

Quest for Facilities A2 – Empowering the Team

Guidance Notes



Focus: This module focuses on how effectively the facility empowers its team to deliver a high-quality, safe, and inclusive service. It explores how leadership, communication, development, and wellbeing practices ensure staff are confident, capable, and motivated to contribute to continuous improvement and the overall success of the facility.

Key elements:

- Leaders create a positive and inclusive workplace culture where staff feel valued, trusted, and supported to take responsibility within their roles.
- Clear, two-way communication ensures staff understand organisational goals, operational priorities, and their role in achieving them
- Training and development opportunities are identified, planned, and reviewed to ensure staff have the right skills, confidence, and competence
- Staff are encouraged to take initiative, make decisions, and lead improvements that enhance service delivery and customer experience
- Achievements are recognised, wellbeing is prioritised, and staff feel valued and motivated to deliver high standards of performance

Best Practice Examples

- Embedding an Empowered Team Culture: Empowerment is part of everyday management and culture, creating confident, capable staff who take ownership of their roles and contribute to high-quality service delivery. Staff are encouraged to make decisions, lead initiatives, and contribute ideas, with empowerment discussed regularly in team meetings.
- Planned Training and Development: All staff, including volunteers, casual, and self-employed staff, receive structured training and qualifications relevant to their roles. Career development and succession planning are clearly documented, regularly reviewed, and linked to both individual aspirations and organisational priorities.
- Comprehensive Inductions: Inductions cover operational procedures, safety requirements, and organisational culture, ensuring all staff are confident, prepared, and aware of expectations from day one.
- Strategic Approach to Communication: Multiple formal communication channels are maintained, including team meetings, digital updates, noticeboards, and emails. Staff ideas are actively sought, considered, and implemented, ensuring transparent, inclusive dialogue and engagement across the team.

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Best Practice Examples (continued...)

- **One-to-One Discussions for Wellbeing and Growth:** A formal policy ensures a minimum frequency of one-to-one discussions for all staff groups. Managers are trained to conduct meetings focused on wellbeing and professional growth, and a dedicated role or resource oversees their quality, consistency, and impact.
- **Monitoring and Reviewing Empowerment:** Regular reviews and measurements track staff engagement, confidence, skills, and preparedness. Findings are used to adjust training, communication, and support processes to continuously improve team empowerment and effectiveness.
- **Inclusive Workforce Practices:** Recruitment, development, and management processes (Equality, Diversity and Inclusion Policy) actively promote equality, equity, and diversity. The workforce reflects the community served, and inclusion is embedded across all practices, ensuring everyone has equal opportunities to contribute and progress.
- **Recognition and Celebration of Achievements:** Staff contributions are recognised through formal mechanisms, such as awards and appraisals, and informal methods, such as peer recognition and thank-you messages. Celebrating achievements reinforces motivation, engagement, and a positive team culture.
- **Proactive Wellbeing and Mental Health Support:** Wellbeing is embedded in daily practice through proactive initiatives, resources, and support. Staff report high levels of satisfaction and confidence in raising wellbeing concerns, contributing to a safe, supportive, and high-performing environment.
- **Empowered Decision-Making and Ownership:** Staff are trusted to take initiative and make decisions within their roles. Empowerment encourages responsibility for improvements, innovation, and enhanced service delivery, ensuring the facility operates efficiently and effectively.
- **Measurable Impact on Team and Service:** Evidence shows that empowerment, training, and development initiatives improve staff confidence, skills, engagement, and cohesion. These improvements lead to measurable benefits in service delivery, user experience, and overall operational outcomes.

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PLAN	
Challenge: How is training, development and talent succession planned?	
Unsatisfactory	<ul style="list-style-type: none"> • There is no clear or consistent approach to staff training, development or talent succession • Facility inductions are limited or inconsistent, and there is little evidence that staff development is planned or supported.
Satisfactory	<ul style="list-style-type: none"> • Some training and induction processes are in place, but delivery is inconsistent or not applied to all staff groups (e.g. volunteers, casual or self-employed staff) • Development and succession planning are informal, with limited evidence of structured career progression.
Good	<ul style="list-style-type: none"> • Training (including qualifications) and facility inductions are planned and implemented for most staff • Development and talent succession are considered and delivered, and there is some evidence of staff developing within the organisation.
Very Good	<ul style="list-style-type: none"> • Training (including qualifications) and facility inductions are consistently planned and implemented for all staff, including volunteers, casual and self-employed staff • Development and talent succession are planned and delivered effectively, and there is a clear culture of supporting staff to progress their careers.
Excellent	<ul style="list-style-type: none"> • A comprehensive, inclusive, and proactive approach to training, development, and talent succession is embedded across the facility • Inductions, qualifications, and development opportunities are consistently delivered for all staff groups • There is a strong culture of professional growth, with clear evidence of staff developing their skills, advancing their careers, and contributing to the long-term success of the organisation.

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PLAN	
Challenge: How are communication channels between staff and management planned and maintained?	
Unsatisfactory	<ul style="list-style-type: none"> • Communication between staff and management is informal, inconsistent, or non-existent • Staff have little opportunity to share ideas, and there is no evidence that suggestions are considered or acted upon.
Satisfactory	<ul style="list-style-type: none"> • Some communication channels exist and are used occasionally, but they are limited in scope or reach • Staff have some opportunity to provide feedback, but ideas are not consistently implemented, and satisfaction with communication is mixed.
Good	<ul style="list-style-type: none"> • Communication channels are clearly planned and maintained, allowing staff to share ideas and receive information from management • Some ideas are acted upon, and there is evidence that staff generally feel informed.
Very Good	<ul style="list-style-type: none"> • Comprehensive communication channels are in place, regularly reviewed, and actively maintained • Staff ideas are welcomed and implemented where appropriate, and staff satisfaction with communication is high.
Excellent	<ul style="list-style-type: none"> • Communication channels are fully embedded, inclusive, and transparent • Staff ideas are actively sought, considered, and consistently implemented • Staff consistently report high satisfaction with communication processes, and the channels contribute to a positive, engaged, and empowered team culture.

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DO	
Challenge: How do you ensure that staff are qualified to national industry standards?	
Unsatisfactory	<ul style="list-style-type: none"> • Staff qualifications are not monitored, and there is no system to ensure compliance with national industry standards • Training and certification are inconsistent or missing.
Satisfactory	<ul style="list-style-type: none"> • Some staff hold relevant qualifications, but monitoring is ad hoc • Not all roles are consistently aligned with national standards, and systems to maintain qualifications are limited.
Good	<ul style="list-style-type: none"> • Staff qualifications are monitored and generally meet national industry standards • Processes are in place to ensure required training and certifications are up to date for most staff.
Very Good	<ul style="list-style-type: none"> • All staff are qualified to relevant national industry standards • Monitoring and verification are systematic, and processes ensure qualifications are maintained and renewed as needed.
Excellent	<ul style="list-style-type: none"> • A comprehensive, proactive system ensures that all staff are fully qualified to national industry standards • Qualifications, training, and certifications are actively monitored, recorded, and maintained, with evidence of continuous professional development • Staff are supported to exceed standard requirements where appropriate.

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DO	
Challenge: How does management ensure the wellbeing / mental health of all staff?	
Unsatisfactory	<ul style="list-style-type: none"> • There is no evidence that management monitors or supports staff wellbeing or mental health • Staff needs are not considered, and no initiatives are in place.
Satisfactory	<ul style="list-style-type: none"> • Some wellbeing measures are in place, but they are informal or reactive • Support is available for staff who raise concerns, but there is limited proactive monitoring or engagement.
Good	<ul style="list-style-type: none"> • A policy or guidance exists outlining one-to-one discussions for staff, and these meetings occur with some regularity • Relevant team members have received basic training on conducting meetings focused on wellbeing and professional growth, and there is some oversight to ensure consistency.
Very Good	<ul style="list-style-type: none"> • Wellbeing and mental health are actively supported • A formal policy is in place specifying the frequency of one-to-one discussions for all staff groups • Relevant staff have received training on conducting effective meetings, and a dedicated resource or role oversees delivery and quality to ensure discussions are meaningful and consistent.
Excellent	<ul style="list-style-type: none"> • Staff wellbeing and mental health are fully embedded in organisational culture • A robust formal policy ensures regular one-to-one discussions for all staff groups • All relevant staff are trained in conducting meetings focused on wellbeing and professional growth • A dedicated role or resource monitors and ensures the quality, consistency, and impact of these meetings, with evidence of high engagement, wellbeing outcomes, and staff satisfaction.

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DO	
Challenge: Is the workforce inclusive?	
Unsatisfactory	<ul style="list-style-type: none"> • Inclusion is not considered in workforce practices • Recruitment and development processes do not promote equality or equity, and the workforce does not reflect the diversity of the community.
Satisfactory	<ul style="list-style-type: none"> • Some inclusion principles are considered, but workforce practices are inconsistent • Recruitment promotes equality to a limited extent, and the workforce only partially reflects community diversity • There is minimal evidence of a strategic approach.
Good	<ul style="list-style-type: none"> • Inclusion is embedded in key workforce practices • Recruitment and development processes generally promote equality and equity, and the workforce reasonably reflects the diversity of the community • A strategic approach is being developed and applied.
Very Good	<ul style="list-style-type: none"> • Inclusion is consistently embedded across workforce practices • Recruitment and development processes actively promote equality and equity, and the workforce reflects community diversity • A strategic approach to building an inclusive and welcoming workforce is implemented and monitored.
Excellent	<ul style="list-style-type: none"> • Inclusion is fully embedded in all workforce practices, with recruitment, development, and management processes actively promoting equality, equity, and diversity • The workforce reflects the community it serves • The organisation demonstrates a strategic, proactive approach to creating a welcoming, inclusive, and representative workforce, with clear evidence of positive impact and engagement.

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MEASURE AND REVIEW	
Challenge: Do measurements and reviews take place throughout the year to ensure the team is empowered and set up to succeed?	
Unsatisfactory	<ul style="list-style-type: none"> • There is no monitoring or review of team empowerment • Staff readiness, engagement, and development needs are not measured, and no action is taken to address gaps.
Satisfactory	<ul style="list-style-type: none"> • Some measurements or reviews occur, but they are inconsistent or limited in scope • Staff empowerment and preparedness are partially monitored, and follow-up actions are ad hoc.
Good	<ul style="list-style-type: none"> • Regular measurements and reviews take place to monitor team empowerment and readiness • Feedback from staff and performance data inform some improvements, but processes are not fully systematic.
Very Good	<ul style="list-style-type: none"> • Team empowerment and preparedness are consistently monitored and reviewed throughout the year • Data and feedback are used to inform action, ensure staff are supported, and address development needs systematically.
Excellent	<ul style="list-style-type: none"> • Measurements and reviews of team empowerment and preparedness are embedded and proactive • Comprehensive systems track staff engagement, development, and capability, with feedback used to continuously enhance empowerment, readiness, and overall team performance • Evidence demonstrates a positive impact on staff confidence, engagement, and service delivery.

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IMPACT	
Challenge: What positive effect has the approach to staff training, development and communication had on the team?	
Unsatisfactory	<ul style="list-style-type: none"> • Training, development, and communication have had little or no impact on the team • Staff skills, confidence, or engagement remain low, and there is no evidence of improvement in performance or service delivery.
Satisfactory	<ul style="list-style-type: none"> • Some improvements are evident as a result of training, development, and communication, but the impact is inconsistent across the team • Staff show limited increases in skills, confidence, or engagement.
Good	<ul style="list-style-type: none"> • Training, development, and communication have led to noticeable improvements in staff skills, confidence, and engagement • The team is generally better prepared and more effective, with some evidence of positive impact on service delivery.
Very Good	<ul style="list-style-type: none"> • Training, development, and communication have had a strong, measurable effect on the team • Staff are confident, empowered, and capable, with clear improvements in performance, engagement, and readiness • Evidence shows benefits for service delivery and overall team effectiveness.
Excellent	<ul style="list-style-type: none"> • A comprehensive approach to training, development, and communication has transformed team performance • Staff are highly skilled, confident, and empowered, fully engaged in their roles • There is clear, measurable evidence that this has enhanced service delivery, team cohesion, and the overall impact of the facility.