitary authorities were unlikely to achieve significant cost savings compared to a large single authority that could leverage economies of scale.
- 8.11. Dividing Kent and Medway into smaller unitaries could exacerbate existing inequalities, notably in North and East Kent.
- 8.12. Option 1a protected the existing identity of Kent.

- 8.13. The public survey indicated that most respondents wanted costs to be reduced.

General comment:

- 8.14. Some Members objected to the principle of LGR being imposed by Government but conceded that an option needed to be submitted and that option 1a was the best proposal under the current circumstances.

9. Key changes made

- 9.1. Some changes have been made to the Strategic Business Case since it was first presented to Members as a draft at the Devolution and LGR Cabinet Committee and at County Council. The key changes are summarised below.
- 9.2. The Foreword by the Leader is now complete and is included within the Strategic Business Case.
- 9.3. The full findings of the public and stakeholder engagement exercises are now included within section 5 of the Strategic Business Case. Where appropriate, some of the key points are also reflected in section 7: Assessment against Government Criteria, specifically in relation to criterion D, and in the Executive Summary.
- 9.4. As part of KCC's commitment to a shared evidence base for all LGR proposals across Kent and Medway, population and electorate figures in the Councillor numbers and support section (within section 9) have been updated so they are consistent with those used in the other Kent and Medway business cases. The figures to be used had not yet been agreed through the joint process when earlier drafts were prepared. Subsequently, the calculations on councillor numbers and costs of Basic Allowances have needed to be slightly revised to take into account the updated population and electorate figures. The revised figures are set out in section 6 of this report.
- 9.5. There have also been small changes in wording in various sections as the Strategic Business Case has been finalised in order to clarify points. These are semantic changes rather than content changes.
- 9.6. The full set of appendices have now been provided and will be attached to the Strategic Business Case when it is submitted to Government.

10. Financial implications

- 10.1. To support comparability of financial analysis across options, KCC commissioned KPMG, Kent and Medway's strategic partner for LGR, to provide financial modelling using data from all councils. This is an additional piece of work within the existing contract with KPMG to support the joint process at an expected cost to KCC of less than £30,000. This has ensured that the methodology used to model costs and benefits for KCC's preferred

option has been consistent with that used for the other Kent and Medway options.

10.2. KPMG's approach is based on a high-level, top-down financial model that estimates the impact of disaggregating and aggregating existing services. The model applies broad assumptions regarding potential savings in staffing, property and third-party expenditure based upon information requested by KPMG and supplied by councils across Kent and Medway. It is important to note that the model does not take account of how transition costs will be funded and does not incorporate the potential impact of the Fair Funding Review 2.0.

10.3. The table below sets out the high-level unitarisation costs for each of the different options. It compares the initial implementation costs associated with moving to a new unitary model, the ongoing disaggregation costs (i.e. the additional recurring expenditure that results from splitting up countywide services), and the net recurring annual savings that can be unlocked through reorganisation. It also compares the estimated payback period and the 10 year cumulative impact. Further detail on the financial assessment and the methodology used by KPMG is set out in the Strategic Business Case.

LGR option	Implementation costs (one off) (£m)	Reorganisation savings (gross) (£m)	1a enhancement / Disaggregation costs (£m)*	Recurring annual savings (£m)	Estimated payback period (years)	10-year cumulative impact of transformation (£m)
1a	(99.4)	75.0	(6.0)	69.0	3.3	457.4
3a	(127.7)	69.4	(19.7) - (29.2)	49.7 - 40.2	5.4 - 6.7	132.1 – 226.5
4b	(130.9)	67.5	(32.9) - (48.6)	34.6 - 18.9	7.8 - 14.3	(80.6) – 76.7
4d	(135.9)	67.5	(32.9) - (48.6)	34.6 - 18.9	7.9 - 14.5	(85.6) – 71.7
5a	(139.1)	65.7	(46.0) - (68.1)	19.7 - (2.4)	14.0 – no payback	(298.1) – (77.9)

**The range demonstrates the sensitivity of changing just one of the cost assumptions in the model between 0% and 1% for disaggregation costs following collaborative discussions around different scenarios for the impact of LGR on commissioned spend across adult and children's social care. The range is not required for option 1a as there is no disaggregation of social care in this model.*

10.4. The submission of the Strategic Business Case does not require KCC to commit any financial resource. Government will first consider all of the proposals submitted by councils in the Kent and Medway area and then decide which business case will be progressed for implementation following a statutory consultation. Further Key Decisions will then be taken by KCC as necessary during the implementation phase for any specific policy proposals and service restructures, as well as for any significant savings or expenditure programmes.

11. Legal implications

- 11.1.** Kent County Council, together with Medway Council and the 12 District and Borough Councils, were invited by the Minister of State in February to submit a request for local government reorganisation by November 28, 2025. The legislative basis for this was set out by the Government in this invitation, which can be accessed here: [Letter from MHCLG](#).
- 11.2.** It is important to note that Local Government Reorganisation is a government-led process initiated by the Secretary of State. Councils are therefore unable to stop or delay LGR. The Secretary of State can decide to take forward proposals that are submitted by areas with or without modification and will ultimately make the final decision on which business case is implemented following the statutory consultation. KCC is therefore not the decision-maker.
- 11.3.** Following consultation, if the Secretary of State decides to proceed with one of the reorganisation proposals, then a detailed Structural Change Order dealing with the transfers of powers, property, assets, and staff, as well as any boundary and electoral changes necessary to give effect to the reorganisation, will need to be laid out in Parliament. This will also set out the timescales for implementation of the new structures as well as interim arrangements.

12. Equalities implications

- 12.1.** An Equality Impact Assessment (EqIA) has been undertaken on the proposed decision to submit a Strategic Business Case to government to establish a single unitary authority for Kent and Medway (attached as Appendix 4). The EqIA identifies potential impacts for a number of protected characteristics under the Equality Act 2010. Key issues include potential risks to service continuity, communication challenges, and visibility of local needs within a larger strategic framework. The assessment also acknowledges potential workforce impacts.
- 12.2.** Regarding positive impacts, the model is expected to improve consistency and equity in how services are planned, commissioned, and delivered across the county by consolidating governance and service delivery into a single authority. This is particularly relevant for groups who may currently experience variation in access or outcomes due to the fragmented nature of the two-tier system. A unified structure will help reduce postcode lotteries and ensure that residents with protected characteristics receive a more consistent standard of support regardless of where they live. Furthermore, unlike multi-unitary options, which would disaggregate key services such as adult social care, SEND, and public health, the single unitary model preserves the scale and integration needed to manage complex countywide challenges. This is particularly critical for older residents and children and young people who rely on consistent, joined-up support across service boundaries.

- 12.3.** Further EqlAs will be undertaken as necessary for specific policy proposals, service restructures, or operational changes that emerge from the reorganisation process, ensuring that equality considerations are embedded at every stage of implementation.

13. Data Protection implications

- 13.1.** Internal advice has been sought from the Council's Data Protection team, who have confirmed that a Data Protection Impact Assessment does not need to be conducted at this stage as no personal data has been processed as part of developing the Strategic Business Case.
- 13.2.** Data Protection Impact Assessments will however be undertaken as necessary during the next stages of the LGR process. This will be particularly important during the transition phase, where it is highly likely that large volumes of client data will need to be migrated from KCC to the new successor authority/authorities.

14. Conclusion

- 14.1.** The KCC administration is clear that the most viable option for LGR in Kent and Medway is a single unitary authority. The model is uniquely designed to meet the scale, complexity, and strategic importance of the county. It delivers the benefits of reorganisation while avoiding the risks of fragmentation. Critically, it is also the most financially viable option, in both the short and the long term, helping to put Kent and Medway on a firmer financial footing.

15. Next steps

- 15.1.** Following Cabinet's approval of this Key Decision (subject to call-in), KCC's Strategic Business Case will be submitted to Government in time for the deadline of 28 November 2025.
- 15.2.** Following submission, the Strategic Business Case will be published on KCC's website (kent.gov.uk).

Recommendations

Cabinet is asked to:

- (1) APPROVE the KCC Strategic Business Case for Local Government Reorganisation in Kent and Medway;
- (2) DELEGATE authority to the Chief Executive, in consultation with the Leader of the Council, to take the required actions to submit the finalised Strategic Business Case Submission to Government by the 28 November deadline.

- (3) DELEGATE authority to the Chief Executive to take other necessary actions, including but not limited to negotiating and entering into contracts or other legal agreements, as required to implement the decision.
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Appendices:

Appendix 1: LGR Process Timeline

Appendix 2: KCC's Strategic Business Case for Local Government Reorganisation in Kent and Medway

Appendix 3: Proposed Record of Decision (PROD)

Appendix 4: Equality Impact Assessment

Background documents:

Papers to County Council, 06 November 2025, available at <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&MId=9799>

Papers to Devolution and LGR Cabinet Committee, 03 November 2025, available at <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=979&MId=9846>

Papers to Devolution and LGR Cabinet Committee, 30 September 2025, available at <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=979&MId=9845>

Paper to Devolution and LGR Cabinet Committee, 28 July 2025, available at <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=979&MId=9870&Ver%20=4>

KCC webpage for Local Government Reorganisation and devolution, containing letters to and from KCC and government and further information regarding LGR and devolution, available at <https://www.kent.gov.uk/about-the-council/local-government-reorganisation-and-devolution>

English Devolution White Paper, Power and partnerships: Foundations for growth, Ministry of Housing, Communities and Local Government, 16 December 2024

available at <https://www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth>

English Devolution and Community Empowerment Bill, July 2025, available at <https://publications.parliament.uk/pa/bills/cbill/59-01/0283/240283.pdf>