

EARLY CAREERS

PROGRAMMES 25/26

CASE STUDIES 2025/26





OVERVIEW

In October 2025, we launched our Graduate Programme to address key skills gaps, diversify talent pipelines and strengthen succession planning. The programme focuses on Surveyors- Disrepair, Damp and Mould, Retrofit and Development (Land & New Business). Graduate Surveyors will progress through the RICS development pathway with the aim of becoming fully qualified professionals.

Further to this, paid internships (Annual and Summer) launched in January 2026, giving students from a range of degree disciplines hands-on experience within the housing sector. Placement areas will include Computer Science, HR, Technology, Finance, Sustainability and Housing Legal. This will create an additional route for emerging talent while providing meaningful work experience to local students.

We are also looking to continue our commitment to developing Trade Apprentices in Plumbing, Carpentry and Electrical. Recruitment for a new cohort is planned for Spring 2026, ensuring continued investment in skilled trades across the organisation.

OUR OBJECTIVES

Our objectives around our Early Careers offering is to:



Create accessible entry pathways into the organisation for young people with limited experience



Increase representation of underrepresented groups within the workforce, linking to our ethnicity and gender pay gap action plans



Develop future skills aligned to organisational need – digital capability, technology, sustainability, trades & surveying



Improve social value outcomes through employment and training opportunities for local community, and;



Improve retention by building a pipeline of talent across critical areas





OUR ACTIONS



Recruitment and Outreach

- We attended 10 University Careers Fairs
- We developed a no-CV application route for Graduate roles to reduce barriers, and;
- Introduced values-based assessments instead of reliance on competency questions



Programme Structure Enhancements

- Ensured there were rotational placements across departments to broaden exposure



Future Interventions

- Collaboration with local schools serving tenant communities
- Collaboration with 'Ladder for Birmingham'
- Launch peer network with existing apprentices to support new apprentices
- Line manager training on early careers coaching, safe guarding and inclusive recruitment, and;
- The sourcing of a new provider for Trade Apprentices specifically focused on the housing sector



OUR MEASURES OF SUCCESS

The overall measure of success is to have 10% of our workforce (c100 colleagues) coming through the Early Careers Programme. Whilst all results are yet to be realised, our other measures of success include:

**26 Early Careers colleagues**
recruited in 2026

**8** Graduates

**10** Interns

**8** Trade Apprentices

**>80%** programme completion

**>90%** participant satisfaction

**>80%** retention at 24 months

**>50%** achieving promotion within three years

**50%** of interns converted to future graduates or apprentices

**Organisational impact**
Positive Manager ratings

**>80%** exceeds expectations

**>20%** identified as high-potential for leadership pipeline

**ROI:** reduced external hiring and **stronger succession planning**





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