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 involve key stakeholders in recruiting younger workers through apprenticeships. Each recommendation includes 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.

Involving key stakeholders	Yes	No	N/A
Identify internal and external stakeholders early to build a robust and inclusive recruitment pipeline. ■ Engage internal stakeholders to align recruitment, onboarding and support processes. ■ Partner with training providers, youth services and referral agencies to reach under represented groups. ■ Treat stakeholders as strategic partners, not just service providers, to foster shared ownership and impact.	☐	☐	☐

Action

Involving key stakeholders	Yes	No	N/A
Understand stakeholder needs to shape responsive, flexible and inclusive programme delivery. ■ Provide trauma-informed support and identifying the routines needed to support care-experienced apprentices and those facing barriers. ■ Offer flexible learning models and consistent assessor support to meet operational and learner needs.	☐	☐	☐

Action

Involving key stakeholders	Yes	No	N/A
Build long-term partnerships through shared training, mentoring and working together to develop support systems. ■ Involve operational managers in mentoring and supervision to create inclusive team cultures. ■ Develop joint initiatives, such as apprenticeship academies, to scale impact and deepen collaboration.	☐	☐	☐

Action

Involving key stakeholders	Yes	No	N/A
Build strategic relationships with external partners to reach young people facing barriers to employment. ■ Collaborate with virtual schools, youth services and referral agencies to identify and support care-experienced candidates. ■ Use shared goals, such as inclusion and retention, to strengthen trust and long-term partnership working. ■ Develop outreach and onboarding processes appropriate for the lived experiences of young people.	☐	☐	☐

Action

Involving key stakeholders	Yes	No	N/A
Adapt communication methods to suit different stakeholder groups and maintain engagement. ■ Schedule regular updates with providers and youth services to monitor progress and adjust support. ■ Offer flexible meeting formats – virtual or in-person – to accommodate stakeholder availability and preferences.	☐	☐	☐

Action

Involving key stakeholders	Yes	No	N/A
Use structured review processes to maintain transparency and shared accountability across stakeholder groups. ■ Ensure internal updates feed into executive and trustee-level decisions through layered reporting systems.	☐	☐	☐

Action

Further support

- Manager induction standards – effective communication – Strengthen communication with stakeholders to support collaboration and transparency.
- Manager induction standards – working with partners – Promote partnership working across health and social care.
- Local networks for managers – Join a network to connect with other frontline managers, and forge relationships for future collaboration.
- Registered manager membership – Sign up for this annual membership, which offers a mentor training opportunity for frontline managers.