

# Recommendations



## Practical approach toolkit: Retaining the next generation

These recommendations are inspired both by St Monica Trust and wider good practice. They focus on planning and preparing for 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 deeper context. They 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.

Planning and preparing	Yes	No	N/A
<p>Identify the case for change by analysing workforce challenges, financial pressures and community needs.</p> <ul style="list-style-type: none"><li>■ Examine staff age distribution to highlight succession risks and long-term sustainability concerns.</li><li>■ Use agency staffing costs to demonstrate financial strain and to justify investment in permanent workforce development.</li><li>■ Promote social responsibility to support younger people facing barriers to employment and education.</li></ul>			
Action			

Planning and preparing	Yes	No	N/A
<p>Set clear objectives that reflect operational needs, workforce development and community impact.</p> <ul style="list-style-type: none"> <li>■ Reduce reliance on agency staff by building a loyal, skilled and permanent workforce.</li> <li>■ Create inclusive career pathways for young people with limited qualifications or disrupted education.</li> <li>■ Strengthen community engagement by investing in local talent and promoting intergenerational relationships.</li> </ul>			

**Action**

Planning and preparing	Yes	No	N/A
<p>Secure senior leadership and trustee buy-in early to drive strategic commitment and resource allocation.</p> <ul style="list-style-type: none"> <li>■ Present a clear business case showing how apprenticeships could reduce agency costs and improve retention.</li> <li>■ Align the programme with organisational values to build trustee confidence.</li> <li>■ Involve senior leaders in shaping the vision and messaging to maintain momentum and credibility.</li> </ul>			
Action			

Planning and preparing	Yes	No	N/A
<p>Embed organisational values into programme design to reinforce purpose and cultural alignment.</p> <ul style="list-style-type: none"> <li>■ Align apprenticeship goals with values such as inclusion, dignity and community contribution.</li> <li>■ Use values-led messaging to frame the programme internally and externally.</li> <li>■ Ensure values are visible in onboarding, training and everyday practice.</li> </ul>			
Action			

Planning and preparing	Yes	No	N/A
<p>Identify and manage risks through flexible planning, training and personalised support.</p> <ul style="list-style-type: none"> <li>■ Train managers in safeguarding, youth development and emotional support to reduce generational tensions.</li> <li>■ Design onboarding and pastoral care systems to meet diverse needs and reduce early dropout.</li> <li>■ Review education partners regularly, including apprenticeship providers, and adapt delivery models to maintain quality and responsiveness.</li> </ul>			

Action
Empty space for action items

## Further support

- [Adult Social Care Workforce Data Set \(ASC-WDS\)/Workforce Intelligence reports](#) – Use workforce data to evidence the case for change, benchmark your performance with others (e.g., how retention rates compare) and identify issues, opportunities and risks.
- [A positive culture toolkit for adult social care](#) – Use these frameworks for staff-led mission, vision and values development, supporting cultural change and engagement during pilots and phased roll outs.
- [Leadership programmes and CPD](#) – Build leadership skills to manage change, assess risks and engage stakeholders, strengthening trust with commissioners and partners.