

APPENDIX 1 – KCC Corporate LGR Risk

Risk ID CRR0069 Implementation of Local Government Reorganisation (LGR)					
Source / Cause of risk	Risk Event (s)	Consequences (s)	Risk Owner	Current Likelihood	Current Impact
On the 16 th July 2026, the government announced its decision on the future structure of local government in Kent and Medway, which will see all existing councils abolished and replaced by 4 unitary councils (Option 4B) from 1 April 2028.	Insufficient capacity to deliver the transition within available resources and to time, alongside: -Delivery of KCC's Medium Term Financial Plan -Ensuring service continuity and quality -Supporting the joint LGR programme -Delivering other transformation e.g. SEND reforms	Quality of KCC service delivery impacted ahead of vesting day of successor authorities. Continuity of services impacted, before or during transition. Further strain on KCC finances.	Amanda Beer, Chief Executive Officer	Possible (3)	Major (5)
The chosen option involves disaggregation of countywide services such as social care and highways, with recognised safety, service quality and resilience and financial concerns, and vulnerabilities inherent in any mitigating structures proposed (such as social care partnerships). There are particular concerns around how EU border-related pressures in Kent can be managed when key services are disaggregated, including managing the arrival of UAS children and traffic management, which require countywide coordination and scale.	Disagreement regarding future service design of new local government structures e.g. shared services within the timescales required to allow delivery of transition by Vesting Day.			Target Residual Likelihood Unlikely (2)	Target Residual Impact Major (5)
LGR preparation is happening while there are continued financial and operating challenges for KCC					

and the local government sector (see CRR0009), and Government has stated that funding to support LGR must be found at local level.

The timescales for implementation are ambitious for change of such scale and complexity and there is a significant dependency on the form of the Structural Changes Order (SCO), the implementation of which will now not be until early 2027, adding additional pressure to implementation timelines.

The KCC Head of Paid Service is the Implementation Team Leader for the area, leading the joint implementation programme with Kent and Medway councils, adding to capacity pressures.

Existing councils will not technically be decision makers for future service design and structures, this responsibility falls to the successor, unitary authority/ies, with a role for Joint Committees to recommend changes before they dissolve ahead of shadow unitary elections.

Control Title	Control Owner
Continued commitment from KCC to be open, pro-active and transparent while working with partner authorities as the LGR process evolves.	Amanda Beer, Chief Executive Officer.
KCC contribution to joint LGR programme to ensure key information required for LGR is readily accessible when required and of good quality e.g. asset registers.	Corporate Management Team
Coordinated implementation planning within KCC e.g. Service Complexity Assessment work to provide an evidence base for service design conversations and highlight key considerations and challenges.	David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance
Strategic Partner appointed to provide capacity and expertise where required.	Tim Woolmer, LGR Programme Director
Prioritisation of KCC change activity in light of LGR, mindful of capacity concerns.	Corporate Management Team
Continued commitment from KCC for a single Kent & Medway implementation programme	Amanda Beer, Chief Executive Officer
Regular intelligence gathering and monitoring of developments in Surrey and Devolution Priority Programme areas.	David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance
LGR funding requirement considerations are being built into the 2027/28 budget setting process.	Dave Shipton, Head of Financial Strategy and Planning