

Open Letter to Council Leaders and Chief Executives

To: Leaders of Kent and Medway Councils
Chief Executives of Kent and Medway Councils
Relevant Cabinet Members and Portfolio Holder

16th July 2026

Dear Councillor,

Local Government Reorganisation: the need for swift implementation

Now that the Government has reached a decision on the future structure of local government across Kent and Medway, the business community will welcome the certainty that this provides after a prolonged period of debate and consultation.

While views may differ on the final model selected, it is now essential that attention turns from discussion to delivery. For businesses across Kent and Medway, the greatest risk is no longer the outcome itself, but any further delay in implementation.

Businesses require clarity, stability and confidence in the institutions that support economic growth. Investment decisions, infrastructure planning, housing delivery, skills programmes, transport improvements and economic development initiatives all depend upon effective local leadership and clear accountability. Prolonged transition arrangements, or uncertainty around implementation timetables, risk creating a period of drift at precisely the time when Kent needs to maximise its competitiveness and attract private sector investment.

The county faces significant economic challenges and opportunities over the coming years. The delivery of major infrastructure projects, the development of key employment sites, support for town centre regeneration, skills development and the transition to new technologies all require strong local government partners that are focused on delivery. The sooner the new unitary authorities are established and operating with full powers and responsibilities, the sooner they can provide the strategic leadership and long-term certainty that businesses need.

The business community also recognises that local government reorganisation represents a substantial undertaking for elected members and officers alike. However, it is important that momentum is maintained and that implementation proceeds at pace. Any extension of transitional arrangements would inevitably consume management capacity, delay decision-

making and divert attention from the economic priorities that matter most to residents and employers.

We therefore urge Kent and Medway Councils, working alongside Government, to prioritise the rapid and effective implementation of the agreed arrangements. The focus must now be on ensuring a smooth transition, maintaining continuity of frontline services and establishing the new authorities without unnecessary delay.

Kent's future prosperity depends upon strong and effective local leadership. The business community stands ready to work constructively with the emerging unitary authorities to support economic growth, investment and job creation across the county. To achieve this, we must avoid a prolonged period of uncertainty and ensure that reorganisation is completed as swiftly and efficiently as possible.

Yours sincerely,



Tudor Price
Chief Executive
Kent Invicta Chamber of Commerce