

Governance and implementation



Overview of actions

This section sets out the structures and processes that ensured activity remained co-ordinated, transparent and accountable throughout the LSIP cycle. It explains how the key engagement activities were successfully implemented.

Ensuring structured oversight

A robust governance framework ensured clarity, accountability and alignment across the LSIP process.

- **Co-ordinated oversight** – We oversaw delivery of the current LSIP while also shaping the next one, ensuring continuity and clear direction.
- **Alignment with local strategies** – Understanding and integrating local economic, health and youth plans ensured the LSIP complemented rather than competed with existing initiatives.
- **Engaging with two local authorities** – Close co-ordination with both local authorities ensured consistency across an area without a combined authority.



Strengthening oversight through advisory structures

Stronger governance mechanisms improved scrutiny, alignment and quality.

- **Shift to a Skills Advisory Panel** – Broadening representation improved challenge, supported better decisions and ensured sector perspectives were built into oversight and decision-making.
- **Clear roles** – Strategic oversight functions were held separately from provider panels, preserving the integrity of both forums.
- **Structured challenge mechanisms** – Encouraging partners to question assumptions improved the quality and rigour of emerging actions.
- **Validation before commitments** – Priorities were tested thoroughly with strategic partners before being integrated into delivery planning.

“We’re changing our ‘Solutions Panel’ into a ‘Skills Advisory Panel’ – an accountability board. We want challenge and insight: ‘Have you thought about this?’ So, we’re hitting all the bases for delivery and avoiding blinkered project focus.”

Camilla Maurice, LSIP Project Manager, Kent Invicta Chamber of Commerce

Skills 25 conference

Skills 25 served as a major catalyst for cross sector engagement, acting as a dynamic platform for knowledge exchange, practical problem solving and future workforce planning.

- **Sector led content development** – Breakout rooms, talks and seminars were shaped with input from sector experts and workforce specialists, ensuring sessions directly reflected the challenges and opportunities facing priority industries across Kent and Medway.
- **Large scale visibility and reach** – Bringing together leaders from business, education, and local and national government created a high profile event that strengthened credibility and encouraged deeper cross sector collaboration.
- **Strong demand for cross sector insight** – Adult social care providers valued the opportunity to learn from other industries through interactive discussions, workshops and themed sessions designed to address shared workforce challenges and support collective problem solving.
- **Promotion through trusted channels** – Engagement was boosted through established LSIP networks and sector partnerships, helping attract a wide mix of business leaders, senior managers, learning and development teams, and education providers.

“Skills 25 showed that real success comes from collaboration. Our steering group shaped the content, chose the speakers and brought the sector’s voice forward. We simply created the space – the sector itself steered the direction, which is exactly how it should be.”

Camilla Maurice, LSIP Project Manager, Kent Invicta Chamber of Commerce

Care Carousel careers event

This was a practical, immersive model for meaningful learner engagement.

- **A practical, immersive format** – Students rotated through provider led rooms featuring equipment, demonstrations and lived experience, gaining realistic insight into varied roles.
- **Integrated career guidance** – Supplementary talks outlined career routes and next steps, helping students understand how to progress in the sector.
- **Immediate ripple across FE** – Colleges adopted the model widely, embedding adult social care provider led activity into annual curriculum cycles.
- **Learning on specialist audiences** – Attempts to engage care experienced young people highlighted the importance of specialist co-design and tailored support.
- **Showcasing real career journeys** – First-hand stories from frontline practitioners helped students understand how people enter and progress within social care.
- **Highlighting pathways into specialist professions** – Providers introduced learners to careers that typically remain ‘hidden’ from early-stage students, such as occupational therapy and specialist supported-living work.

“At the career event carousel, students moved in groups between provider led classrooms – equipment, tech, talks – plus a service user sharing their experience. We rounded up with nursing associate roles and signposting. It doubled as CPD for teaching staff, keeping practice knowledge current.”

Camilla Maurice, LSIP Project Manager, Kent Invicta Chamber of Commerce

Roundtables and other engagement opportunities

Roundtables became a highly effective tool for gathering insight and validating priorities.

- **Curated representation** – Invitations targeted those with direct workforce insight, enabling nuanced and practical discussion.
- **Complementary outreach methods** – Surveys and telemarketing ensured wider representation beyond those who attend events.
- **Validating sector priorities** – Engagement activities across colleges, adult social care provider networks and learning and development groups helped triangulate priorities, ensuring the LSIP reflects a unified picture of workforce challenges and opportunities.
- **Oversubscribed attendance** – Strong turnout demonstrated providers' desire to contribute meaningfully to shaping the LSIP.
- **Shift towards delivery in 2026** – With priorities established, future focus will shift to implementing actions rather than gathering additional discovery intelligence.

“We didn’t do roundtables previously; it was more one-to-one conversations with education providers and services. This year’s roundtables are new and they were a real success. We saw strong representation, honest discussion and clear alignment between what employers and learning and development groups were saying. Seeing those dots connect gave us real confidence in the direction we’re taking.”

Sarah Parrish, LSIP Officer, Kent Invicta Chamber of Commerce





Key decisions

- Design and deliver large-scale, sector-led engagement events – such as Skills 25 and careers carousels – that strengthen cross-sector collaboration and increase visibility, credibility and momentum.
- Maintain a clear separation between strategic oversight roles and adult social care provider-focused panels to protect both accountability and authentic frontline voice.
- Validate emerging priorities with strategic partners before committing to delivery, ensuring decisions are robust, tested and widely supported.



Key learning

“I came to LSIP through the Chamber and Skills 25. As a registered manager and co-owner, it was eye opening to see sectorspecific work giving social care a voice.”

Mark Craig, Owner, Home Instead Maidstone

Governance choices strengthened relationships, insight quality and implementation.

- **Broadening sector insight** – The careers carousel introduced students to emerging roles like the nursing associate and gave them a clearer understanding of how residential, supported-living, home-care and local authority services differ across the sector.
- **Emphasise visible progress and iterative improvement** – Providers highlighted that sustained engagement grows when participants can clearly see how insights are being acted on and how each meeting builds on previous work.
- **Structured challenge is healthy** – External scrutiny helped avoid blind spots and strengthened the credibility of LSIP actions.
- **Face-to-face formats yield richer insight** – Open, in person discussion led to more detailed, practical feedback compared to online alternatives.
- **Clear feedback loops sustain engagement** – Providers remained motivated when shown how their input directly influenced decisions.
- **Specialist event design is essential** – Particularly when working with vulnerable or specific groups where one size approaches may not work.



“Roundtables transformed the quality of our insight. Bringing providers into the room gave us honest, detailed conversations we could never get from data alone. It validated what we’d heard elsewhere and helped us shape priorities that reflect real workforce experience.”

Camilla Maurice, LSIP Project Manager, Kent Invicta Chamber of Commerce

“Skills for Care’s network of learning and development leads are skills experts. They have a huge amount of information about what the skills shortages are and what they’re struggling with. When you say, ‘This is for you,’ they engage immediately.”

Pia Rathje-Burton, Locality Manager, Skills for Care