

# Recommendations



## Practical approach toolkit: Retaining the next generation

These recommendations are inspired both by St Monica Trust and wider good practice. They focus on how to fund and sustain the recruitment of younger workers through apprenticeships. Each recommendation includes practical examples of how it can be achieved, and we suggest referring back to the relevant building block for more detailed context. These insights draw on strategic, operational and cultural learning and can be adapted by other providers seeking to engage younger people in adult social care.

At the end of this section, you'll find a list of resources to support implementation.

Financing and investment	Yes	No	N/A
<p>Reallocate existing budgets to fund apprenticeships as a long-term investment in workforce development.</p> <ul style="list-style-type: none"><li>■ Redirect agency staffing spend to support apprenticeships and reduce reliance on temporary staff.</li><li>■ Frame apprenticeships as a smarter investment, supporting people to stay and grow with the organisation.</li><li>■ Reallocate internal budgets to any departments who are hesitant to participate in the apprenticeship programme.</li></ul>			
<b>Action</b>			

Financing and investment	Yes	No	N/A
<p>Analyse recruitment and onboarding costs to reinvest retention losses into sustainable workforce development.</p> <ul style="list-style-type: none"> <li>■ Calculate the full cost of recruiting and onboarding staff, including advertising, training and supervision.</li> <li>■ Identify financial losses from early staff turnover and failed recruitment cycles.</li> <li>■ Redirect those costs into structured programmes like apprenticeships that improve retention and long-term value.</li> </ul>			

**Action**

Financing and investment	Yes	No	N/A
<p>Maximise apprenticeship funding through strategic planning, provider selection and blended financial approaches.</p> <ul style="list-style-type: none"> <li>■ Combine government funding with internal budgets to cover non-funded programme costs (e.g., travel, Wi-Fi access, etc.).</li> <li>■ Stay informed on eligibility rules and apprenticeship funding conditions to maximise the funding and compliance.</li> </ul>			

**Action**

Financing and investment	Yes	No	N/A
<p>Collaborate with other providers to share apprenticeship costs and deliver joint cohort-based training.</p> <ul style="list-style-type: none"> <li>■ Pool resources across organisations to reduce per-apprentice costs for recruitment, onboarding and supervision.</li> <li>■ Enable apprentices from different services to train together, improving peer support and learning outcomes.</li> </ul>			

**Action**

Financing and investment	Yes	No	N/A
<p>Develop rolling financial forecasts to manage variable costs and unpredictable programme time lines.</p> <ul style="list-style-type: none"> <li>■ Use dynamic forecasting models to reflect enrolment changes, delays and completion rates.</li> <li>■ Collaborate closely with finance and training teams to improve accuracy and responsiveness.</li> <li>■ Plan for delayed payments and endpoint assessments that affect cash flow and budgeting.</li> </ul>			

**Action**

Financing and investment	Yes	No	N/A
<p>Explore in-kind support from external partners to reduce recruitment and onboarding costs.</p> <ul style="list-style-type: none"> <li>■ Partner with local or national organisations where possible to support the recruitment process.</li> <li>■ Build relationships with local authorities and charities to access equipment and wraparound support.</li> </ul>			

**Action**

Financing and investment	Yes	No	N/A
<p>Monitor funding opportunities and maintain relationships with external bodies to unlock additional support.</p> <ul style="list-style-type: none"> <li>■ Engage with Skills for Care, Department for Work and Pensions, and regional networks to stay informed of funding changes.</li> <li>■ Participate in sector briefings and working groups to identify new financial and operational support.</li> <li>■ Dedicate staff time to tracking incentives, co-investment schemes and charitable grants.</li> </ul>			

Action			

## Further support

- [Apprenticeship funding](#) – Learn what can be covered by apprenticeship funding, whether you are a levy payer or benefit from other funding.
- [Learning and development funding for adult social care \(LDSS\)](#) – Learn about the LDSS to support non-apprentice learning and development.
- [Calculating the cost of recruitment](#) – This template helps adult social care providers to consider how much it costs to recruit and develop staff.
- [Pay in the adult care sector](#) – Use this template to calculate how much it costs to recruit and develop staff.