

# Quest Active Wellbeing – People and Workforce

## Guidance Notes



<b>Focus:</b>	To explore how the team values, develops, and supports its workforce.
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<b>Key elements:</b>
<ul style="list-style-type: none"><li>• Workforce skills, diversity, and support</li><li>• Use of lived experience, volunteers, peer leaders</li><li>• Organisational culture of inclusion and responsiveness.</li></ul>
<b>General Guidance for Organisations</b>
<ul style="list-style-type: none"><li>• Develop a living workforce strategy that addresses skills gaps, diversity, and well-being</li><li>• Link roles and development plans directly to your organisational mission and target outcomes</li><li>• Create formal mechanisms to include lived experience and community voice — not just feedback but co-design</li><li>• Ensure inclusive recruitment and training practices are in place (e.g. inclusive job descriptions, interview panels, staff networks)</li><li>• Promote psychological safety, shared leadership, and reflective practice within teams.</li></ul>
<b>Best Practice Examples</b>
<ul style="list-style-type: none"><li>• Peer volunteers are supported into paid employment or leadership roles</li><li>• Written policy and approach to recruit, onboard, train, retain and reward volunteers</li><li>• Regular forums for staff and community to share insights and influence planning</li><li>• Lived experience advisory group directly feeding into board decisions</li><li>• Organisation adopts Equity, Diversity, and Inclusion (EDI) standards (e.g. Disability Confident, Race Equality Charter)</li><li>• Community co-designed framework applied across all service areas.</li></ul>

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PLAN	
Challenge: How do you identify and plan for future workforce needs?	
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>No systematic process for workforce planning</li> <li>The workforce needs are unclear or unassessed</li> <li>No future planning or succession is considered.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>Some workforce needs identified</li> <li>Limited or informal planning for the future</li> <li>Gaps acknowledged but not systematically addressed.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>The current workforce needs to be regularly assessed</li> <li>Future workforce planning is in place</li> <li>Workforce gaps identified and addressed through recruitment or training.</li> </ul>
<b>Very Good</b>	<ul style="list-style-type: none"> <li>Workforce planning is data-informed and comprehensive</li> <li>Includes succession planning and talent management</li> <li>Anticipates changes due to external factors</li> <li>Engages staff in workforce planning processes.</li> </ul>
<b>Excellent</b>	<ul style="list-style-type: none"> <li>Workforce planning is strategic, proactive, and agile</li> <li>Scenario planning and horizon scanning were used</li> <li>Plans address diversity, inclusion, and well-being</li> <li>Workforce capacity aligns with long-term organisational goals</li> <li>Planning is integrated with wider system workforce strategies (e.g., health, social care, education, SEND, and community partners).</li> </ul>

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DO	
Challenge: How do you ensure staff are skilled, confident, and able to deliver your programmes effectively?	
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>• Little or no staff development or training</li> <li>• Staff unclear about organisational purpose or priorities</li> <li>• Low confidence or capability evident in delivering programmes.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>• Basic training and development provided</li> <li>• Some communication of purpose to staff</li> <li>• Staff skills meet minimum operational requirements.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>• Regular training and development opportunities</li> <li>• Organisational purpose communicated and reinforced in practice</li> <li>• Staff demonstrate competence, confidence, and reliability in programme delivery staff demonstrate confidence and competence in their roles.</li> </ul>
<b>Very Good</b>	<ul style="list-style-type: none"> <li>• Development plans are tailored to roles, skills gaps, and community needs</li> <li>• Purpose embedded in induction and ongoing learning</li> <li>• Staff feel motivated, engaged, and able to innovate in delivery.</li> </ul>
<b>Excellent</b>	<ul style="list-style-type: none"> <li>• Continuous professional development is across the organisation</li> <li>• Staff are purpose-driven leaders, innovators, and advocates</li> <li>• Learning is informed by insights and feedback from staff, communities, and partners, ensuring training meets evolving needs</li> <li>• Staff skills exceed standards and adapt proactively to new challenges</li> <li>• Qualifications and training meet or exceed national industry standards</li> <li>• Staff are empowered to shape strategy, delivery innovation, and wider organisational culture.</li> </ul>

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DO	
Challenge: Do you have an inclusive recruitment and onboarding process to attract and train new starters?	
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>No focus on inclusion or cultural competence</li> <li>The workforce lacks diversity and awareness</li> <li>Inclusive practice not embedded.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>Basic policies on inclusion in place</li> <li>Some training or awareness raising provided</li> <li>Efforts to recruit a diverse workforce are limited.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>Inclusive practice embedded in policies and procedures</li> <li>Workforce training includes cultural competence</li> <li>Diversity goals are set and monitored.</li> </ul>
<b>Very Good</b>	<ul style="list-style-type: none"> <li>Inclusion and cultural competence are core organisational values</li> <li>Regular training, support, and evaluation</li> <li>Workforce diversity reflects the community served</li> <li>Inclusive leadership and accountability mechanisms exist.</li> </ul>
<b>Excellent</b>	<ul style="list-style-type: none"> <li>The organisation is recognised as a leader in inclusion</li> <li>Diversity and cultural competence drive all workforce decisions</li> <li>Staff empowered to challenge exclusion</li> <li>Inclusive practice is continuously innovated and embedded</li> <li>Regular impact assessments on diversity and inclusion outcomes, with findings shared across the wider system.</li> </ul>

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DO	
Challenge: How do you support wellbeing, retention, and satisfaction across your teams?	
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>No well-being support or retention strategies</li> <li>High turnover and low morale</li> <li>Staff satisfaction is not monitored.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>Basic well-being initiatives exist</li> <li>Some effort to monitor staff satisfaction</li> <li>Retention issues acknowledged but not addressed.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>Wellbeing programmes in place</li> <li>Staff satisfaction is regularly surveyed</li> <li>Retention strategies developed and applied.</li> </ul>
<b>Very Good</b>	<ul style="list-style-type: none"> <li>Proactive, holistic wellbeing support</li> <li>Staff feedback actively shapes wellbeing initiatives</li> <li>Retention rates are stable or improving</li> <li>Recognition and retention programmes contribute to satisfaction.</li> </ul>
<b>Excellent</b>	<ul style="list-style-type: none"> <li>Wellbeing is prioritised and fully integrated</li> <li>Staff thrive in a supportive culture</li> <li>Retention exceeds sector benchmarks</li> <li>Wellbeing innovations are shared system wide</li> <li>Wellbeing is linked to improved community outcomes.</li> </ul>

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DO	
Challenge: How do you develop leadership capacity at all levels of the organisation?	
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>No structured approach to leadership development</li> <li>Leadership is limited to a few individuals at the top</li> <li>Staff lack opportunities to take on leadership roles.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>Some ad hoc leadership development activities (e.g., occasional training)</li> <li>Opportunities exist but are not accessible to all staff</li> <li>Leadership development not linked to organisational priorities.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>Clear leadership development pathways in place</li> <li>Staff supported to build leadership skills (e.g., mentoring, training)</li> <li>Emerging leaders given opportunities to take responsibility.</li> </ul>
<b>Very Good</b>	<ul style="list-style-type: none"> <li>Leadership development is embedded in workforce planning</li> <li>A range of approaches used (coaching, peer learning, secondments, etc.)</li> <li>Leadership opportunities shared across roles and levels</li> <li>Development aligned to organisational strategy and future needs.</li> </ul>
<b>Excellent</b>	<ul style="list-style-type: none"> <li>Leadership development is part of organisational culture</li> <li>Staff empowered to lead authentically and collaboratively</li> <li>Programmes support diverse and inclusive leadership pipelines</li> <li>Leadership learning is co-produced with staff and communities</li> <li>Organisation recognised as a sector leader in developing talent and leadership.</li> </ul>

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MEASURE, MONITOR AND REVIEW	
Challenge: How do you review workforce performance and development needs?	
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>No formal performance review process</li> <li>Development needs not identified or addressed</li> <li>Poor accountability for workforce outcomes.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>Some performance reviews conducted</li> <li>Development needs are identified, but follow-up is inconsistent</li> <li>Accountability is limited.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>Regular, structured performance reviews</li> <li>Development plans agreed and monitored</li> <li>Clear accountability mechanisms.</li> </ul>
<b>Very Good</b>	<ul style="list-style-type: none"> <li>Reviews are developmental and supportive</li> <li>Data from reviews informs workforce planning</li> <li>Staff actively participate in development discussions</li> <li>Performance linked to organisational goals.</li> </ul>
<b>Excellent</b>	<ul style="list-style-type: none"> <li>Performance management is continuous and embedded</li> <li>Development needs are anticipated and proactively met</li> <li>Reviews include peer and 360-degree feedback</li> <li>Workforce development drives organisational improvement</li> <li>High levels of accountability and transparency.</li> </ul>

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IMPACT	
Challenge: How does your workforce strategy contribute to improved outcomes for people and communities?	
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>• Workforce strategy is unclear, underdeveloped, or absent</li> <li>• Limited or no consideration of how staff capabilities link to community outcomes</li> <li>• Minimal evidence that workforce contributes to improving services or wellbeing.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>• Workforce strategy exists but alignment to community outcomes is partial</li> <li>• Some evidence that staff skills and deployment support local needs</li> <li>• Contribution to improved outcomes is inconsistent or limited in scope.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>• Workforce strategy clearly aligns with organisational purpose and local priorities</li> <li>• Staff deployment and development support measurable improvements in services</li> <li>• Evidence shows that workforce efforts contribute positively to community outcomes.</li> </ul>
<b>Very Good</b>	<ul style="list-style-type: none"> <li>• Workforce strategy is integrated with organisational and system priorities</li> <li>• Staff skills, roles, and development plans are explicitly designed to improve outcomes</li> <li>• Impact on people and communities is demonstrable and regularly reviewed</li> <li>• Staff engagement drives innovation and enhances service effectiveness.</li> </ul>
<b>Excellent</b>	<ul style="list-style-type: none"> <li>• Workforce strategy drives transformational outcomes for individuals, communities (including SEND, disability, and underrepresented groups), and systems</li> <li>• Staff are empowered as leaders and co-creators in achieving community impact</li> <li>• Evidence shows clear links between workforce planning, development, and improved wellbeing</li> <li>• Strategy is dynamic, anticipates future workforce and community needs, and informs wider system improvements.</li> </ul>