

# Recommendations



## Practical approach toolkit: Retaining the next generation

These recommendations are inspired both by St Monica Trust and wider good practice. They explore practical ways to assess, evolve and learn from recruiting and retaining 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 deeper context. These insights are informed by 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.

Outcomes, impact and learning	Yes	No	N/A
<p>Commit to a multi-year approach and be transparent about gradual progress in the early stages.</p> <ul style="list-style-type: none"><li>■ Ensure governance leads understand that first-year results may show incremental rather than transformational change.</li><li>■ Frame early outcomes as foundations for longer-term cultural and workforce development.</li><li>■ Use qualitative feedback and case studies to demonstrate emerging impact while building towards strategic goals.</li></ul>			
<b>Action</b>			

Outcomes, impact and learning	Yes	No	N/A
<p>Recognise that you won't get everything right first time and be prepared to adapt your approach.</p> <ul style="list-style-type: none"> <li>■ Review and refine processes regularly based on feedback and outcomes.</li> <li>■ Learn from early challenges and use them to improve future cohorts.</li> <li>■ Embed continuous improvement and reflective practice across teams and leadership.</li> </ul>			

**Action**

Outcomes, impact and learning	Yes	No	N/A
<p>Work collaboratively with external partners to strengthen recruitment, training and support for young people.</p> <ul style="list-style-type: none"> <li>■ Engage with local authorities, schools, colleges and virtual schools to widen access.</li> <li>■ Design support structures with training providers, Department for Work and Pensions, and social enterprises.</li> <li>■ Share learning and resources to benefit the wider adult social care sector.</li> </ul>			

**Action**

Outcomes, impact and learning	Yes	No	N/A
<p>Work with other organisations to build shared infrastructure that supports long-term workforce development across the sector.</p> <ul style="list-style-type: none"> <li>■ Explore collaborative models (e.g., regional academies) to share training, mentoring and recruitment resources.</li> <li>■ Pool funding, expertise and support systems to reduce duplication and increase sustainability.</li> <li>■ Align long-term ambitions across partners to strengthen career pathways and sector-wide resilience.</li> </ul>			
<b>Action</b>			

## Further support

- Manager induction standards – learning and innovating – Embed continuous improvement and reflective practice across the organisation.
- Productivity resources – Track and improve operational efficiency using practical tools and metrics.
- Outstanding care – Drive quality and innovation, by learning from high-performing services.