Recommendations

Practical approach toolkit: Retaining the next generation

These recommendations are inspired both by St Monica Trust and wider good practice. They focus on ensuring effective governance oversight to recruit and retain 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 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.

Governance and implementation	Yes	No	N/A
Establish clear roles and accountability to ensure strategic alignment and operational ownership. ■ Assign strategic leadership to senior managers and trustees to guide long-term direction and values alignment. ■ Involve internal teams in recruitment, onboarding and day-to-day support.			
Action			

Governance and implementation	Yes	No	N/A
Appoint a dedicated apprenticeship coordinator to guide recruitment and support apprentices throughout their journey. ■ Liaise with schools and colleges to build early relationships and outreach. ■ Consistently support and guide apprentices, from recruitment through to programme completion. ■ Co-ordinate with training providers and internal teams to ensure joined-up delivery.			

Action

Governance and implementation	Yes	No	N/A
Form a multi-disciplinary team or governance structure tailored to your organisation's size and needs, ensuring strategic alignment and operational delivery. ■ Include HR, finance, operations and learning teams to align apprenticeship activity with organisational priorities. ■ Use structured meetings and reporting cycles to maintain visibility with the wider organisation and support timely decision-making. ■ Escalate key decisions to trustees for strategic oversight and long-term planning.			

Action

Governance and implementation	Yes	No	N/A
Embed risk management into organisational frameworks to support safe and sustainable delivery. ■ Develop centralised risk assessments with input from all departments to identify emerging challenges. ■ Create mitigation plans with clear actions, responsibilities and time lines reviewed through governance structures. ■ Introduce tailored policies for safeguarding, working hours and staff training to protect younger apprentices.			
Action			

Governance and implementation	Yes	No	N/A
Maintain flexibility in implementation to respond to emerging needs and improve programme delivery. ■ Revise contracts, policies and provider relationships when delivery or safeguarding needs change. ■ Adapt programme structures based on feedback from apprentices, managers and operational teams. ■ Ensure governance supports iterative learning and continuous improvement, not rigid compliance.			

Action

Governance and implementation	Yes	No	N/A
Embed staff voice into governance to strengthen relevance and accountability. ■ Involve frontline staff and apprentices in shaping programme decisions and digital solutions. ■ Use structured forums and feedback sessions to surface issues and inform governance discussions. ■ Align implementation with lived experience to ensure policies reflect real-world needs and values.			
Action			

Governance and implementation	Yes	No	N/A
Track qualitative impact to reinforce cultural change and motivation. ■ Monitor retention, progression and feedback from care teams and residents to assess broader impact.			

Action

Further support

- Manager induction standards – regulation and governance – Clarify governance roles and responsibilities to ensure compliance and accountability.
- Manager induction standards – making decisions – Support inclusive, evidence-based decision-making across teams.
- Nominated individuals' handbook: a practical guide – Provide clarity on leadership responsibilities and regulatory expectations.