



Human Services Quality Framework

User Guide

Purpose

The purpose of the user guide is to assist in interpreting and applying the Human Services Quality Standards across all service streams. The user guide provides further detail regarding the standards contained in the Human Services Quality Framework, by detailing examples of evidence that could be provided for each indicator.

How should I read the user guide?

The user guide should be read in the following order:

1. At the top of each page is the expected outcome and context of each of the standards. This section assists stakeholders to understand the overall expected outcome of each standard.



2. The individual indicator of the standard follows, which is what organisations will be assessed against for conformity.

The next part of the user guide varies depending on certain factors:

3. Some indicators will be followed by an interpretation of the indicator. This is to provide stakeholders with an understanding of what the indicator means for human services and acts as an explanatory note for the indicator. Not all indicators have an interpretation. This is because it is felt that the indicator itself, along with examples of evidence, is sufficient for understanding.



4. The indicators are followed by examples of evidence, which gives further guidance on the application of the indicator for human service organisations. The evidence listed describes the *processes* an organisation may choose to have in place to fulfil the intent of the standard. In assessing the adequacy or effectiveness of a given process, it is expected that organisations would be required to demonstrate:

- some instructional information to ensure consistency of application (e.g. policy, guideline, checklist and/or training materials)
- an awareness of the process (e.g. staff awareness of a policy, organisational processes, modes of service delivery)
- some records or evidence of the output (e.g. an individual plan, a signed consent form, training records).

The level of evidence sought by an auditor will be consistent with the size and complexity of the organisation and the resources at their disposal. Assessing conformity with a standard is based upon the overall effectiveness of the related processes (i.e. ability to achieve consistent outcomes in line with the intent of the standard).

Examples of evidence are not exhaustive, nor are they mandatory. Organisations are able to apply the indicators in a way that is the most suitable for their organisation and must be able to demonstrate this when assessed for conformity.



5. Organisations must also consider legislative and regulatory requirements and any specifications unique to their service area. These are listed under 'service stream specifications'. If organisations are funded under a specific service stream, and this section is included under an indicator, you must comply with the requirements listed in this box at a minimum, in order to conform to the indicator. **Please note:** where a specification relates to **Child Safety**, this is for Child Safety support services only. For organisations with services under the scope of licensing, refer to the **Licensing Companion Guide** for mandatory requirements for licensing.

Below is an example:

Indicator 1.7: The organisation has effective information management systems that maintain appropriate controls of privacy and confidentiality for stakeholders.

The interpretation of this indicator is:

Information requirements are identified, including how information is maintained, stored, shared and destroyed. Information includes - records (eg. minutes of meetings, completed forms), files (eg. people using services and staff) and knowledge (this includes knowledge which is informally gathered).

Thinking about and understanding the indicator is your first step to conformity. Consider the indicator and ask 'what does our organisation currently do effectively that could meet this indicator?'

If the indicator has an interpretation, this is designed to give you further information on the meaning of the indicator for funded organisations. It provides further detail regarding what the indicator means and should be considered when implementing and maintaining your quality system.

Ways that this indicator can be demonstrated are:

The organisation may have processes for:

- identifying, maintaining, sharing and storing documents, forms and templates where required
- ensuring the integrity of electronic data
- making information available to people in decision-making roles
- managing the security, confidentiality, retrieval, archiving, transfer and disposal of information

These examples of evidence act as a guide for when you are building your quality system. They are neither exhaustive nor prescriptive. Organisations should look to these examples and consider:

1. Is this something that our organisation already does and how do we know how to do it (e.g. policy, procedure, form)?
2. Is what we do sufficient to meet the indicator and can we provide evidence of this to show that we meet the indicator?
3. Is there anything we can use in these examples to strengthen our current process, which would work for our organisation?

Service stream specifications:

Child Safety:

The organisation should comply with the department's *Non-Government Service Provider Basic Recordkeeping Guide*, which provides requirements on how to appropriately manage records that relate to children who are clients of the department.

Service stream specifications are provided to assist you to know what will be required in order to achieve conformity to the indicator. You should read any legislation, regulation and agreement that is mentioned to ensure that you fully understand what is required of your organisation in order to meet minimum standards. Where you have a service stream specification, you will most likely need documentary evidence to support compliance to the indicator.

Standard 1: Governance and management

Expected outcome: Sound governance and management systems that maximise outcomes for stakeholders.

Context: The organisation maintains accountability to stakeholders through the implementation and maintenance of sound governance and management systems. These systems should reflect the size and structure of the organisation and contribute to maximising outcomes for people using services.

Indicator 1.1: The organisation has accountable and transparent governance arrangements that ensure compliance with relevant legislation, regulations and contractual arrangements.

The interpretation of this indicator is that:

This indicator is about how an organisation assures stakeholders that it is compliant to legislation, regulation, contracts and other government requirements such as policy. It will generally relate to some kind of management system which has responsibilities, authority and processes outlined.

All organisations have compliance requirements relating to legislation, regulations, contracts or service agreements. These requirements also relate to quality in that they are often requirements which control quality of care, management and process.

An organisation's quality system determines how it ensures that it is compliant to prescribed requirements. What does it do to ensure that the requirements of its agreement with government are met? How is this checked? A quality system should support organisations to be compliant to these requirements.

Demonstrating actual compliance to requirements may also be assessed under this indicator, but can also come under any other indicator where a requirement may also exist in legislation, regulation or contractual arrangement.

Ways that this indicator can be demonstrated are:

- induction processes for members of the governing body include information on the regulatory and legislative frameworks within which the service operates and the associated compliance obligations
- constitution, terms of reference, or equivalent guiding documents that articulate processes of how the governing body operates, including meeting and reporting arrangements
- processes for maintaining legislative compliance e.g. regulatory compliance processes, external audits or reviews (e.g. WH&S), advisory services and professional or industry specific memberships
- processes for approving new policies and/or procedures
- minutes and other records of meetings
- processes for managing conflict of interest
- processes for reviewing breaches to legislation.

Standard 1: Governance and management

Expected outcome: Sound governance and management systems that maximise outcomes for stakeholders.

Context: The organisation maintains accountability to stakeholders through the implementation and maintenance of sound governance and management systems. These systems should reflect the size and structure of the organisation and contribute to maximising outcomes for people using services.

Indicator 1.2: The organisation ensures that members of the governing body possess and maintain the knowledge, skills and experience required to fulfil their roles.

Ways that this indicator can be demonstrated are:

- nomination, election and appointment processes that reflect the legal obligations of the organisation, or, in the absence of legal obligations, contemporary business practices
- induction processes for new members convey information relevant to their roles
- a process for identifying and addressing any gaps in skills, knowledge or experience required by members of the governing body and the skills held by current members
- processes for training and providing information to members as required.

Standard 1: Governance and management

Expected outcome: Sound governance and management systems that maximise outcomes for stakeholders.

Context: The organisation maintains accountability to stakeholders through the implementation and maintenance of sound governance and management systems. These systems should reflect the size and structure of the organisation and contribute to maximising outcomes for people using services.

Indicator 1.3: The organisation develops and implements a vision, purpose statement, values, objectives and strategies for service delivery that reflect contemporary practice.

Ways that this indicator can be demonstrated are:

- processes to establish plans, objectives and strategies required to deliver services.
These may include:
 - strategic plan
 - business plan
 - operational plan
 - risk management plan
 - vision and values
 - client charter
- processes for measuring performance against established plans
- processes for allocating resources to enable plans to be actioned.

Standard 1: Governance and management

Expected outcome: Sound governance and management systems that maximise outcomes for stakeholders.

Context: The organisation maintains accountability to stakeholders through the implementation and maintenance of sound governance and management systems. These systems should reflect the size and structure of the organisation and contribute to maximising outcomes for people using services.

Indicator 1.4: The organisation's management systems are clearly defined, documented, monitored and (where appropriate) communicated including finance, assets and risk.

Ways that this indicator can be demonstrated are:

- processes for delegating authority and responsibilities throughout the organisation and for establishing, recording, communicating and reviewing delegated authority
- financial management systems which support effective management, accountability, control and ongoing viability which may include:
 - documentation of financial controls and delegations
 - establishment of safeguards to prevent fraud and financial mismanagement
 - budgeting processes
 - purchasing processes
 - internal and external reporting processes
 - adequate and appropriate insurance coverage
 - maintenance schedules
 - payroll processes
 - asset management processes
- minutes and other records of meetings and/or decisions that clearly define responsibilities and timeframes
- processes and strategies for managing assets, if applicable, that enable the effective delivery of repairs and maintenance so that assets are well maintained, and replaced according to a schedule and that the assets managed by the organisation are protected
- processes for identifying, managing and monitoring risks (risks include strategic and operational risk, individual risk and employee or workplace health and safety risk).

Standard 1: Governance and management

Expected outcome: Sound governance and management systems that maximise outcomes for stakeholders.

Context: The organisation maintains accountability to stakeholders through the implementation and maintenance of sound governance and management systems. These systems should reflect the size and structure of the organisation and contribute to maximising outcomes for people using services.

Indicator 1.5: Mechanisms for continuous improvement are demonstrated in organisational management and service delivery processes.

Ways that this indicator can be demonstrated are:

The organisation has a continuous improvement framework which may include:

- systems for regularly monitoring and evaluating the effectiveness of service delivery and governance/management systems and plans
- continuous quality improvement plan
- processes for reviewing policies and procedures
- processes for seeking feedback from people using services and other relevant stakeholders, for example in relation to organisational performance, service delivery and satisfaction
- timely analysis and summaries of data held by the organisation that inform management decisions
- improvement processes connected to:
 - feedback, complaints and appeals processes
 - records of incidents of harm, abuse or neglect of people using services
 - workplace injuries/hazard reporting systems
- processes for the governing body to regularly review the effectiveness of its own processes and structure in providing good governance to the organisation (e.g. how effectively meetings are conducted, response time to important issues, awareness of responsibilities and effectiveness of delegations).

Standard 1: Governance and management

Expected outcome: Sound governance and management systems that maximise outcomes for stakeholders.

Context: The organisation maintains accountability to stakeholders through the implementation and maintenance of sound governance and management systems. These systems should reflect the size and structure of the organisation and contribute to maximising outcomes for people using services.

Indicator 1.6: The organisation encourages and promotes processes for participation by people using services and other relevant stakeholders in governance and management processes.

The interpretation of this indicator is that:

- opportunities are provided to people using services to participate in management and service planning, development, delivery and evaluation
- people using services are empowered to express their views about services and service management
- the community in which a service operates is understood and engaged with and this is reflected in service planning and development
- the requirement and extent of participation by stakeholders in governance and management processes will differ and should be appropriate according to the organisation and the type(s) of service(s) it delivers. Participation by people using services is at all times voluntary.

Ways that this indicator can be demonstrated are:

The organisation has processes that support participation by people using services and other stakeholders which may include:

- encouraging people using services and relevant stakeholders' attendance and involvement at management or governance meetings
- participation by people using services in developing and/or reviewing organisational policies and procedures (e.g. representation of people using services on working groups or committees)
- developing relationships or agreements with other relevant stakeholders, such as a preferred supplier relationship or a Memorandum of Understanding
- providing a variety of ways in which people using services can submit feedback on service management or governance processes e.g. surveys, feedback forms and/or member groups
- representation of people using services on the organisation's Board
- community, or other, open days, where it is appropriate to provide open access to the service.

Standard 1: Governance and management

Expected outcome: Sound governance and management systems that maximise outcomes for stakeholders.

Context: The organisation maintains accountability to stakeholders through the implementation and maintenance of sound governance and management systems. These systems should reflect the size and structure of the organisation and contribute to maximising outcomes for people using services.

Indicator 1.7: The organisation has effective information management systems that maintain appropriate controls of privacy and confidentiality for stakeholders.

The interpretation of this indicator is that:

- information requirements are identified, including how information is maintained, stored, shared and destroyed. Information includes: records (eg. minutes of meetings, completed forms); files (eg. people using services and staff); and knowledge (this includes knowledge which is informally gathered)
- people using services are informed of processes regarding their personal information and how they can access that information if required.

Ways that this indicator can be demonstrated are:

The organisation may have processes for:

- identifying, maintaining, sharing and storing documents, forms and templates where required
- ensuring the integrity of electronic data
- making information available to people in decision-making roles
- managing the security, confidentiality, retrieval, archiving, transfer and disposal of information
- maintaining records of organisational practices, people using services and staff
- aligning the organisation's information management system with privacy legislation and relevant privacy principles
- the provision of relevant and appropriate information to stakeholders
- gaining informed consent from stakeholders when sharing information.

Service stream specifications

Child Safety:

The organisation should comply with the department's *Non-Government Service Provider Basic Recordkeeping Guide*, which provides requirements on how to appropriately manage records that relate to children who are clients of the department.

Any person who holds, collects, reviews, views or accesses information, where that information is provided or accessed under the *Child Protection Act 1999*, must treat it confidentially, in line with section 187 of the *Child Protection Act 1999*.

Standard 2: Service access

Expected outcome: Sound eligibility, entry and exit processes facilitate access to services on the basis of relative need and available resources.

Context: The organisation makes their services available to their target group in fair, transparent and non-discriminatory ways and people seeking access to services are prioritised and responded to.

Indicator 2.1: Where the organisation has responsibility for eligibility, entry and exit processes, these are consistently applied based on relative need, available resources and the purpose of the service.

Ways that this indicator can be demonstrated are:

- eligibility requirements include a clear statement of the criteria the organisation uses to decide who is eligible to use its services
- determining eligibility for potential service users may include:
 - defining who is eligible for a service in alignment with contractual requirements (e.g. specific target group)
 - defining how an assessment of eligibility is made
 - defining who is responsible for assessing eligibility
 - non-discriminatory processes on the basis of age, gender, sexuality, race, culture, religion, disability or other identifiers
 - considering the availability of resources to deliver services in line with the needs of people accessing services
 - considering each individual's needs relative to the needs of other people trying to access services and prioritising access appropriately
- people using services who exit are assisted to move to where their current needs will be best met
- processes for managing disputes regarding eligibility, entry and exit
- processes for recording each person's eligibility and priority rating
- people using services confirm their experiences of entry and exit are non-discriminatory.

Service stream specifications

Disability Services:

Where applicable, organisations need to consider the applicant's compatibility with existing service users of accommodation, respite services or other services when determining service access priority.

Homelessness Services:

Specialist homelessness services should maintain low or no entry requirements for clients. This includes maintaining procedures that ensure that access and level of service is not affected by client capacity to pay charges or rent and that clients with challenging behaviours are not excluded, but instead are managed through alternative processes within a risk management framework.

Standard 2: Service access

Expected outcome: Sound eligibility, entry and exit processes facilitate access to services on the basis of relative need and available resources.

Context: The organisation makes their services available to their target group in fair, transparent and non-discriminatory ways and people seeking access to services are prioritised and responded to.

Indicator 2.2: The organisation has processes to communicate, interact effectively and respond to the individual/s' decision to access and/or exit services.

Ways that this indicator can be demonstrated are:

- processes for informing potential service users of services available
- processes to identify and respond to potential access barriers, such as language or barriers to physical access to services
- processes for providing access to current information regarding eligibility, entry and exit criteria in an appropriate format to meet the needs of a person wishing to access the service
- processes for providing access to current information and support to people using services to access a support person when entering or exiting a service
- processes for entering or exiting a service which may be either initiated by the organisation or mandated
- interviews and other types of communication are conducted in a way/and at the times that suit the person using services. Interpreters and those skilled in communicating with special needs groups (such as people living with a disability) may be required
- the organisation demonstrates consideration of groups with special needs, including, but not limited to:
 - people from culturally and linguistically diverse backgrounds
 - people who speak another language
 - people who have a physical disability
 - people who have an intellectual disability
 - people who have a cognitive impairment.

Standard 2: Service access

Expected outcome: Sound eligibility, entry and exit processes facilitate access to services on the basis of relative need and available resources.

Context: The organisation makes their services available to their target group in fair, transparent and non-discriminatory ways and people seeking access to services are prioritised and responded to.

Indicator 2.3: Where an organisation is unable to provide services to a person, due to ineligibility or lack of capacity, there are processes in place to refer the person to an appropriate alternative service.

Ways that this indicator can be demonstrated are:

- processes for notifying people of ineligibility or of an inability to provide services due to lack of capacity or resources and the availability of, and where appropriate referral to, alternative services
- processes for managing a waiting list, or equivalent, where the demand for services is greater than available resources
- networking activities that maintain organisational awareness of internal and external services
- where there is an exclusion policy, organisations should consider how this policy is documented and negotiated with departmental staff and how people excluded from accessing services are informed of the reasons and assisted to gain access to a more appropriate service
- processes for transitioning and referring people using services where relevant and appropriate. Referral processes may include
 - defining who is eligible for a service
 - how the referral process works, including who receives the referrals and how they are accepted
 - timeframes in which the service will make a decision about accepting or declining a referral and communicating that decision to the person seeking the service and/or the referrer
- ensuring people working in organisations have knowledge of referral processes and networks of services.

Service stream specifications

Child Safety:

Where a referral to another service is required, this is referred to, and acted on, by the department as all referrals are a departmental responsibility. Organisations should ensure that advice regarding their current capacity to respond to referrals is provided to the department.

Standard 3: Responding to individual need

Expected outcome: The assessed needs of the individual are being appropriately addressed and responded to within resource capability.

Context: The organisation provides appropriate services that are identified/assessed, planned, monitored, reviewed and delivered in collaboration with the person using the service, their representative and/or relevant stakeholders. The organisation uses referral pathways and partnerships to promote integrated service provision.

Indicator 3.1: The organisation uses flexible and inclusive methods to identify the individual strengths, needs, goals and aspirations of people using services.

The interpretation of this indicator is that:

- the requirements and extent of planning will differ and should be appropriate according to types of services/programs that the organisation delivers and to the duration of the intervention
- individuals and their representatives (if required) have the right to actively participate in assessment processes
- consideration and arrangements should be made by the organisation for individuals with special needs
- service planning should: focus on goals; recognise and address the requirements of people using services with complex needs; and promote functional and social independence and quality of life
- services should be planned and delivered to promote opportunities for inclusion in the communities that the person using services identifies with
- services and activities respond to the needs and strengths of people, families and communities using the services.

Ways that this indicator can be demonstrated are:

- Processes for:
 - assessing and recording individual/s' needs, strengths, goals and aspirations (taking into account legislative requirements, where appropriate)
 - planning how services will be delivered to the individual/s within the parameters and criteria of the service type being delivered
 - inclusion and ensuring the active involvement of the individual/s in planning
 - informing people using services about changes to service provision
 - promoting a belief in the ability of people using services to fulfil valued roles in the community (e.g. through promoting skills development and lifelong learning).
- How the organisation provides opportunities for people using services to be included into the community, such as community events and activities.
- For short term services, such as emergency accommodation, drop in centres, emergency shelters and play groups, processes to identify the needs of people using services in order to know what intervention to provide. For example, assessing immediate needs for intervention and future needs for referral to other services.

Standard 3: Responding to individual need

Expected outcome: The assessed needs of the individual are being appropriately addressed and responded to within resource capability.

Context: The organisation provides appropriate services that are identified/assessed, planned, monitored, reviewed and delivered in collaboration with the person using the service, their representative and/or relevant stakeholders. The organisation uses referral pathways and partnerships to promote integrated service provision.

Indicator 3.2: The organisation formulates service delivery that respects and values the individual (e.g. identity, gender, sexuality, culture, age and religious beliefs).

The interpretation of this indicator is:

- to be actively oriented to the needs, culture and outlook of the people using services, so that they experience an organisation that is open and engaging
- that there is sensitivity to any special linguistic, cultural, physical, or intellectual requirements. For example, a person using services may not want services delivered on a certain day or time for religious or cultural reasons
- that the changing needs of people using services is responded to fairly and flexibly within the capacity of the organisation.

Ways that this indicator can be demonstrated are:

Processes for:

- allocating a suitable person/s working in the organisation to deliver the most appropriate service
- ensuring the allocated person working in the organisation assesses the effect of factors surrounding the formation of identity
- ensuring the allocated person working in the organisation accesses appropriate resources from the community of identity as required
- tailoring service delivery in a way that responds to an individual/s' sense of identity
- promoting opportunities for people using services to fulfil valued community roles.

Standard 3: Responding to individual need

Expected outcome: The assessed needs of the individual are being appropriately addressed and responded to within resource capability.

Context: The organisation provides appropriate services that are identified/assessed, planned, monitored, reviewed and delivered in collaboration with the person using the service, their representative and/or relevant stakeholders. The organisation uses referral pathways and partnerships to promote integrated service provision.

Indicator 3.3: The organisation has processes to ensure that services delivered to the individual/s are monitored, reviewed and reassessed in a timely manner.

The interpretation of this indicator is that:

- services to individuals should continue to be appropriate and meet the needs of the person using the service

Ways that this indicator can be demonstrated are:

- Processes for:
 - providing support in order to meet the changing needs, strengths, goals and aspirations of people using services
 - planning, delivering, monitoring and reassessing the services provided to an individual/s.
- Plans are documented, recorded and reassessed appropriately and prepared in agreement between, the service and the person using the service (and their nominated support person/s, if applicable). Plans are also appropriate to the person using services and to the type of service being delivered.

Standard 3: Responding to individual need

Expected outcome: The assessed needs of the individual are being appropriately addressed and responded to within resource capability.

Context: The organisation provides appropriate services that are identified/assessed, planned, monitored, reviewed and delivered in collaboration with the person using the service, their representative and/or relevant stakeholders. The organisation uses referral pathways and partnerships to promote integrated service provision.

Indicator 3.4: The organisation has partnerships and collaborates to enable it to effectively work with community support networks, other organisations and government agencies as relevant and appropriate.

Ways that this indicator can be demonstrated are:

Processes for:

- developing partnerships and collaborating to coordinate individual/s' services so that the most appropriate service is delivered by the organisation, according to the needs, goals, strengths and aspirations identified by the person using the service
- promoting local and alternative community services for people currently using services
- building networks of community-based services and facilities that provide opportunities for inclusion.

Service stream specifications

Child Safety:

The organisation will contribute to the department's assessment of, and meeting the needs of, the child and to supporting the child's family as required by section 159B of the *Child Protection Act 1999* where applicable.

Standard 3: Responding to individual need

Expected outcome: The assessed needs of the individual are being appropriately addressed and responded to within resource capability.

Context: The organisation provides appropriate services that are identified/assessed, planned, monitored, reviewed and delivered in collaboration with the person using the service, their representative and/or relevant stakeholders. The organisation uses referral pathways and partnerships to promote integrated service provision.

Indicator 3.5: The organisation has a range of strategies to ensure communication and decision-making by the individual is respected and reflected in goals set by the person using services and in plans to achieve service delivery outcomes.

The interpretation of this indicator is:

The organisation assists people to be aware of, and take responsibility for, choices regarding their lives and to move towards self-reliance. People using services have unique perceptions and experiences and opportunities are provided for people using services to participate in service planning, development, delivery and evaluation.

Ways that this indicator can be demonstrated are:

- processes for disseminating information and communicating in a manner that encourages people using services to engage people of their choice in the planning process
- processes for people using services to engage and remain engaged in decisions regarding service delivery
- communication method/s for engagement of people using the service that is/are appropriate for that person
- processes for informing people using services of their service delivery plan in an appropriate format.

Standard 4: Safety, well-being and rights

Expected outcome: The safety, well being and human and legal rights of people using services are protected and promoted.

Context: The organisation upholds the legal and human rights of people using services. This includes people's right to receive services that protect and promote their safety and well being, participation and choice.

Indicator 4.1: The organisation provides services in a manner that upholds people's human and legal rights.

Ways that this indicator can be demonstrated are:

- having a code of conduct
- criminal history screening requirements are met
- processes are in place for informing people using services of their rights and responsibilities
- support for statutory or non-voluntary people using services
- processes to comply with privacy principles contained within relevant legislation, including processes for maintaining confidentiality of personal information and non-disclosure of information without the informed consent of the person using the service, or if required by law
- people using services are treated with dignity and respect during all aspects of service delivery and confirm this via feedback
- processes that aim to achieve a balance between the principles of duty of care and alternatives that don't unduly limit the ability of the person using the service to make decisions or to take responsibility for their actions.

Service stream specifications

Disability Services:

For applicable organisations, services must ensure regard for the human rights of people using services by delivering services in the least restrictive way. Legislation is in place to strengthen safeguards to uphold the human rights of adults with an intellectual or cognitive disability who exhibit challenging behaviour.

Restrictive Practices must have the required approval as provided for in the *Disability Services Act 2006* and the *Guardianship and Administration Act 2000*. Under the legislation, disability service providers must conduct an assessment of the adult and develop a positive behaviour support plan before considering, or gaining approval or consent for, the use of restrictive practices.

The organisation is required to have plans that document under what conditions, under whose authority and the reasons why a restrictive practice has been implemented, who implemented the restrictive practice, how and when its use is being reviewed, and what type of practice it is, in accordance with legislative requirements.

Organisations should refer to the Disability Services website for the Overview of Amendments to the *Disability Services Act 2006* – Safeguarding rights and improving services and ensure that any requirements listed in this document are met.

Standard 4: Safety, well-being and rights

Expected outcome: The safety, well being and human and legal rights of people using services are protected and promoted.

Context: The organisation upholds the legal and human rights of people using services. This includes people's right to receive services that protect and promote their safety and well being, participation and choice.

Indicator 4.2: The organisation proactively prevents, identifies and responds to risks to the safety and well being of people using services.

Ways that this indicator can be demonstrated are:

- processes for identifying, minimising and managing risks to the safety and well being of people using services, including the prevention of all forms of harm, abuse and neglect
- processes to inform people using services about how their safety and well being will be protected and any actions they are required to take or not take while using the service
- processes that minimise and promptly respond to challenging behaviours or threats against other people using the service or people working in the organisation
- processes for ensuring safe work practices and environments, with due regard to legislative requirements
- where support services are brokered to an external agency, the organisation has processes in place to monitor the quality of support provided.

Standard 4: Safety, well-being and rights

Expected outcome: The safety, well being and human and legal rights of people using services are protected and promoted.

Context: The organisation upholds the legal and human rights of people using services. This includes people's right to receive services that protect and promote their safety and well being, participation and choice.

Indicator 4.3: The organisation has processes for reporting and responding to potential or actual harm, abuse and/or neglect that may occur for people using services.

The interpretation of this indicator is that:

- harm includes self-harm.

Ways that this indicator can be demonstrated are:

- processes to ensure staff are made aware of what constitutes harm, abuse or neglect, and that they know what to do if potential harm or harm arising elsewhere (outside of the organisation) is disclosed
- processes to ensure that staff are clearly informed of their roles and responsibilities in line with organisational delegations
- processes for:
 - recording allegations of harm, abuse or neglect
 - responding to allegations of harm, abuse or neglect in a timely manner and in line with legislative requirements
 - reporting the allegations of harm, abuse or neglect through internal structures and to relevant agencies in a timely manner and in line with legislative requirements
 - supporting people, or referring people to appropriate supports, when reporting or dealing with harm, abuse or neglect
- strategies for ensuring that responses to allegations of harm take account of the principles of natural justice and that all parties are supported during the investigation of an allegation of harm
- the organisation identifies strategies to minimise the occurrence of risks and to deal with the risk should it occur
- feedback from people using services confirms the responsiveness of the organisation to allegations or concerns about harm, abuse and/or neglect.

Service stream specifications

Community Services:

This indicator is about how an organisation identifies, records and deals with incidents of harm (including a risk of suicide) to people using the service and how it provides support to the person who reports harm e.g. giving the person information about how to access counselling.

Disability Services:

Disability and Community Care Services has a [Critical Incident Reporting Policy](#) which organisations must comply with and organisations must have a similar policy on reporting critical incidents and notifiable issues.

Standard 4: Safety, well-being and rights

Expected outcome: The safety, well being and human and legal rights of people using services are protected and promoted.

Context: The organisation upholds the legal and human rights of people using services. This includes people's right to receive services that protect and promote their safety and well being, participation and choice.

Indicator 4.4: People using services are enabled to access appropriate supports and advocacy.

Ways that this indicator can be demonstrated are:

- processes for:
 - informing people using services of their right to support in exercising their legal and human rights
 - informing people using services of the avenues for accessing supports that are available to them and how these supports may be contacted or enacted
- processes to ensure that people using services have reasonable access to their nominated support person
- processes to inform staff of the legal and human rights of people using services and strategies for supporting them to exercise these rights
- people using services (and, if applicable, their support/s) confirm that they have been informed of their right to support or an advocate, and are supported to do so at any stage of service delivery
- processes to link with Aboriginal and Torres Strait Islander services, ethno-specific and multi-cultural services (including language or specialist services), in order to support people using services to exercise their legal and human rights.

Service stream specifications

Disability Services and Community Care:

Agencies with people using services who have cognitive impairment should have protocols in place to identify an appropriate person to act as an advocate for the client. Where possible, this person should be the client's choice and the client's consent to share information with this person should be obtained.

Standard 4: Safety, well-being and rights

Expected outcome: The safety, well being and human and legal rights of people using services are protected and promoted.

Context: The organisation upholds the legal and human rights of people using services. This includes people's right to receive services that protect and promote their safety and well being, participation and choice.

Indicator 4.5: The organisation has processes that demonstrate the right of the individual to participate and make choices about the services received.

The interpretation of this indicator is that:

- people using services and/or their support persons have the right to participate as fully as possible in the decision-making and choice of activities and events in daily life in relation to the services received
- reasonable care is taken to avoid risks, without unduly limiting the ability of the person using services to take responsibility for their own decisions and choices
- people using services are encouraged to provide feedback and become involved in decision-making on issues which affect them or their service
- organisations should consider what barriers there might be that could limit participation and address these
- people using services are aware of, and take responsibility for, choices over their lives and move towards self-reliance and inclusion into the community.
- the independence of people using services is supported, fostered and encouraged
- services are provided in a way that is not intrusive.

Ways that this indicator can be demonstrated are:

Processes that:

- provide opportunities for people using services to make informed decisions and choices on a day-to-day basis, according to their individual needs
- incorporate flexible service delivery options, which reflect the changing needs, aspirations and choices of people using services
- reflect a strong commitment to enabling participation by people using services and to go beyond mere statements of principle and intent - they should set out processes/strategies for achieving participation.

Standard 5: Feedback, complaints and appeals

Expected outcome: Effective feedback, complaints and appeals processes that lead to improvements in service delivery.

Context: The organisation listens to people and takes on feedback as a source of ideas for improving services and other activities. It includes the way the organisation responds to complaints from people using services and their right to have complaints fairly assessed and acted upon.

Indicator 5.1: The organisation has fair, accessible and accountable feedback, complaints and appeals processes.

Ways that this indicator can be demonstrated are:

- processes for collecting, recording and responding to feedback
- processes to ensure that people are not disadvantaged as a result of making complaints, lodging appeals or providing feedback
- processes for managing complaints may include:
 - a definition or explanation of what constitutes a complaint
 - how the complaint can be made, including formal and informal avenues for making complaints, including anonymously
 - timeframes and steps for responding to a complaint
 - avenues for escalating a complaint
 - how complaints are recorded
 - a method for tracking complaints
 - how the organisation will respect people's right to privacy and confidentiality in managing complaints
 - how the stakeholders will be advised of the outcome of the complaint
 - how feedback, complaints and appeals are reported to the governance body or to the delegated authority
 - how the organisation ensures compliance to any regulatory or legislative requirements for handling complaints
 - how complaints are submitted to funding bodies where required
 - mechanisms to ensure complaints are responded to and dealt with in a timely manner
 - review processes to identify and address any systematic barriers to complaints, appeals and feedback mechanisms
- people using services indicate their willingness to raise complaints directly with the organisation.

Standard 5: Feedback, complaints and appeals

Expected outcome: Effective feedback, complaints and appeals processes that lead to improvements in service delivery.

Context: The organisation listens to people and takes on feedback as a source of ideas for improving services and other activities. It includes the way the organisation responds to complaints from people using services and their right to have complaints fairly assessed and acted upon.

Indicator 5.2: The organisation effectively communicates feedback, complaints and appeals processes to people using services and other relevant stakeholders.

Ways that this indicator can be demonstrated are:

- ensuring people using services are informed of the organisation's feedback, complaints and appeals processes
- processes are in place that maximise access to information about complaints, disputes and feedback processes for all people accessing services including those from diverse stakeholder groups (culture, age etc.)
- training people working in services about complaints processes in order that they:
 - can inform people using services of the process
 - are aware of their roles and responsibilities
 - can follow the policy and procedure of the organisation.

Standard 5: Feedback, complaints and appeals

Expected outcome: Effective feedback, complaints and appeals processes that lead to improvements in service delivery.

Context: The organisation listens to people and takes on feedback as a source of ideas for improving services and other activities. It includes the way the organisation responds to complaints from people using services and their right to have complaints fairly assessed and acted upon.

Indicator 5.3: People using services and other relevant stakeholders are informed of and enabled to access any external avenues or appropriate supports for feedback, complaints or appeals processes and assisted to understand how they access them.

Ways that this indicator can be demonstrated are:

- complaints and appeals information contains details of external complaints processes and this information is readily accessible
- processes for informing people using services of their right to access support when making complaints, lodging appeals or providing feedback
- appropriate support is provided to people using services to assist them to make complaints e.g. communication support such as interpreters
- processes to ensure staff and management refer complaints promptly to external agencies when appropriate (e.g. Queensland Police Service, Adult Guardian, Public Trustee, Commission for Children and Young People and Child Guardian and the Department of Communities)
- processes for managing complaints and appeals that are unable to be resolved at the organisational level are in place and information is provided to relevant stakeholders about independent complaint resolution bodies
- mechanisms to engage an independent mediator where complaints and appeals remain unresolved
- barriers to the use of the complaints processes by people using services/supports are identified and strategies are put in place to address them (for example, if a support person lives a long way from the location of the service, the statement can be taken by telephone at the organisation's expense).

Standard 5: Feedback, complaints and appeals

Expected outcome: Effective feedback, complaints and appeals processes that lead to improvements in service delivery.

Context: The organisation listens to people and takes on feedback as a source of ideas for improving services and other activities. It includes the way the organisation responds to complaints from people using services and their right to have complaints fairly assessed and acted upon.

Indicator 5.4: The organisation demonstrates that feedback, complaints and appeals processes lead to improvements within the service and that outcomes are communicated to relevant stakeholders.

Ways that this indicator can be demonstrated are:

- information about the complaints management process is delivered to people using services/supports in a manner that highlights management's commitment to continuous improvement
- a process that monitors or tracks proposed improvements resulting from feedback, complaints or appeals (e.g. a quality improvement plan or a complaints register)
- systems for continuous improvement interact with complaints, disputes and feedback processes
- management monitors complaints, appeals and feedback to identify trends or patterns that may indicate systemic problems within the organisation.

Standard 6: Human resources

Expected outcome: Effective human resource management systems, including recruitment, induction and supervisory processes, result in quality service provision.

Context: The organisation has human resource management systems that ensure people working in services (including volunteers) are recruited appropriately and are suitable for their roles within the organisation. Once appointed, people working in the organisation have access to support, supervision, opportunities for training and development and complaint processes.

Indicator 6.1: The organisation has human resource management systems that are consistent with regulatory requirements, industrial relations legislation, workplace health and safety legislation and relevant agreements or awards.

The interpretation of this indicator is that:

- human resources are managed to ensure that adequate numbers of appropriately skilled and trained staff/volunteers are available for the delivery of services to people using services
- buildings and the physical environment where services are delivered are safe
- risks associated with employees' rights and workplace health and safety are managed effectively and in accordance with legislation.

Ways that this indicator can be demonstrated are:

- processes for human resource management are in place that include support of:
 - non-discriminatory human resource practices
 - the application of equal employment opportunity principles
 - the elimination of bullying and harassment
 - the consistent application of awards, collective agreements or contracts
 - safe work practices
 - safe work environment
- organisations ensure compliance to legislative and regulatory requirements for selecting, training and management of staff, including checks such as suitability checks (for Child Safety care services), Working with Children (please refer to Chapter 8 of the *Commission for Children and Young People and Child Guardian Act 2000*) and/or Criminal History Screening.

Service stream specifications

Child Safety:

Services where people work directly with children must meet the requirements of the *Commission for Children and Young People and Child Guardian Act 2000* including that relevant people must hold a current Blue Card or exemption notice.

In addition, organisations falling within the scope of the blue card system are required to implement child and youth risk management strategies which address eight minimum requirements. The purpose of these strategies is to ensure that organisations have appropriate policies and procedures in place to identify and minimise the risk of harm to children and young people in regulated service environments.

Standard 6: Human resources

Expected outcome: Effective human resource management systems, including recruitment, induction and supervisory processes, result in quality service provision.

Context: The organisation has human resource management systems that ensure people working in services (including volunteers) are recruited appropriately and are suitable for their roles within the organisation. Once appointed, people working in the organisation have access to support, supervision, opportunities for training and development and complaint processes.

Indicator 6.2: The organisation has transparent and accountable recruitment and selection processes that ensure people working in the organisation possess knowledge, skills and experience required to fulfil their roles.

Ways that this indicator can be demonstrated are:

- recruitment and selection processes that may include:
 - position descriptions for all roles
 - processes for advertising or promoting available positions
 - merit based selection and recruitment processes
 - processes for appealing recruitment and selection decisions
 - processes for staff leave and backfill arrangements that ensure continuity of service delivery.

Standard 6: Human resources

Expected outcome: Effective human resource management systems, including recruitment, induction and supervisory processes, result in quality service provision.

Context: The organisation has human resource management systems that ensure people working in services (including volunteers) are recruited appropriately and are suitable for their roles within the organisation. Once appointed, people working in the organisation have access to support, supervision, opportunities for training and development and complaint processes.

Indicator 6.3: The organisation provides people working in the organisation with induction, training and development opportunities relevant to their roles.

Ways that this indicator can be demonstrated are:

- induction processes that address mandatory requirements and the knowledge necessary to fulfil a role within the organisation
- qualifying periods and review processes
- identifying and responding to the learning needs of people working in the service
- processes for communicating organisational requirements (e.g. administrative duties, timesheets and record keeping) as well as role specific requirements to staff
- processes for staff to identify, apply for and attend/participate in learning and development opportunities.

Standard 6: Human resources

Expected outcome: Effective human resource management systems, including recruitment, induction and supervisory processes, result in quality service provision.

Context: The organisation has human resource management systems that ensure people working in services (including volunteers) are recruited appropriately and are suitable for their roles within the organisation. Once appointed, people working in the organisation have access to support, supervision, opportunities for training and development and complaint processes.

Indicator 6.4: The organisation provides ongoing support, supervision, feedback and fair disciplinary processes for people working in the organisation.

Ways that this indicator can be demonstrated are:

- supervision processes for people working in services
- performance management processes
- debriefing processes for staff
- strategies to promote and encourage staff/volunteer retention
- monitoring processes for sub-contracted/brokered staff
- processes to support volunteers to do their jobs well and safely
- demonstrated adherence to current industrial legislative requirements in regard to disciplinary processes, including discipline for specific breaches of conduct, demotion and dismissal.

Standard 6: Human resources

Expected outcome: Effective human resource management systems, including recruitment, induction and supervisory processes, result in quality service provision.

Context: The organisation has human resource management systems that ensure people working in services (including volunteers) are recruited appropriately and are suitable for their roles within the organisation. Once appointed, people working in the organisation have access to support, supervision, opportunities for training and development and complaint processes.

Indicator 6.5: The organisation ensures that people working in the organisation have access to fair and effective systems for dealing with grievances and disputes.

The interpretation of this indicator is that:

- all staff have the right to raise grievances and disputes under a system of natural justice with no fear of retributive action
- access to departmental review processes is assured.

Ways that this indicator can be demonstrated are:

- processes for grievances and disputes may include:
 - making staff aware of their right to raise grievances and to have disputes resolved
 - making staff aware of their right to access support when involved in grievances and/or disputes
 - ensuring stakeholders are informed of the outcomes of grievances and/or disputes where appropriate
 - how the organisation will maintain and respect people's right to privacy and confidentiality in managing grievances and disputes
 - access to employee assistance programs that provide counselling and/or other services
 - processes for engaging external grievance investigation companies who can provide an objective investigation into grievances if required.

