



HUMAN SERVICES

Quality Framework

User Guide – Certification

Quality guidelines and evidence requirements for organisations required to achieve HSQF certification

Version 6.0



Queensland
Government

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- staff from non-government organisations
- peak body representatives
- representatives from certification bodies
- staff from the following Queensland Government departments:
 - Department of Communities, Disability Services and Seniors
 - Department of Child Safety, Youth and Women
 - Queensland Health.

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Section 1 – Overview

The Human Services Quality Framework (the HSQF) is a system for assessing and improving the quality of human services.

The HSQF incorporates:

- a set of quality standards, known as the Human Services Quality Standards (the standards), which cover the core elements of human service delivery
- an assessment process to measure the performance of service providers against the standards (through independent third-party certification, self-assessment or recognition of accreditation under another approved quality system)
- a continuous improvement framework, which supports the participation of people who use services in quality improvement.

The HSQF applies to a range of human service organisations described below and set out in more detail in the current published version of the Framework available on the HSQF page of the Department of Communities, Disability Services and Seniors (DCDSS) website:

- Organisations funded to deliver human services under Service Agreements, or other specified arrangements, with the Department of Communities, Disability Services and Seniors (DCDSS) and the Department of Child Safety Youth and Women (DCSYW)¹.
- Organisations funded to deliver child protection placement services in-scope of licensing under an Individual Client Service Agreement with DCSYW (Child Related Costs Placement and Support (CRC-PAS)).
- Disability services delivered directly by DCDSS (please refer to the *HSQF User Guide – Certification - Disability Services Supplement* for all mandatory service requirements)
- Organisations that have been advised by Queensland Health they can use HSQF certification to meet quality requirements for Queensland Health.
- Other organisations where approved by the HSQF team and, if relevant, the Queensland Government department funding the human service delivery.

Rationale underpinning the HSQF

The HSQF was developed by the Queensland Government in collaboration with the non-government sector to increase consistency in service quality, ensure public confidence in service delivery and maintain important safeguards for people who use services. It is designed to reduce duplication and red tape for human service organisations seeking to demonstrate continuous quality improvement thus allowing those organisations to focus their resources on service provision.

The standards which underpin the HSQF are based on the following principles:

- **Respecting human rights** – services are planned and delivered in a manner that respects and has regard for the individual’s human rights, in keeping with the United Nations Universal Declaration of Human Rights and the *Human Rights Act 2019*.
- **Social Inclusion** – services are planned and delivered to promote opportunities for people to be included in their communities

¹ “Other specified arrangements” may include contracts where the organisation has been notified of the need to implement and demonstrate compliance with HSQF. There are a small number of Service Agreements where the HSQF does not apply e.g. for products or assets.

- **Participation** – people using services are included in decision-making about the service they receive
- **Choice** – people using services have the opportunity to make choices about the services, and where and how they receive them, within available resources.

This guide

This guide outlines the requirements for organisations required to achieve external certification against the Human Services Quality Standards². It includes the following:

- mandatory evidence requirements that all organisations need to meet (Section 4)
- additional mandatory evidence requirements relevant to specific services such as child protection placement services and domestic and family violence services (Section 4)
- suggestions of evidence that an organisation may use to help demonstrate conformance with a standard (Section 4, below each mandatory evidence table)
- a list of, and links to, relevant legislation, policies and resources relevant to specific services (Appendix A)
- a glossary of terms and definitions (Appendix B).

Additional mandatory evidence requirements relevant to specific disability services are found in the *HSQF User Guide – Certification - Disability Services Supplement*.

Definitions

In this guide, the following terms are used:

Audit	Assessment by a third-party auditor/certification body of an organisation's performance against the standards.
HSQF team	The Queensland Government team, located in DCDSS, that is responsible for administering the HSQF.
Organisation	The legal entities that deliver publicly funded human services including organisations funded by a Queensland Government department. Organisation may also be used interchangeably with human service organisation, non-government organisation (NGO), funded organisation, provider or supplier.
Quality pathway	Quality pathway, or demonstration method, is the method that a human service organisation uses to demonstrate that it is complying with the requirements contained within the standards. Quality pathway may be used interchangeably with demonstration method.
Services stream	A broad category of service delivery in-scope of the HSQF such as, but not limited to, Community and Seniors Services, Child and Family Services and Disability Services.
Service/service type	A care support activity. Service types are listed by service stream in Part 3 of the Human Services Quality Framework document.

² Certification against the standards is one of the three quality pathways under the HSQF. Further information about the HSQF quality pathways for demonstrating compliance against the standards are outlined in *Human Services Quality Framework*. There is a separate *HSQF User Guide – Self-Assessable Organisations* for organisations that are only required to undertake a self-assessment against the Human Services Quality Standards.

How to use this guide

Organisations are encouraged to use the guide when developing quality systems and processes that shape their service delivery. Independent third-party auditors (also known as assessors) also use this guide when assessing an organisation's compliance with the indicators for each standard.

Note: The guide reflects current legislative, policy and departmental requirements and may be updated from time to time to reflect changes in legislation, departmental and/or funding requirements. A version control register and log of changes is available on DCDSS's website at www.communities.qld.gov.au/hsqf

For disability services, please use this guide in conjunction with the [HSQF User Guide – Certification - Disability Services Supplement](#).

How this guide relates to other key documents

Human service organisations should be aware of relevant legislation, regulations, policies, program guidelines and other requirements specific to the services being provided. Service streams will have requirements specific to the types of services delivered, including how services are delivered, who can access services, referral processes, planning and support requirements and critical incident and harm reporting processes. These requirements are detailed in a number of key documents which should be considered in conjunction with this guide.

Key documents include but are not limited to:

Key documents to be read in conjunction with this guide	Applies to:
Human Services Quality Framework	All organisations in-scope of the HSQF
Guide to Self-Assessment and Continuous Improvement – certification	New organisations coming into scope of HSQF certification that need to complete a self-assessment against the standards prior to their certification audit.
Service Agreements including: <ul style="list-style-type: none"> • Service Agreement – Standard Terms and Conditions • Service Agreements – Funding and Service Details • Funding Schedule 	All organisations in scope of HSQF receiving Queensland Government funding. Certification is a contractual obligation where a Service Agreement, contract, variation or notification under that agreement or contract specifies the requirement to achieve and maintain HSQF certification
Investment Specifications	Organisations receiving funding from DCSYW and/or DCDSS under an investment specification.
Organisation Level Licensing Manual for non-government organisations providing family based and non-family based care services	Licensed care services for children or young people in the custody of guardianship of the Chief Executive of DCSYW.

Licensing of care services

Under the *Child Protection Act 1999*, services providing care to children or young people in the custody or guardianship of the Chief Executive of DCSYW are required to be licensed. The purpose of licensing is to ensure that the care provided meets section 122 *Child Protection Act 1999* (the Statement of Standards).

An independent audit conducted against the full set of the Human Services Quality Standards (known as a certification or recertification audit) is used in the licensing process to meet the legislative requirement for independent advice to assist DCSYW in deciding a licence application³. A mid-term maintenance audit conducted approximately 18 months after initial certification or recertification against a sample of the standards may also replace a scheduled Licence Monitoring Inspection for non-family based services where the HSQF maintenance audit is conducted 3 months before or after the date of the scheduled inspection.

Many of the mandatory requirements for child safety placement services outlined in this guide relate to licensing requirements that are set out in the *Child Protection Act 1999* and the *Child Protection Regulation 2011*. The requirement to achieve and maintain certification against the standards is a condition of an organisation's Licence to Provide Care Services.

Further information regarding DCSYW's processes for licensing care services is available from: www.csyw.qld.gov.au/about-us/partners/child-family/child-safety-licensing.

Further information

This guide is part of a suite of resources developed for the HSQF available on the HSQF website at: www.communities.qld.gov.au/hsqf.

Further enquiries about all aspects of the HSQF, including information about tools and resources to support your organisation to meet the requirements of the standards, can be directed to the HSQF team.

Telephone: 1800 034 022

Email: hsqf@communities.qld.gov.au

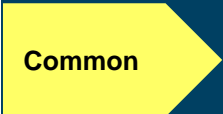
Website: www.communities.qld.gov.au/hsqf

³ *Child Protection Regulation 2011 - Part 3 Regulation of Care - Division 1 Licensing of Care Services - 4 Independent evaluation for grant or renewal of licence*

Section 2 – Structure of the User Guide




The guide outlines the title, expected outcome, context and individual indicators of each standard and where necessary, includes an interpretation of the individual indicator. The guide sets out **mandatory evidence requirements** which are common and apply to all organisations (common) and additional requirements that are specific to particular service streams and/or services (service specific). **All mandatory requirements (both common and service specific) must be evidenced by the organisation in order to meet the standards.**



The guide also includes examples of evidence to assist organisations assess their performance against each indicator and identify areas for improvement, as relevant to the type of services delivered and the size and structure of the organisation.

Standard title:	Summarises the focus of the standard
Expected outcome:	Summarises the goal of the standard
Context:	Provides information about the setting or circumstances under which the outcome is to be achieved.
Indicator:	A measure of performance which outlines what an organisation needs to demonstrate to meet the standard.
Interpretation:	Provides information on the meaning of the indicator and how it should be considered when developing and implementing a quality system. <i>Note: Not all indicators include an interpretation</i>
Mandatory evidence requirements common to all organisations: 	Outlines the evidence requirements that are common and apply to all organisations funded by the department. These requirements set a benchmark for quality service delivery and are linked to policy, legislation and regulations, contractual obligations and/or quality/safeguarding requirements <i>Note: Not all indicators have mandatory evidence requirements</i>
Additional mandatory evidence requirements for specific services	Additional requirements that are service specific and only apply to particular service streams and/or services. Where an organisation delivers these services, it will need to demonstrate that it meets the relevant indicators. Coloured symbols are used for each service specific area that has particular requirements. These are detailed in the legend on the next page.
Suggestions of ways that an indicator may be demonstrated	Suggestions of processes, systems or practices that an organisation may have in place to help demonstrate how it meets the indicator. These may include policies and procedures, registers, reports and other evidence source such as feedback from people using services, staff and other stakeholders.

Legend of service specific requirements

The table below contains the coloured arrow symbols that are used to show requirements that apply to specific service streams and/or services (service specific requirements).

Symbol	Service specific areas	Description
	<p>Child Protection Placement Services</p> <p><i>Service Stream:</i> Child and Family</p> <p><i>Department:</i> DCSYW</p>	<p>These requirements apply to services funded by DCSYW under the Child Protection Placement Services Investment Specification and providers of child protection placement services in-scope of licensing funded through Child Related Costs Placement and Support (CRC-PAS).</p> <p>Services include family based and non-family based care services for children and young people subject to intervention under the <i>Child Protection Act 1999</i> such as:</p> <p><i>Family based care</i></p> <ul style="list-style-type: none"> • Foster and Kinship Care • Intensive Foster Care <p><i>Non-family based care</i></p> <ul style="list-style-type: none"> • Residential Care • Therapeutic Residential Care • Safe Houses • Supported Independent Living.
	<p>Child Protection Support Services</p> <p><i>Service Stream:</i> Child and Family</p> <p><i>Department:</i> DCSYW</p>	<p>These requirements apply to services funded by DCSYW under the Child Protection Support Services Investment Specification. Services include therapeutic counselling and intensive support services for children and young people in the care of, and post care of the department such as:</p> <ul style="list-style-type: none"> • Counselling and Intervention Support • Sexual Abuse Counselling • Transition to Independence • Educational Support.
	<p>Families</p> <p><i>Service Stream:</i> Child and Family</p> <p><i>Department:</i> DCSYW</p>	<p>These requirements apply to services funded by DCSYW under the Families Investment Specification. Services are provided to families to improve the safety and wellbeing of children in their home and reduce the need for children to enter or re-enter the statutory child protection system. Some services work with families who are already involved in the statutory system. Services include:</p> <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander Family Wellbeing • Assessment and Service Connect • Clinical Nursing Services

Symbol	Service specific areas	Description
		<ul style="list-style-type: none"> • Family and Child Connect • Family Participation • Intensive Family Support • Secondary and Targeted Family Support • Tertiary Family Support (Family Intervention Services) • Safe Haven.
	<p>Domestic and Family Violence</p> <p><i>Service Stream:</i> Women, Violence Prevention & Youth Services</p> <p><i>Department:</i> DCSYW</p>	<p>These requirements apply to services funded by DCSYW under the Domestic and Family Violence Investment Specification. Services include counselling, support, assessment and information services for people affected by domestic and family violence (includes prevention and early intervention and service system capacity building) such as:</p> <ul style="list-style-type: none"> • Domestic Violence Counselling • Children’s Domestic Violence Counselling • Telephone Services • Aboriginal and Torres Strait Islander Services • Court Based Services • Perpetrator Intervention Programs • Local Domestic and Family Violence Service Systems • Women’s Shelters and Non-Accommodation Support Services • Research.
	<p>Individuals</p> <p><i>Service Stream:</i> Community and Seniors Services</p> <p><i>Department:</i> DCDSS</p> <p>and</p> <p><i>Service Streams:</i> Child and Family Women, Violence Prevention & Youth Services</p> <p><i>Department:</i> DCSYW</p>	<p>These requirements apply to services funded by DCSYW and DCDSS under the Individuals Investment Specification. Services are targeted at vulnerable Queenslanders affected by a crisis, difficult personal issue or trauma and include:</p> <ul style="list-style-type: none"> • Information, advice and referral • Community Support • Counselling • Case management • Financial and material assistance • Assertive Outreach • Rest and Recovery.

<p>Young People</p>	<p>Young People</p> <p><i>Service Stream:</i> Women, Violence Prevention & Youth Services</p> <p><i>Department:</i> DCSYW</p>	<p>These requirements apply to services funded by DCSYW under the Young People Investment Specification. Services connect young people to programs or activities, resources, information, supports and services so they are engaged and participate positively and proactively in their communities. Services include:</p> <ul style="list-style-type: none"> • Information, advice and referral • Support and Case management • Community support • Transition to independence.
<p>Disability Services</p>	<p>Disability Services</p> <p><i>Department:</i> DCDSS</p> <p>Refer to <i>HSQF User Guide – Certification - Disability Services Supplement</i> for all mandatory disability service requirements</p>	<p>These requirements apply to disability services funded by or delivered directly by DCDSS. The services are targeted at people with a disability and include:</p> <ul style="list-style-type: none"> • Accommodation support services • Community support services • Community access • Respite services • Advocacy • Information, referral and alternative forms of communication • Other Supports.
<p>Mental Health</p>	<p>Mental Health Services</p> <p><i>Department:</i> Queensland Health</p>	<p>These requirements apply to mental health services funded by Queensland Health. These services include:</p> <ul style="list-style-type: none"> • Individual Support and Rehabilitation • Group Support and Rehabilitation • Individual Peer Work • Group Based Peer Work • Individual Carer Support • Group Carer Support • Other Residential Services • Suicide Prevention – Individual Support and Rehabilitation.

Section 3 – Human Services Quality Standards (HSQS)

Standard		Indicator	
1	Governance and Management Sound governance and management systems that maximise outcomes for stakeholders	1.1	The organisation has accountable and transparent governance arrangements that ensure compliance with relevant legislation, regulations and contractual arrangements.
		1.2	The organisation ensures that members of the governing body possess and maintain the knowledge, skills and experience required to fulfil their roles.
		1.3	The organisation develops and implements a vision, purpose statement, values, objectives and strategies for service delivery that reflect contemporary practice.
		1.4	The organisation's management systems are clearly defined, documented and monitored and (where appropriate) communicated including finance, assets and risk.
		1.5	Mechanisms for continuous improvement are demonstrated in organisational management and service delivery processes.
		1.6	The organisation encourages and promotes processes for participation by people using services and other relevant stakeholders in governance and management processes.
		1.7	The organisation has effective information management systems that maintain appropriate controls of privacy and confidentiality for stakeholders.
2	Service Access Sound eligibility, entry and exit processes facilitate access to services on the basis of relative need and available resources	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.
		2.2	The organisation has processes to communicate, interact effectively and respond to the individual's decision to access and/or exit services.
		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.
3	Responding to Individual Need The assessed needs of the individual are being appropriately addressed and responded to within resource capacity	3.1	The organisation uses flexible and inclusive methods to identify the individual strengths, goals and aspirations of people using services.
		3.2	The organisation formulates service delivery that respects and values the individual (e.g. identity, gender, sexuality, culture, age and religious beliefs).
		3.3	The organisation ensures that services to the individual/s are delivered, monitored, reviewed and reassessed in a timely manner.

Standard		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.
		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.
4	Safety, Wellbeing and Rights The safety, wellbeing and human and legal rights of people using services are protected and promoted	4.1	The organisation provides services in a manner that upholds people's human and legal rights.
		4.2	The organisation proactively prevents, identifies and responds to risks to the safety and wellbeing of people using services.
		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.
		4.4	People using services are enabled to access appropriate supports and advocacy.
		4.5	The organisation has processes that demonstrate the right of the individual to participate and make choices about the services received.
5	Feedback, Complaints and Appeals Effective feedback, complaints and appeals processes that lead to improvements in service delivery	5.1	The organisation has fair, accessible and accountable feedback, complaints and appeals processes.
		5.2	The organisation effectively communicates feedback, complaints and appeals processes to people using services and other relevant stakeholders.
		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 and assisted to understand how they access them.
		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.
6	Human Resources Effective human resource management systems, including recruitment, induction and supervisory	6.1	The organisation has human resource management systems that are consistent with regulatory requirements, industrial relations legislation, work health and safety legislation and relevant agreements or awards.
		6.2	The organisation has transparent and accountable recruitment and selection processes that ensure people working in the organisation possess the knowledge, skills and experience required to fulfil their roles.

Standard		Indicator	
	processes, result in quality service provision.	6.3	The organisation provides people working in the organisation with induction, training and development opportunities relevant to their roles.
		6.4	The organisation provides ongoing support, supervision, feedback and fair disciplinary processes for people working in the organisation.
		6.5	The organisation ensures that people working in the organisation have access to fair and effective systems for dealing with grievances and disputes.

Section 4 – Conformance Requirements

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

Interpretation of this indicator

- Systems and processes used to ensure compliance with legislation regulation, contracts and policy may vary depending on the purpose, size and structure of the organisation and its governance and management arrangements.

As a part of meeting Indicator 1.1, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- Governance arrangements are documented, implemented, reviewed and communicated to stakeholders.
- Governance and management processes promote an organisational culture that respects and protects human rights consistent with the requirements of the *Human Rights Act 2019*.
- Documented and implemented processes to ensure compliance with legislative, regulatory, policy and contractual requirements that apply to the organisation, including:
 - reporting misconduct (alleged and actual) to the relevant authority
 - notifying reportable incidents (e.g. critical incidents)⁴
 - ensuring that subcontracting or brokerage arrangements are consistent with legislative and contractual obligations⁵
 - implementing a conflict of interest policy
 - ensuring that recordkeeping practices meet legislative and contractual

⁴ Reportable incidents includes: critical incidents, Deaths in Care, major incidents or intervening events as defined in the *Service Agreement – Standard Terms* that applies to organisations funded by the Queensland Government

⁵ For organisations funded by Queensland Government the *Service Agreement – Standard Terms* requires organisations to seek prior written consent from the relevant department before subcontracting the whole or part of their funded service obligations under the Service Agreement (Clause 22).

	<p>obligations⁶</p> <ul style="list-style-type: none"> meeting reporting obligations⁷.
<p>Child Protection Placement Services, Child Protection Support Services and services to Families</p> <p>Child Protection Placement Services</p> <p>Child Protection Support Services</p> <p>Families</p>	<p>Child Protection Placement Services, Child Protection Support Services and services to Families</p> <p><input checked="" type="checkbox"/> Governance and management processes promote the principles and requirements of the <i>Child Protection Act 1999 and Child Protection Regulation 2011</i> including that the safety, wellbeing and best interests of the child, both through childhood and for the rest of the child's life, are paramount.</p> <p>Additional requirement for all Placement Services</p> <p><input checked="" type="checkbox"/> Where funding is provided under a Service Agreement, documented and implemented processes to ensure compliance with the licensing requirements set out in the <i>Service Agreement – Funding and Service Details Community Services and Child Safety</i>.</p> <p><input checked="" type="checkbox"/> Organisations been granted a care service licence can demonstrate how authority is conveyed to the nominee⁸ and to director(s) or similar persons responsible for the service's operations to the child or young person.</p> <p><input checked="" type="checkbox"/> Organisations granted a care service licence have implemented systems and processes that ensure the licensee's adherence to the conditions listed on the licence (note: specific requirements for suitability and screening obligations are separately addressed in Standards 4 and 6).</p>
Domestic & Family Violence	<p>Perpetrator Intervention Programs</p> <p><input checked="" type="checkbox"/> Governance and management processes promote the principles and requirements of section 68-75 <i>Domestic and Family Violence Protection Act 2012</i>.</p>
Mental Health	<p><input checked="" type="checkbox"/> Governance and management processes promote the principles of Recovery Oriented Mental Health Practice.</p>

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Constitution, terms of reference or equivalent guiding documents that outline how the governing body operates, including meeting and reporting arrangements
- Charter or Statement of service user rights (such as human rights) and responsibilities

⁶ For organisations funded by the Queensland Government refer to the *Service Agreement – Standard Terms and Service Agreement – Funding and Service Details* for details and definitions of requirements.

⁷ Reporting obligations and platforms vary – For organisations funded by the Queensland Government examples include: NMDS reporting, Directors' Certification of expenditure, audited financial statement, and performance and outcomes measurement reporting; and reporting platforms include OASIS, BIS, Service User Management System

⁸ See section 130 *Child Protection Act 1999* for the nominee responsibilities.

- Processes that support good governance (such as policies that specify meeting and reporting arrangements, governing body manual, duty statement of governing body and committee members, delegations policy and procedures, processes for reporting and monitoring conflicts of interest)
- Processes for advising relevant authorities/funding bodies of changes to membership of the governing body
- Processes for reviewing breaches of legislative, regulatory and contractual obligations and taking relevant action
- Where services are subcontracted, processes ensure that the subcontractor meets the HSQF and other contractual responsibilities applicable to the service being subcontracted.
- Systems which identify relevant legislation, regulatory and contractual obligations and applicable policies and guidelines (such as subscriptions to databases and/or membership of organisations that provide legal compliance information, internal reviews, legal compliance register or schedule)
- Publications (e.g. Annual Reports) include information about organisational performance
- Records of reporting to the governing body enabling it to fulfil its functions (such as financial, compliance, risk, service delivery, incidents and human resource management)
- Records of governing body meetings (such as agendas, minutes and attendance register)
- Records of Board consideration of human rights as part of decision making processes
- Conflict of Interests Register
- Records of updates to policies and procedures in response to changes to relevant legislation, regulatory and contractual obligations and applicable policies and guidelines
- Records of external audits and internal reviews demonstrating compliance with legislative, regulatory and contractual requirements
- Records of review and appropriate action in response to breaches of legislative, regulatory and/or contractual obligations
- Members of the governing body can describe their obligations under relevant legislation

Queensland Community Support Scheme services:

- For funded organisations that have brokerage arrangements in place, processes ensure that the brokerage funds adhere to the Queensland Community Support Scheme (QCSS) Practice manual and brokerage guidelines.
- Where services are subcontracted, processes ensure that the subcontractor meets the HSQF and other contractual responsibilities applicable to the service being subcontracted.

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.

As a part of meeting Indicator 1.2, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common	<ul style="list-style-type: none">☑ Processes which ensure that members of the governing body have the knowledge, skills and experience required to fulfil their roles and govern effectively are documented, implemented and reviewed.☑ Members of the governing body undergo induction relevant to their responsibilities and duties.
Child Protection Placement Services	<ul style="list-style-type: none">☑ Implemented processes which ensure members of the governing body are aware of the organisation's obligation to provide care services in accordance with:<ul style="list-style-type: none">• the <i>Statement of Standards</i> (section 122 <i>Child Protection Act 1999</i>)• the principles and requirements of the <i>Child Protection Act 1999</i> and <i>Child Protection Regulation 2011</i>• relevant DCSYW policies⁹• requirements set out in the <i>Child Protection (Placement Services) Investment Specification</i> and/or <i>Individual Client Service Agreement</i> specifications, whichever is relevant.
Families	<ul style="list-style-type: none">☑ Implemented processes which ensure members of the governing body are aware of the organisation's obligation to provide family support services in accordance with the requirements in the <i>Families Investment Specification</i> and relevant service guidelines¹⁰.

⁹ Refer to policies, program descriptions and *Child Safety Practice Manual* references listed in *Appendix A* for Child Safety Care Services as relevant to the types of services provided.

¹⁰ As relevant to the services being provided, includes the *Family and Child Connect (FACC) Service Model and Guidelines*, the *Intensive Family Support (IFS) Service Model and Guidelines* and the *Assessment and Service Connect Operational Policy Guidelines*.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures for the election and induction of members of the governing body
- Processes for nomination, election and appointment of members of the governing body reflect the legal obligations of the organisation, or in the absence of legal obligations, contemporary business practices
- Processes for identifying or addressing any gaps in the skills, knowledge or experience required of members of the governing body
- Processes for induction, training and providing information to members of the governing body (such as manuals, Board portal, in house training, external governance training, meetings with relevant stakeholders such as a funding body contract manager)
- Records of election/appointment processes
- Records of skills training for members of the governing body
- Evidence of skill development in cultural safety and practice
- Human rights are embedded in position descriptions and performance reviews for governing body members
- Members of the governing body can describe their responsibilities and duties as relevant to the organisation's business structure (e.g. evidence that members of the governing body for a company limited by guarantee are aware of their responsibilities as a Company Director)
- Members of the governing body can describe the organisation's responsibilities under the *Human Rights Act 2019*.

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.

As a part of meeting Indicator 1.3, organisations must also demonstrate the relevant service specific requirements detailed below

<p>Common</p>	<p><i>There are no mandatory common evidence requirements for this indicator</i></p>
<p>Child Protection Placement Services</p>	<p><input checked="" type="checkbox"/> The organisation’s structure, purpose, vision and values, objectives and strategies for service delivery are consistent with and support:</p> <ul style="list-style-type: none"> • the provision of care services in a manner that is consistent with the <i>Statement of Standards</i> (section 122 <i>Child Protection Act 1999</i>) • the principles and requirements of the <i>Child Protection Act 1999 and Child Protection Regulation 2011</i> • relevant DCSYW policies¹¹ • requirements as set out in the <i>Service Agreement – Funding and Service Details, Child Protection (Placement Services) Investment Specification, and/or Individual Client Service Agreement</i>, whichever is relevant • provision of services in a manner that promotes the safe care and connection of Aboriginal and Torres Strait Islander children and young people, including the <i>Additional principles for Aboriginal and Torres Strait Islander Children</i> (section 5C <i>Child Protection Act 1999</i>).
<p>Child Protection Support Services</p>	<p><input checked="" type="checkbox"/> The organisation’s structure, purpose, vision and values, objectives and strategies for service delivery are consistent with and support the provision of services in a manner that promotes the safe care and connection of Aboriginal and Torres Strait Islander children and young people, including the <i>Additional principles for Aboriginal and Torres Strait Islander Children</i> (section 5C <i>Child Protection Act 1999</i>).</p>

¹¹ Refer to policies, program descriptions and *Child Safety Practice Manual* references listed in *Appendix A* for Child Safety Care Services as relevant to the types of services provided by the organisation

<p>Families</p>	<p>☑ The organisation’s structure, purpose, vision and values, objectives and strategies for service delivery are consistent with and support:</p> <ul style="list-style-type: none"> • requirements set out in the <i>Service Agreement – Funding and Service Details</i>, including the <i>Families Investment Specification</i> and relevant service guidelines¹² • provision of services in a manner that promotes the safe care and connection of Aboriginal and Torres Strait Islander children and young people, including the <i>Additional principles for Aboriginal and Torres Strait Islander Children</i> (section 5C <i>Child Protection Act 1999</i>).
<p>Domestic & Family Violence</p>	<p>☑ The organisation’s structure, purpose, vision and values, objectives and strategies for service delivery are consistent with, and support the requirements, set out in the <i>Service Agreement – Funding and Service Details</i>, including the <i>Domestic and Family Violence Investment Specification</i> and relevant practice standards and guidelines¹³.</p>
<p>Individuals</p>	<p>☑ The organisation’s structure, purpose, vision and values, objectives and strategies for service delivery are consistent with, and support the requirements, set out in the <i>Service Agreement – Funding and Service Details</i>, including the <i>Individuals Investment Specification</i> and relevant service guidelines¹⁴.</p>
<p>Mental Health</p>	<p>☑ The organisation’s structure, purpose and values, objectives and strategies are consistent with, and support the principles of contemporary, recovery oriented mental health practice.</p>

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Key guiding documents such as:
 - Vision, Mission and/or Purpose statement
 - Identified organisational values
 - Strategic, business and/or operational plan
 - Client charter
- Strategies for ensuring that service delivery is informed by contemporary best practice and/or evidence based practice
- Policies and processes for establishing and implementing plans, objectives and strategies required to deliver quality services such as processes for:
 - engaging with community members such as Elders, Aboriginal and Torres Strait Islander

¹² As relevant to the services being provided, includes the *Family and Child Connect (FACC) Service Model, Guidelines* and the *Intensive Family Support (IFS) Service Model and Guidelines* and the *Assessment and Service Connect Operational Policy Guidelines*.

¹³ As relevant to the services being provided including *Practice Standards for Working with Women Affected by Domestic and Family Violence*, *Professional Practice Principles: Working with men who perpetrate domestic and family violence*, *Professional Practice Standards: Working with men who perpetrate domestic and family violence* and *Domestic and Family Violence Information Sharing Guidelines*.

¹⁴ For Sexual Violence Services, *Queensland Government Interagency Guidelines for Responding to People who have Experienced Sexual Assault*

Community Controlled organisations, cultural leaders and key stakeholders in establishing plans and developing performance measures

- measuring performance against established plans
- allocating resources to enable plans to be actioned
- reviewing and evaluating plans
- Records of reporting to the governing body enabling it to fulfil its strategic function
- Members of the governing body can describe the vision, purpose and values of the organisation and how these support the delivery of services consistent with the principles of the relevant guiding legislation/s and the community in which services operate

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.

Interpretation of this indicator is:

- Risk includes strategic and operational, services and activities and work, health and safety risks.

As a part of meeting Indicator 1.4, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- Processes for identifying, assessing and managing risk in order to ensure continuous, safe, responsive and effective services are documented, implemented and reviewed.
- Processes for delegating authority and responsibilities throughout the organisation are documented, implemented, reviewed and communicated to stakeholders.
- Organisations have disaster management and business continuity plans in place and, where relevant, participate in local disaster management planning to assess and support people with vulnerabilities¹⁵.
- Documented and implemented processes which ensure:
 - insurance coverage and/or funded assets are maintained in accordance with requirements (including public liability insurance, contents insurance and comprehensive motor vehicle insurance, as appropriate)
 - financial accountability requirements are met.

Child Protection Placement Services

- The organisation must:
 - have a management structure in place to ensure that decision-making processes and accountability measures ensure that the safety, wellbeing and best interests of a child or young person, both through childhood and for the rest of the child's life, are paramount in accordance with the principles of the *Child Protection Act 1999*
 - demonstrate that where any accommodation is provided directly by the organisation children or young people, the service has a suitable right to occupy premises where the care service operates, in accordance with section 126(h) *Child Protection Act 1999*

¹⁵ Refer to [People with vulnerabilities in disasters: A framework for an effective local response](#)

- demonstrate that if premises are leased by the organisation in order to provide accommodation to children or young people, the person who owns the leased premises is aware that their property is being used as a residential care service.
- ☑ Where an organisation has entered into an *Individual Client Service Agreement (Placement Services)* – it ensures that property is appropriately insured against damages (building and contents).

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Financial management systems which support effective management, accountability, control and ongoing viability such as:
 - financial controls and delegations
 - safeguards to prevent fraud and financial mismanagement
 - budgeting and purchasing records
 - internal and external reporting documents
 - insurance certificates of currency
 - maintenance schedules
 - payroll processes
 - asset management records
 - Systems (e.g. use of risk management registers and/or software) for identifying, managing and monitoring risks (relevant to size of organisation and nature of service delivery) which include as appropriate:
 - services and activities
 - finance
 - work health and safety
 - information management
 - complaints and incidents
 - governance, legal and reputational
 - business continuity and disaster management
 - Processes for managing assets, if applicable, that enable the effective delivery of repairs and maintenance so that assets are well maintained, replaced according to a schedule, and the assets managed by the organisation are protected
 - Process for supporting people using services during and after a disaster that minimise disruption and ensure safety and wellbeing of people in residential/accommodation services
 - Asbestos management plans and removal schedule,
 - Delegations Manual/Register/Schedule which includes provision for managing absences of key personnel and decision makers
- Records of meetings and/or decisions that clearly define responsibilities and timeframes.

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.

There are no mandatory evidence requirements for this indicator

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Continuous improvement framework and/or continuous quality improvement plan
- Systems for regularly monitoring and evaluating the effectiveness of service delivery and governance/management systems and plans
- Processes for engaging people using services in continuous improvement activities (e.g. service delivery planning and evaluation)
- Processes for engaging with key stakeholders on strategies for building cultural competence of the governing body, management and staff
- Processes for regular review of the effectiveness of the governing body such as assessing:
 - effectiveness of meetings
 - adequacy of response time to important issues
 - awareness of responsibilities
 - effectiveness of delegations
 - leadership in strategic direction
 - continuous improvement
- Process for engaging with key stakeholders such as Local Government and Disaster Management Groups to build awareness of local disaster risks and to inform integrated disaster management plans and arrangements
- Tools for seeking feedback from people using services and other relevant stakeholders (such as organisational performance reviews, service delivery and satisfaction surveys)
- Records that evidence regular review of policies and procedures
- Records showing data relevant to the organisation is analysed and used to inform strategic and operational practice/service delivery improvements, including information arising from
 - feedback, complaints and appeals
 - suspected and actual incidents of harm, abuse or neglect of people using services
 - workplace injuries and hazards
 - lessons identified during and after disasters or through disaster management and business continuity exercises.

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.

Interpretation of this indicator is:

- People using services are empowered to express their views about services and service management.
- The requirement and extent of stakeholder participation in governance and management processes will differ and should be appropriate to the organisation and the types of services it delivers (participation of people using services in governance processes is at all times voluntary).

As a part of meeting Indicator 1.6, organisations must demonstrate the common mandatory evidence requirements detailed below

Common

- Evidence that the community in which the organisation's service operates is understood and engaged with, and that this understanding is reflected in service planning and development activities.
- Evidence that the organisation promotes culturally safe and accessible services for Aboriginal and Torres Strait Islander peoples and for people from culturally and linguistically diverse backgrounds.
- Where the target group for services is Aboriginal or Torres Strait Islander people, the organisation can demonstrate that meaningful community consultation has taken place, as relevant to the needs of people using services.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Vision, mission/purpose/values and/or other guiding documents reflect a commitment to cultural diversity and culturally appropriate responses (e.g. a commitment to delivering culturally safe services to Aboriginal and Torres Strait Islander peoples)
- Strategies and processes that support participation by people using services and other stakeholders for example:
 - encouraging people using services to participate in management and service planning, development, delivery and evaluation, where relevant
 - developing relationships or agreements with relevant stakeholders
 - providing a variety of ways in which people using services can provide feedback regarding

- service management or governance processes
- opportunities for people using services and relevant stakeholders to attend or contribute to management/ governance meetings
 - consultation with community stakeholders (such as community members, multi-cultural organisations, Elders, Aboriginal and Torres Strait Islander Community Controlled organisations, Independent Aboriginal and Torres Strait Islander Entities)
 - Records of service planning/evaluation meetings show participation by people using services and relevant stakeholders.
 - Records of agreements with relevant stakeholders (such as preferred supplier relationships, memoranda of understanding)
 - Records of feedback processes (e.g. results from surveys and feedback forms)
 - Feedback from people using services and/or stakeholders (such as family, carers, kin, advocates, decision makers, guardians, referral agencies) confirms opportunities for participation in governance and management processes

Services for Aboriginal and Torres Strait Islander people:

- Aboriginal and Torres Strait Islander communities and Elders participate in strategic planning processes and service delivery planning
- Aboriginal and/or Torres Strait Islander people are supported to hold governing body and/or senior management positions

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.

Interpretation of this indicator:

- Information management requirements are identified, including how information is maintained, stored, shared and destroyed in accordance with information privacy and confidentiality obligations¹⁶.
- Information includes: records (e.g. minutes of meetings, completed forms); files (e.g. people using services and staff); and knowledge (this includes knowledge which is informally gathered).

As a part of meeting Indicator 1.7, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- Documented and implemented processes for aligning information management systems with privacy legislation and relevant privacy principles¹⁷.
- Evidence that people using services have been made aware of their right to access and amend personal information held by the organisation under the applicable privacy legislation and/or privacy principles.
- Documented and implemented processes for responding to privacy breaches and where required, reporting to the relevant authority in accordance with applicable legislation¹⁸.

Applies to organisations under a Service Agreement with a Queensland Government department

- Evidence that the organisation¹⁹:
 - is aware that it is bound to comply with the requirements of *Information*

¹⁶ It is noted that the *Human Rights Act 2019* includes a right to privacy which is broader in scope than information privacy. This indicator deals with the obligations under the *Information Privacy Act 2009*, but broader human rights obligations also apply.

¹⁷ Organisations should be guided by their own legal advice in relation to their obligations. Organisations may have obligations under Queensland and/or Commonwealth privacy legislation. Organisations should note that the obligations under the Queensland *Information Privacy Act 2009* will prevail in relation to documents that are held or generated in connection with the services funded by a Queensland Government department. Refer to the [Office of Information Commissioner Queensland website](#) for guidance about Queensland information privacy law and practice. Useful information may also be available on the [Office of the Australian Information Commissioner website](#).

¹⁸ Privacy breaches relating to services funded by a Queensland Government department must be reported to the relevant department as required under the Service Agreement. See also [Notifiable Data Breaches Scheme](#) reporting requirements under the *Privacy Act 1988* (C'wth). Although the scheme does not apply to Queensland Government agencies, it may provide useful guidance about when it is appropriate to notify affected persons about a privacy breach.

¹⁹ For Queensland Government funded organisations refer to the [Office of Information Commissioner Queensland website](#). Queensland Government funded organisations may find relevant information in the DCSYW fact sheet: [Obligations of Contracted Service Providers - Information Privacy Act 2009](#)

	<p><i>Privacy Act 2009 (Qld)</i></p> <ul style="list-style-type: none"> ensures that people working in or for the organisation understand their obligations around the management and overseas transfer of personal information as provided by that Act²⁰
<p>Child Protection Placement Services</p>	<ul style="list-style-type: none"> Information obtained during the operation of a care service under the <i>Child Protection Act 1999</i> is treated confidentially, in accordance with requirements of the Act and DCSYW's <i>Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children</i>. For licensed care services, the organisation's records are kept in accordance with section 7 <i>Child Protection Regulation 2011</i> for each child receiving a care service. Evidence the organisation (where funded under a Service Agreement) maintains records and files relating to children and young people subject to intervention under the <i>Child Protection Act 1999</i> in accordance with the requirements of the <i>Service Agreement – Funding and Service Details</i>. Documented and implemented processes for managing security of sensitive information relating to children and young people in care which addresses both internal and external information technology and systems risks and the controls in place to address risk. Where services are provided under a funding arrangement with DCSYW, records of services provided to children and young people who are subject to the <i>Child Protection Act 1999</i> are managed in accordance with DCSYW's <i>Recordkeeping Guide for Funded Non-Government Organisations</i>.
<p>Child Protection Support Services</p> <p>Families</p>	<ul style="list-style-type: none"> Documented and implemented processes for ensuring that records or files of children or young people subject to intervention under the <i>Child Protection Act 1999</i> are maintained in accordance with requirements of the <i>Service Agreement – Funding and Service Details</i>. Information obtained when providing services under or in relation to the <i>Child Protection Act 1999</i> is treated in accordance with requirements of the Act and DCSYW's <i>Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children</i>. Documented and implemented processes for managing security of sensitive information relating to children and young people in care which addresses both internal and external information technology and systems risks and the controls in place to address risk. Where services are provided under a funding arrangement with DCSYW, records of services provided to children and young people who are subject to the <i>Child Protection Act 1999</i> are managed in accordance with DCSYW's <i>Recordkeeping Guide for Funded Non-Government Organisations</i>.

²⁰ In relation to the requirements of the *Information Privacy Act 2009* in conjunction with the Service Agreement, DCSYW does not consent to records relating to children in care being stored or transferred overseas, including overseas servers or cloud based storage overseas.

Assessment and Service Connect and Family and Child Connect²¹:

- ☑ Documented and implemented processes for ensuring that families are advised of the requirement to provide informed consent to accept support (including information sharing with other service providers that can assist them) and of the option of limiting or not permitting information sharing with particular services or organisations.
- ☑ Documented and implemented processes for ensuring consent based engagement when working with families²².
- ☑ Privacy notices that inform clients that information may be shared with DCSYW in certain circumstances, including where a child has been harmed or may be at risk of harm, and for contract management or evaluation purposes.

- ☑ Documented and implemented processes for sharing client related information, including without consent, in accordance with Part 5A of the *Domestic and Family Violence Protection Act 2012* and *Domestic and Family Violence Information Sharing Guidelines* (May 2017) to assess and manage risk for victims and hold perpetrators to account.

All Domestic and Family Violence Services that work with female service users:

- ☑ Documented and implemented processes for ensuring compliance with the privacy and confidentiality requirements set out in *Principle 5: Confidentiality* of the *Practice Standards for Working with Women Affected by Domestic and Family Violence*.

Perpetrator Intervention Programs:

- ☑ Evidence the organisation complies with the privacy and confidentiality requirements set out in *Professional Practice Standards for Working with men who perpetrate domestic and family violence*.
- ☑ Evidence of a signed waiver by the service user, enabling the disclosure of information to relevant advocate agencies to prioritise the safety of people who have experienced domestic and family violence²³.

Women's Shelters:

- ☑ Where electronic surveillance technology (e.g. security cameras) are installed, the organisation has:
 - obtained the necessary approvals prior to installation, including ensuring that footage is limited as much as possible (e.g. does not encroach on neighbouring properties and does not capture people in circumstances where they may expect privacy) documented and implemented processes to guide the collection, use, storage, retrieval of images and disclosure of

²¹ Also known as Community Based Intake and Referral services.

²² Refer to [Families Investment Specification](#)

²³ Refer to Section 3.1.1 *Professional Practice Standards for Working with men who perpetrate domestic and family violence*.

footage, to ensure the privacy of personal information collected during surveillance activities as far as possible, and

- signage alerting people to the fact that cameras are in use.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Privacy policy and procedures addressing information management, privacy and confidentiality requirements, retrieval, archiving and disposal of records, and records management generally
- Privacy Impact Assessment²⁴ processes
- Processes for maintaining information security, including document preservation, protection from accidental loss and damage, restricted access to building(s), rooms and filing cabinets (e.g. paper-based files are kept in a secure, lockable area and physical access audits are conducted by the organisation)
- Processes for advising clients about how their information may be used and disclosed (e.g. message on phone line; notices on forms; script for staff)
- Processes for providing person with access to information about them, to the extent possible without disclosing third party information
- Processes for enabling access to information for business purposes and recording amendments to personal information to ensure it remains accurate, relevant, complete, up to date and not misleading
- Processes in place for sharing personal information with other entities (such as obtaining signed informed consents, understanding and providing information about the privacy practices of third parties with which personal information is shared)
- Electronic storage systems and email accounts have appropriate security mechanisms such as access audit trails, password protection, lock screen functions and data encryption, ensuring the integrity, security, privacy and confidentiality of information held on those systems, Portable or removable electronic devices (e.g. iPads, laptops, smartphones, USB drives) are adequately protected, including password protection and data encryption Information supported by cloud based technology (e.g. web portals and webmail services) is adequately protected against loss, unauthorised access, use, modification or disclosure, or other misuse; and does not involve overseas transfer
- Where electronic monitoring²⁵ is in use (e.g. disability accommodation services, women's shelters), the organisation has documented and implemented processes to guide its usage, storage, retrieval of images and obtaining informed consent from people using services and other relevant stakeholders, and signage is in place advising people that cameras are in use
- Processes for dealing with privacy complaints
-
- Records of informed consent for the collection, use and disclosure of personal information from

²⁴ See [Guide to undertaking Privacy Impact Assessments](#)

²⁵ Electronic monitoring refers to the process for capturing audio, visual, positional or other information about a person using electronic methods. Refer to Office of Public Advocate (Qld) [Electronic Monitoring Factsheet - Information for accommodation support providers and support staff](#)

- people using services and other relevant stakeholders
- Records of investigation and reporting of privacy/data breaches (e.g. notifying the department, affected individuals and external agencies)
 - Records (such as staff files, training registers/databases) show that staff and volunteers have been made aware of relevant policies and procedures relating to information management, privacy and confidentiality, retrieval, archiving and disposal of records, and records management generally, including where relevant, the *Domestic and Family Violence Information Sharing Guidelines*
 - Feedback from people using services and relevant stakeholders confirm the organisation maintains privacy and confidentiality controls, as appropriate to the services delivered
 - Feedback from staff demonstrates they are aware of relevant policies and procedures relating to information management, privacy and confidentiality, retrieval, archiving and disposal of records, and records management

Organisations providing services to children and young people in care:

- Records are maintained in accordance with the [Record keeping guide for funded non-government organisations](#)

Service providers covered by the information sharing provisions of the *Child Protection Act 1999*:

- Policies/procedures/protocols to support sharing of information covered by the *Child Protection Act 1999* in accordance with DCSYW's *Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children*, including:
 - how information should be stored and secured
 - how, when and what information can be shared
 - who information can be shared with
 - processes for seeking consent for sharing information
 - processes for sharing information without consent where it is in the best interests of the child or young person, and it is not safe, possible or practical to obtain consent

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.

- Eligibility, entry and exit processes will vary depending on the type of services delivered and the model of service delivery (e.g. a crisis counselling service will have different processes to a service providing case management or planned support)

As a part of meeting Indicator 2.1, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ Documented and implemented processes which ensure:
 - eligibility and entry processes consider the best interests and impact on human rights for people seeking services, and where relevant, the potential impacts on existing service users
 - eligibility and entry into the service is provided on a non-discriminatory basis (sex, age, race, gender identity, sexuality, religion, ability or other identifiers), except where services are delivered to meet the needs of specific service users
 - where requested, and as appropriate to the type of services delivered, people exiting the service are assisted to move to where their current needs will be best met.

Child Protection Placement Services

- ☑ The organisation's eligibility assessment process determines whether the service is able to meet the care needs of a child or young person, specifically ensuring that the care will comply with the *Statement of Standards* (section 122 *Child Protection Act 1999*) should the referral be accepted.
- ☑ The organisation matches the identified needs of children and young people to available foster and kinship carers or non-family based placements.
- ☑ The organisation's entry eligibility, entry and exit processes support DCSYW's implementation of *Policy 641-1: Decisions about Aboriginal and Torres Strait Islander Children and Young People*, including the five elements of the Child Protection Placement Principle.
- ☑ The organisation considers the statutory Case Plan for the child or young person when considering their entry or exit from the service (where this has been made available to the organisation).

	<p><input checked="" type="checkbox"/> The organisation ensures children and young people are prepared for transition from the care service, including having a transition plan to support transition to another care arrangement, care service, transition to adulthood, returning home, or other appropriate option²⁶.</p> <p><i>Note: A Case Plan must include actions to help the child transition to adulthood commencing from when they are 15 years old and ensure help is available to assist a young person in their transition to adulthood until they turn 25 years of age. An organisation's Care Planning processes must reflect and support these Transition to Adulthood Case Plan goals.</i></p> <p><i>Note: For family-based care services, the organisation works with the carer and other organisations as relevant, to support transition.</i></p>
<p>Families</p>	<p>Aboriginal and Torres Strait Islander Family Wellbeing:</p> <p><input checked="" type="checkbox"/> Processes which ensure that DCSYW is advised where families referred by the Department do not engage with the service.</p> <p>Intensive Family Support:</p> <p><input checked="" type="checkbox"/> The organisation ensures that referrals and the process for managing referrals meet the relevant criteria and requirements set out in the <i>Families Investment Specification</i>.</p> <p><input checked="" type="checkbox"/> Processes which ensure that DCSYW is advised where families referred by them do not engage with the service.</p> <p>Family and Child Connect:</p> <p><input checked="" type="checkbox"/> Processes which ensure DCSYW is advised where families referred by them do not engage with the service.</p> <p>Tertiary Family Support:</p> <p><input checked="" type="checkbox"/> Eligibility and entry processes reflect the target group of families who are exclusively referred by DCSYW.</p>
<p>Domestic & Family Violence</p>	<p>Perpetrator Intervention Programs – Approved intervention programs (counselling and group program):</p> <p><input checked="" type="checkbox"/> Where a person is the respondent to an intervention order requiring the person to attend an approved intervention program (or counselling) provided by an approved provider, the organisation complies with the requirements of sections 68-75 <i>Domestic and Family Violence Protection Act 2012</i> (summarised in the <i>Domestic and Family Violence Investment Specification</i>), including:</p> <ul style="list-style-type: none"> • assessing the suitability of the person to participate in the approved intervention program and/or counselling • if assessed <u>as suitable</u>, providing advice to the court of the details of the approved intervention program, and/or counselling using the approved form

²⁶ Refer to section 75 *Child Protection Act 1999* relating to Transition to Independence.

- if assessed as not suitable, notifying the court and police commissioner using the approved form
- if the participant contravenes the terms of an intervention order, notifying the court and police commissioner within the required timeframes using the approved form, unless the service is satisfied that the contravention is minor and the participant has taken steps to remedy the contravention or has otherwise complied with the order
- notifying the court and police commissioner that the participant has completed the approved program and/or counselling, using the approved form.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures for assessing eligibility/service capacity which may include:
 - defining eligibility criteria
 - assessing compatibility with human rights, including whether limiting rights under the policies and procedures is reasonably justified, consistent with Section 13 of the *Human Rights Act 2019*
 - defining criteria for determining priority
 - defining how service capacity will be assessed by relevant staff
 - processes for managing a waiting list, or equivalent, where the demand for service is greater than available resources (where relevant to the type of services delivered)
- Policies and processes for refusing and ending services
- Processes for assessing impacts of service user entries/exits on other service users (where relevant to the type of services delivered)
- Intake and referral tracking systems
- Tools used to assess and prioritise each individual's needs based on relative need, available resources and the purpose of the service
- Records of communication with referring bodies (e.g. referral information is retained on the files of people using services)
- Records such as case notes showing exit/entry processes are consistently applied
- Records of reporting to relevant authorities where relevant to the type of services delivered (such as Intensive Family Support, Perpetrator Intervention Programs)
- For people exiting services, records of referrals or supported introductions to other service providers
- Stakeholder feedback confirms that exit/entry processes are consistently applied
- Staff and volunteers can accurately describe the process for assessing eligibility for entry into the service
- Staff and volunteers can accurately describe intake and referral processes as relevant to the services being delivered

Child Protection Placement Services:

- Placement matching procedures/tools support placement prioritisation in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle

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 individuals' decision to access and/or exit services.

As a part of meeting Indicator 2.1, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ Documented and implemented processes that demonstrate:
 - how the organisation communicates effectively and responds to decisions by individual service users to access and/or exit services
 - referrals for service are processed in a timely manner and with regard to the immediacy of the needs of the potential service user
 - the organisation works with other agencies to meet the needs of the service users during service entry and exit processes, where appropriate.
- ☑ The organisation engages interpreters for people who need assistance to communicate effectively in English, in line with the *Queensland Language Services Policy*²⁷.

Child Protection Placement Services

- ☑ The organisation has a policy/procedure for supporting children and young people entering or exiting the service in response to DCSYW's decision to make a placement.
- Note: The decision to access a care service, engage a care service or transition a child or young person out of a care service is held by DCSYW. Organisations should, however, ensure they have effective processes to communicate, interact and respond to children and young people upon entry to and exit from the service.*

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Processes to identify and respond to potential access barriers such as language, culture, ability, safety or physical access to services
- Policy or processes for engaging interpreting, translating and communication services to facilitate communication with Aboriginal and Torres Strait Islander people, people from culturally

²⁷ Organisations funded by the Queensland Government should note that under the [Queensland Language Services Policy](#) the relevant funding department is responsible for informing funded services about the process and arrangements for accessing interpreter services, including how costs will be met.

and linguistically diverse backgrounds and people with differing abilities

- Processes for the involvement of representatives / support persons (where relevant) when service users are entering or exiting a service
- Systems for tracking intake and referrals
- Publications informing potential service users/referring bodies of services available (such as welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Publications about services are in formats that are easily understood by people using services (such as accessible, easy to navigate, large print, relevant language, culturally appropriate, braille)
- Publications informing exiting service users and their representatives / support persons (where relevant) about ongoing support options and service re-entry processes
- Records of the involvement of other agencies in service user entry and exit processes (such as alternative service providers, Aboriginal and Torres Islander Community Controlled Organisations, multi-cultural organisations, advocacy services, relevant health services)
- Records reflect consideration of specific needs when communicating with potential or actual service users (such as language, culture, age, ability)
- Records demonstrate review of data to inform planning of service delivery (location, types, hours, cultural safety, physical accessibility)
- Records of training for staff and volunteers in engaging and working with interpreters and culturally safe and appropriate practices
- Records (e.g. Individualised plans) demonstrate planning for exiting or transitioning from the service
- Records showing that people using services have had the opportunity to have a representative / support person during entry and exit processes
- Records of entry/exit interviews conducted in a way/and at the times that suit the person using services
- Staff and volunteers can describe the process for engaging and working with interpreters
- Staff and volunteers can describe culturally safe practices for engaging with Aboriginal and Torres Strait Islander people on entry and exit to the service

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.

As a part of meeting Indicator 2.3, organisations must demonstrate the relevant service specific requirements detailed below

<p>Common</p>	<p><i>There is no common mandatory evidence requirement for this indicator</i></p>
<p>Child Protection Placement Services</p>	<p><input checked="" type="checkbox"/> Where the service provided by the organisation does not meet the child or young person's care needs or it is not appropriate due to other reasons, the organisation advises DCSYW.</p> <p><i>Note: Where a referral to another service is required, this is referred to, and acted on by DCSYW as all referrals are a departmental responsibility.</i></p>
<p>Families</p>	<p>Intensive Family Support:</p> <p><input checked="" type="checkbox"/> Documented and implemented process which ensure:</p> <ul style="list-style-type: none"> • where an organisation is unable to provide a service, due to ineligibility or lack of capacity, a referral is made to an appropriate alternative service • families are not excluded from services, while the organisation undertakes assertive outreach (e.g. unannounced visits or cold calling to make contact with families who have been referred without consent) • if during the course of an intervention, a family is subject to a statutory response resulting from a Child Safety Investigation and Assessment, the service may continue to work with the family until the investigation is completed. If the outcome of the investigation is that an ongoing statutory response is required, the Intensive Family Support service must immediately transition lead case management to DCSYW.
<p>Domestic & Family Violence</p>	<p><input checked="" type="checkbox"/> Where an organisation is unable to provide services to a person, due to ineligibility or lack of capacity, processes are in place to proactively refer the person to an appropriate alternative service.</p>

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures for assessing eligibility/service capacity which may include:
 - assessing compatibility with human rights, including whether refusing or inability to provide services involves limiting human rights, and whether this limitation is reasonably justified, consistent with Section 13 of the *Human Rights Act 2019*
 - timeframes for making a decision about accepting or declining a referral
 - timeframes for communicating that decision.
- Processes for re-directing or transitioning persons to appropriate alternative referral pathways
- Strategies and process for developing relationships and referral pathways with other agencies (such as alternative service providers, Aboriginal and Torres Islander Community Controlled Organisations, multi-cultural organisations, advocacy services, relevant health services)
- Records relating to notifying people of ineligibility, or of an inability to provide services due to lack of capacity or resources
- Records of communication with referring agencies or other relevant stakeholders regarding the inability to provide services
- Records of management and staff participation in networking activities that maintain organisational awareness of internal and external services/referral pathways (e.g. interagency forums)
- Staff can accurately describe referral processes and referral pathways

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:

- The requirements for and extent of planning will differ according to types of services delivered and the duration of the intervention.
- Individuals and their representatives / support persons have a right to actively participate in assessment and planning.
- Service planning should focus on goals, address the requirements of people using services in accordance with their needs and promote functional and social independence and quality of life.

As a part of meeting Indicator 3.1, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ The organisation documents the methods used to identify the individual strengths, needs, goals and aspirations of people using services.
- ☑ Documented and implemented processes which ensure:
 - service planning is conducted in accordance with the type of services delivered²⁸, and with regard for the anticipated duration of service delivery
 - service planning includes consideration of relevant decision making/guardianship/custody arrangements (including any statutory orders) that relate to individual service users, where relevant
 - service planning promotes quality of life, autonomy and independence of people using services and inclusion in their community.
- ☑ Where service delivery requires individualised planning and support²⁹ (such as case management, recovery/support planning), the organisation develops and implements an individualised plan, in conjunction with the person and their representatives / support persons (where relevant) that includes:
 - strategies for meeting the individual's needs and achieving identified goals, including developing and maintaining skills relevant to the person's roles in the community
 - the types/level/nature of support to be provided by the service.

²⁸ For Queensland Government funded services funded under the Child and Family and Community Services funding streams, service delivery requirements are detailed in *Service Agreement – Funding and Service Details* and the relevant *Investment Specification* available on the relevant department's website.

²⁹ Applies where an organisation delivers services of a type that require formal/documentated individualised planning and support (e.g. Access – Information, Advice and Referral and Community Support may not require development of a individualised plan).

All placement services must:

- ☑ contribute to the assessment of, and meeting the protection and care needs of the child, and supporting their families in accordance with section 159B(d) *Child Protection Act 1999* and DCSYW's *Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children.*
- ☑ work in partnership with DCSYW to provide training and support to assist carers, direct care staff, foster carers and kinship carers (whichever is relevant) to provide positive behaviour support to individual children and young people. This must include training in strategies to respond to the unsafe behaviour of children and young people (Reactive Responses).

Note: Carers and direct care staff may be required to intervene with reasonable force to protect the child, themselves and others. However, Reactive Responses must not contravene the Statement of Standards (section 122 Child Protection Act 1999) or be part of a planned response. All strategies must be consistent with DCSYW's Positive Behaviour Support Policy.

Where non-family based care services and/or family based care services that also provide direct care to children and young people are provided, the organisation:

- ☑ has processes in place to ensure that an Authority to Care is requested from DCSYW in relation to each child/young person placed, and to advise DCSYW if this has not been received as requested
- ☑ undertakes care planning processes (including a strengths and needs assessment) which ensure that the following standards of care are addressed for each child or young person (the *Statement of Standards* section 122 *Child Protection Act 1999*):
 - the child's dignity and rights are respected at all times
 - the child's needs for physical care are met, including adequate food, clothing and shelter
 - the child receives emotional care that allows him or her to experience being cared about and valued and that contributes to the child's positive self-regard
 - the child's needs relating to his or her culture and ethnic grouping are met
 - the child's material needs relating to his or her schooling, physical and mental stimulation, recreation and general living will be met
 - the child will receive education, training or employment opportunities relevant to the child's age and ability
 - the child receives positive guidance when necessary to help him or her to change inappropriate behaviour
 - the child receives dental, medical and therapeutic services necessary to meet his or her needs³⁰
 - the child is given the opportunity to participate in positive social and recreational activities appropriate to his or her developmental level and age

³⁰ Including emergency and routine vaccinations in accordance with section 97 *Child Protection Act 1999*.

- the child is encouraged to maintain family and other significant personal relationships
- if the child has a disability – the child receives care and help appropriate to the child’s individual needs.
- ☑ ensures that care planning undertaken for each child or young person reflects DCSYW’s assessment of the child or young person’s strengths and needs and any other matters detailed in DCSYW Case Plan, where the Case Plan has been made available to the organisation³¹.
- ☑ ensures that Care Plans are consistent with requirements outlined in:
 - DCSYW’s *Positive Behaviour Support Policy*, particularly in relation to prohibited and restrictive practices
 - other relevant DCSYW policies (refer to Appendix A)
- ☑ ensures that where DCSYW has not provided a Case Plan, initial care planning still occurs covering the basic activities the organisation must undertake to meet the *Statement of Standards* (section 122 *Child Protection Act 1999*) for the child.
- ☑ Where a child or young person is assessed by DCSYW as having significant needs in the behaviour and /or emotional stability domains, the organisation:
 - works in partnership with DCSYW and other specialists (e.g. Evolve Interagency Services) to develop/review a Behaviour Support Plan as a part of the statutory Case Plan
 - implements processes to ensure that staff/carers are appropriately skilled and trained in order to implement the strategies included in the child/young person’s Behaviour Support Plan.

Note: Foster and Kinship Care services are not required to develop a Care Plan unless they also provide direct care, (e.g., if a Youth Worker is employed by the service to directly support a child or young person).

Non-family based care services:

- ☑ The organisation implements a trauma-informed therapeutic approach, as set out by the Hope and Healing Framework for Residential Care, underpinned by the following common practice principles:
 - Care is individualised, taking account of age, stages of development and cognitive functioning and abilities
 - Care is relationship-based
 - Care promotes engagement in decision making and life choices
 - Care occurs within the context of family
 - Care supports links with community
 - Care is culturally safe and culturally proficient
 - Care supports Aboriginal and Torres Strait Islander cultural identity
 - Care supports culturally and linguistically diverse identities
 - Care understands and responds to behaviour as communication

³¹ Note that for some assessment care orders DCSYW may not have developed a Case Plan at the time of placement, see “Care Order” and “Case Plan” in Appendix B for relevant timeframes.

	<ul style="list-style-type: none"> • Care provides unconditional commitment (persistent allegiance) • Care is collaborative and integrated across all services involved with each young person.
<p>Child Protection Support Services</p>	<p><input checked="" type="checkbox"/> The organisation contributes to the assessment of, and meeting the protection and care needs of the child, and supporting their families in accordance with section 159B(d) <i>Child Protection Act 1999</i> and DCSYW's <i>Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children.</i></p>
<p>Families</p>	<p><input checked="" type="checkbox"/> The organisation contributes to the assessment of, and meeting the protection and care needs of the child, and supporting their families in accordance with section 159B(d) <i>Child Protection Act 1999</i> and DCSYW's <i>Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children.</i></p> <p><input checked="" type="checkbox"/> Organisational procedures ensure that:</p> <ul style="list-style-type: none"> • collaborative case management and integrated service planning and delivery is undertaken when family support from more than one practitioner or agency is required to respond to multiple, complex and/or interrelated needs • an exit plan is developed as part of case planning clearly identifying how the family will transition, or step down, from intensive family support at the end of the intervention. <p>Tertiary Family Support services:</p> <p><input checked="" type="checkbox"/> The organisation ensures that family support intervention aligns directly with the case plan developed by DCSYW.</p> <p>Safe Haven:</p> <p><input checked="" type="checkbox"/> The organisation ensures community patrol activities are provided with the consent of parents or with the approval of authorised officers as defined by the <i>Child Protection Act 1999</i>.</p>
<p>Domestic & Family Violence</p>	<p>Perpetrator Intervention Programs:</p> <p><input checked="" type="checkbox"/> The organisation ensures that service planning and delivery is consistent with the requirements in the <i>Professional Practice Standards Working with men who perpetrate domestic and family violence</i> (Section 3: <i>Overall program structure and operation</i>), including the requirement for intake and assessment processes to identify, acknowledge and address the service user's use of violence.</p> <p>Domestic and Family Violence Services that work with female service users:</p> <p><input checked="" type="checkbox"/> The organisation must comply with the <i>Practice Standards for Working with Women Affected by Domestic and Family Violence</i>.</p> <p>Women's Shelters:</p> <p><input checked="" type="checkbox"/> The organisation ensures:</p> <ul style="list-style-type: none"> • support services are delivered using a case management framework • all case managed responses include advice and referral, a risk and needs

	assessment, safety planning, support planning, direct service and coordination and a system for ongoing review of case and safety planning and risk assessment.
Individuals	<p>Adults affected by sexual assault or sexual abuse:</p> <p><input checked="" type="checkbox"/> The organisation ensures that intervention is consistent with the principles and best-practice framework outlined in <i>Response to sexual assault – Queensland Government Interagency Guidelines for Responding to People who have Experienced Sexual Assault</i>.</p> <p>Adults affected by alcohol (Aboriginal and Torres Strait Islander people), Rest and Recovery and Assertive Outreach:</p> <p><input checked="" type="checkbox"/> The organisation ensures that service planning and delivery aligns to the practices and tools set out in the <i>Guidelines</i> and <i>Toolkit for Diversion Services</i>.</p>

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures detailing how intake, assessment and person centred planning is undertaken
- Processes for assessing and recording individuals' strengths, needs, goals and aspirations, including identifying any cultural considerations
- Processes for planning how services will be delivered to individuals (including ensuring that service delivery aligns with the principles and frameworks outlined in relevant policy/program/investment specifications)
- Processes ensure active participation of individuals and their representatives / support persons (where relevant) in planning
- Processes for informing people using services and their representatives / support persons (where relevant) about changes in service provision
- Tools used by staff during planning processes to identify strengths, needs, goals and aspirations of people using services
- Publications promoting community activities and events which may assist service users to meet their needs, goals and aspirations (such as welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Records demonstrating staff members' understanding of the holistic needs of the people using services
- Records demonstrating that people using services and their representatives / support persons (where relevant) have actively participated in planning processes and goal setting
- Feedback from people using services and their representatives / support persons (where relevant) confirm participation in planning and goal setting
- Staff and volunteers can describe the methods used to identify the strengths, needs, goals and aspirations of people using services.

Services for Aboriginal and Torres Strait Islander children and families:

- Culturally appropriate decision making processes when engaging children, families and kin in developing a plan
- Feedback confirms that the service has worked with the child and family to identify the 'right people' e.g. independent person who should be part of their support team and be involved in

decision making

- Evidence that children and families have been encouraged to bring a representative/ support person with them to planning meetings

Child Protection Placement services

- Evidence of individually tailored case management plans addressing appropriate dimensions of need
- Records of training for staff/carers on how to respond to the unsafe behaviours of children and young people
- Feedback from partner or referral agencies confirm the organisation works collaboratively to develop/review Behaviour Support Plans as a part of the statutory Case Plan

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:

- When formulating service delivery the organisation:
 - is actively oriented to the needs, identity and culture of the people using services so that they experience an organisation that is open and engaging
 - responds fairly and flexibly within its capacity to the changing needs of people using services.

As a part of meeting Indicator 3.2, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ Processes for formulating service delivery that respects and values the individual and their human rights, are documented, implemented, monitored and reviewed.
- ☑ The organisation demonstrates consideration of the individual needs, rights and preferences of service users (such as age, culture, gender identity, sexuality, religious beliefs, ability, communication needs).
- ☑ Services are delivered in a safe and inclusive environment, which is adapted where necessary to meet the needs of individual service users.

Child Protection Placement Services

- ☑ The organisation works with DCSYW (and other agencies where relevant) to ensure that service delivery is tailored to the unique needs of the individual child or young person.
- ☑ Services to individual Aboriginal and Torres Strait Islander young people are delivered in a manner that promotes their safe care and connection, and in accordance with the *Additional Principles for Aboriginal and Torres Strait Islander Children* (section 5C *Child Protection Act 1999*).
- ☑ The organisation works in a manner that supports DCSYW's implementation of *Policy 641-1: Decisions about Aboriginal and Torres Strait Islander Children and Young People*.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures relating to service delivery reflect consideration of the individual needs, rights and preferences of service users (such as age, culture, gender identity, sexuality, religious beliefs, ability, communication needs)
- Evidence that the organisation has considered and adopted sector wide policies relevant to service delivery such as:
 - Multicultural Queensland Charter and Principles,
 - Queensland: An Age-Friendly Community,
 - All Abilities Queensland: Opportunities for All (State Disability Plan 2017-2020).
- Processes for involving people using services and their representatives / support persons (where relevant) in identifying individual needs, rights and preferences and service planning
- The service environment meets the needs, and safety requirements of people using services (such as physical access, child safe spaces, clear signage)
- Records (such as case notes, planning tools) demonstrating that services are delivered in accordance with a service user's needs, rights and preferences (such as age, culture, gender identity, sexuality, religious beliefs, ability, communication needs)
- Records showing how the service has supported people to participate in activities in their chosen community
- Records showing how the service responds to the needs and preference of individual service users (such as recruitment of appropriate staff, matching staff to people using services, cultural safety)
- Records demonstrate consideration of the impacts of service delivery on an individual's human rights (such as individualised plans, risk assessments, safety plans)
- Records demonstrate consideration of whether actions and decisions limiting human rights are consistent with Section 13 of the *Human Rights Act 2019*.
- Records of staff and volunteer training about responding to the needs, rights and preferences of individual service users (such as cultural safety, communication needs, working with interpreters, working with complex behaviours, trauma informed responses)
- Staff and volunteers can describe how the organisation respects and values the individual when planning and delivering services

Child Protection Placement Services:

- Processes for ensuring transition to adulthood planning commencing from 15 years and promoting awareness that support may continue to be available up to the age of 25

Services for Aboriginal and Torres Strait Islander children and families:

- Processes for culturally appropriate decision making when engaging children, families and kin in developing a plan
- Feedback confirms that the service has worked with the child and family to identify the 'right people' who should be part of their support team and be involved in decision making
- Records show that staff have participated in QATSICPP Practice Resources training/workshops
- Support and adoption for the *QATSICPP Practice Standards and Principles of Practice*

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 ensures that services to individual/s are delivered, monitored, reviewed and reassessed in a timely manner.

The interpretation of this indicator:

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

As a part of meeting Indicator 3.3, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ Documented and implemented processes for monitoring, reviewing and reassessing service delivery (including monitoring and adapting the physical environment, as relevant to the type of services delivered) to meet the needs of individual service users.
- ☑ Where service delivery requires individualised planning and support³² (such as case management, recovery/support planning):
 - planning is undertaken in a regular cycle of assessment, planning, implementation and review
 - plans are adapted as required to ensure they continue to be relevant to the changing needs of service users
 - records are maintained to support and demonstrate the effective implementation of individualised plans.
 - the organisation involves the people using services and their representatives / support persons (where relevant) in reviewing individualised plans.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures for monitoring, reviewing and reassessing services
- Processes for monitoring the implementation of individualised plans, including timeframes and review mechanisms
- Processes for involving representatives / support persons (where relevant) of people using services in monitoring and review processes
- Processes to ensure the service environment adapts to meets the changing needs, preferences,

³² Applies where an organisation delivers services of a type that require formal/documented individualised planning and support (e.g. Access – Information, Advice and Referral and Community Support may not require development of an individualised plan).

and safety requirements of people using services (such as physical access, child safe spaces, clear signage)

- Tools for monitoring, reviewing and reassessing the services provided to people using services
- Records demonstrating implementation of individualised plans
- Assessment and planning records demonstrating comprehensive and ongoing review of individual service user's strengths, needs, goals, aspirations and achievements (such as person-centred plans, recovery plans/support plans, exit/transition plans)
- Records confirming that individualised plans are relevant to people's changing needs and to the types of services being delivered
- Feedback from staff, people using services and their representatives / support persons (where relevant) confirms that planning is individualised, implemented and regularly reviewed

Child Protection Placement Services

- Children, families, kin and other stakeholders are actively involved in reviewing progress towards achieving goals
- Staff can describe how plans are actively monitored and modified over time to respond to changing needs of children and families

Services for Aboriginal and Torres Strait Islander children and families:

- Children, families, kin and other stakeholders are actively involved in reviewing progress towards achieving goals
- Staff can describe how plans are actively monitored and modified over time to respond to changing needs of children and families

Mental Health Services:

- Case notes, records, individualised plans, case conferencing notes demonstrate continuity of services in response to organisational changes, such as change of key worker

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.

As a part of meeting Indicator 3.4, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ Policies and/or procedures outlining how the service will partner and collaborate to enable the service to work effectively with community support networks, other organisations and government agencies, as relevant and appropriate.
- ☑ Partnership arrangements and collaborative strategies are documented, implemented, and reviewed.
- ☑ The organisation seeks input/involvement of relevant stakeholders as relevant and appropriate to inform service planning, delivery, monitoring and review processes.

Child Protection Placement Services

- ☑ The organisation reasonably accepts every opportunity to participate in DCSYW's case planning process to develop and review the statutory Case Plan.
- ☑ The organisation works in a coordinated and collaborative way with DCSYW and other service providers in a manner that is consistent with sections 159B and 159F *Child Protection Act 1999* and DCSYW's *Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children.*

Non-Family Based Care Services:

- ☑ The organisation builds partnerships with agencies and services to support the principles and strategies of the *Joint agency protocol to reduce preventable police call-outs to residential care services* including with a nominated police liaison point

<p>Child Protection Support Services</p>	<p><input checked="" type="checkbox"/> The organisation works in a coordinated and collaborative way with DCSYW and other service providers in a manner that is consistent with sections 159B and 159F <i>Child Protection Act 1999</i> and <i>DCSYW's Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children.</i></p>
<p>Families</p>	<p><input checked="" type="checkbox"/> The organisation works in a coordinated and collaborative way with DCSYW and other service providers in a manner that is consistent with sections 159B and 159F <i>Child Protection Act 1999</i> and <i>DCSYW's Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children.</i></p> <p>Aboriginal and Torres Strait Islander Family Wellbeing:</p> <p><input checked="" type="checkbox"/> The organisation can demonstrate evidence of representation and participation in a local alliance of government and non-government services³³.</p> <p>Intensive Family Support:</p> <p><input checked="" type="checkbox"/> The organisation can demonstrate evidence of representation and participation in a local alliance of government and non-government services³⁴.</p> <p>Family and Child Connect:</p> <p><input checked="" type="checkbox"/> The organisation has documented role responsibilities and processes for lead facilitation and coordination of the local level alliance of government and non-government services.</p> <p>Tertiary Family Support:</p> <p><input checked="" type="checkbox"/> The organisation can demonstrate that it works in a coordinated and collaborative way with relevant stakeholders to ensure case plan goals and case plan reviews for children and young people are addressed in a timely manner and within a family's local community.</p>
<p>Young People</p>	<p>Support and Case Management:</p> <p><input checked="" type="checkbox"/> The organisation demonstrates evidence of collaboration with other services through partnerships and case panels to address individual service user needs and increase self-reliance and independence.</p>

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures outline how the organisation works with other service providers and professionals to provide integrated service delivery to meet individual service users' needs
- Processes for developing relationships with other agencies (such as alternative service providers, Aboriginal and Torres Islander Community Controlled Organisations, multi-cultural

³³ Local level alliances may include Supporting Families Alliance and Local Level Alliance led by Family and Child Connect services.

³⁴ Local level alliances may include Supporting Families Alliance and Local Level Alliance led by Family and Child Connect services.

- organisations, advocacy services, relevant health services)
- Records of agreements with relevant stakeholders (such as protocols, memoranda of understanding, service level agreements, partnership agreements)
- Publications informing people using services about community activities and other services (such as welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Records of management and staff participation in networking activities (such as interagency forums, local alliances)
- Records demonstrating the organisation works with other service providers and professionals as required to provide integrated service delivery to meet individual service users' needs (e.g. collaborative individualised plans for people using services)
- Feedback from people using services and their representatives / support persons (where relevant) confirm that services are delivered in collaboration with other relevant services and professionals as required (such as alternative service providers, Aboriginal and Torres Islander Community Controlled Organisations, multi-cultural organisations, advocacy services, relevant health services)
- Feedback from other service providers and professionals confirms involvement in service planning, delivery, monitoring and review for service users
- Staff can describe the partnerships/collaborative strategies used to support service delivery, planning, monitoring and review

Services to children and families (includes Child Protection Placement Services, Child Protection Support Services and services for Families):

- Processes for meeting information sharing guidelines relevant to legislative requirements (e.g. *Child Protection Act 1999*)

Child Protection Non-family based care services:

- Evidence of engagement of children/young people, their support networks, local level relationships and identification of contact points to respond to service users' needs and support incident de-escalation (such as nominated police liaison, mental health intervention and legal support services)
- connections with other residential care services to share information and good practice

Services for Aboriginal and Torres Strait Islander children and families:

- Evidence of meaningful partnerships with Aboriginal and Torres Strait Islander Community Controlled organisations, community and other service providers
- Records of management and staff participation in networking activities to identify and establish partnerships

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:

- 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 participation in service planning, development, delivery and evaluation.

As a part of meeting Indicator 3.5, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ The organisation uses appropriate communication methods to facilitate the engagement of people using services in decision-making and planning.
- ☑ Where service delivery requires individualised planning and support³⁵ (such as case management, recovery/support planning):
 - the organisation actively encourages the participation of people using services and their representatives / support persons (where relevant) in planning and review processes, as appropriate
 - the strengths, needs, goals and aspirations of people using services are recorded and responded to, and their participation in decision-making is promoted, where age and developmentally appropriate
 - Individualised Plans are provided in a format that is easily understood by the individual.

Child Protection Placement Services

- For non-family based placement services and family based placement services that also provide direct care to children and young people:
- ☑ The organisation has a documented process to provide opportunities for children and young people to participate in decisions made about their care and protection needs, which are consistent with the principles of the *Child Protection Act 1999* (refer to Part 2, Division 1 for a full list of principles).

³⁵ Applies where an organisation delivers services of a type that require formal/documentated individualised planning and support (e.g. Access – Information, Advice and Referral and Community support may not require development of an individualised plan).

- | | |
|--|--|
| | <ul style="list-style-type: none">☑ The organisation ensures that, where age and developmentally appropriate:<ul style="list-style-type: none">• the child or young person is given the opportunity to participate in identifying strengths and needs• support and encouragement is provided to the child or young person to participate in the development of care plans, care plan reviews, and goal setting. |
|--|--|

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures for how the service engages with and encourages service user participation in each stage of service delivery
- Strategies to communicate and engage with service users with diverse needs and preferences about setting goals and achieving outcomes
- Processes for developing and documenting individualised plans in formats that are easily understood by individual service users
- Publications informing service users about service planning (such as welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Publications about service planning are in formats that are easily understood by people using services (such as accessible, easy to navigate, large print, relevant language, culturally appropriate, braille)
- Records reflect consideration of specific needs when communicating with service users (such as language, culture, age, ability) and their representatives / support persons (where relevant)
- Records demonstrate that different strategies used by the service to communicate and engage with service users in accordance with their needs, rights and preferences (such as interpreters, participation of chosen representatives / support persons, culturally safe practices, flexible approaches, use of technology/communication aids/devices, change of surroundings)
- Feedback from people using services confirms that their strengths, needs, goals and aspirations are respected
- Feedback from people using services and their representatives / support persons (where relevant) confirms participation in individual planning and review processes and that they understand their individualised plans
- Staff can describe the processes used to develop and document individualised plans in formats that are easily understood by individual service users

Services for Aboriginal and Torres Strait Islander children and families:

- Strategies to identify and overcome barriers and support participation of people using services (such as participation of representatives / support persons)
- Information is provided in a culturally informed format that is easily understood by people using services

Standard 4: Safety, Wellbeing and Rights

Expected outcome: The safety, wellbeing 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 wellbeing, participation and choice.

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

As a part of meeting Indicator 4.1, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ Documented processes and records of service planning and delivery demonstrate that services are delivered in a manner that is compatible with the human rights of people using services, and upholds their legal rights, including:
 - human rights and obligations consistent with the *Human Rights Act 2019*
 - right to privacy and to access to personal information held by the service³⁶; (and for services funded by a Queensland Government department, the right to access information held by the department through the *Right to Information Act 2009*)
 - right to confidentiality of personal information
 - right to be treated with dignity and respect
- ☑ People using services are provided with information on their rights, in ways that are appropriate, having regard to their identity, ability and cultural background.

Child Protection Placement Services

Rights

All Placement services must demonstrate the following:

- ☑ Evidence that information regarding the rights of children in care is displayed and/or provided in an accessible format that facilitates understanding by children and young people, including information regarding the service's role in upholding children and young people's rights
- ☑ Ensure that care provided meets the *Statement of Standards* (section 122 *Child Protection Act 1999*)
- ☑ Plan and deliver services in accordance with the *Charter of Rights for a Child in Care* (Schedule 1 *Child Protection Act 1999*)
- ☑ For non-family based placement services, ensure there is sufficient space in the living environment for the child to meet with DCSYW, family and significant others in privacy (this could be a single multi-purpose space or separate

³⁶ For organisations funded by Queensland Government refer to HSQF Standard 1.7 and clause 27 of the *Service Agreement–Standard Terms*

spaces).

Child
Protection
Placement
Services

Positive Behaviour Support

- ☑ The organisation has a policy on positive behaviour support which meets legislated requirements and aligns to DCSYW's *Positive Behaviour Support Policy*. The organisation's policy prohibits the use of planned reactive responses and prohibited practices, and includes:
 - the principles of DCSYW's *Positive Behaviour Support Policy*
 - a definition of positive behaviour support responses, ensuring that the service aims to de-escalate negative behaviour through positive responses
 - a definition of prohibited practices
 - a definition of reactive responses, including that reactive responses do not include age and developmentally appropriate parenting.
- ☑ Evidence that behaviour support provided to children and young people in care has been planned and delivered in accordance with:
 - the *Statement of Standards* (section 122 *Child Protection Act 1999*)
 - DCSYW's *Positive Behaviour Support Policy*
 - the organisation's policy on *Positive Behaviour Support*
 - the *Charter of Rights for a Child in Care*.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Key guiding documents such as:
 - Charter/Statement of Service User Rights (such as human rights) and Responsibilities
 - Organisational Code of Conduct
- Publications providing people using services and their representatives / support persons (where relevant) with information about the rights and responsibilities of people using services (such as welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Publications about rights and responsibilities of people using services are in formats that are easily understood by people using services (such as accessible, easy to navigate, large print, relevant language, culturally appropriate, braille)
- Publications providing people using services with information about rights human rights, children's rights, rights of Aboriginal and Torres Strait Islander peoples, legal rights, right to make a complaint, right to access personal information, right to use an advocate etc. (such as welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Physical environment supports the rights of people using services to confidentiality, privacy and safety (such as child safe environments, quiet spaces, residents have space for personal possessions)
- Records demonstrate consideration of whether actions and decisions limiting human rights are consistent with Section 13 of the *Human Rights Act 2019*
- Records of management, staff and volunteer training about the human and legal rights of people using services
- Management and staff can describe the strategies used to ensure that service planning and delivery upholds the human and legal rights of people using services
- Stakeholder feedback confirms that the human and legal rights of people using services were

considered and upheld during service planning and delivery.

Services to children and Families (Child Protection Placement Services, Child Protection Support Services and services for Families):

- Evidence of information being provided to children and young people regarding the *Time in Care Information Access Service*

Standard 4: Safety, Wellbeing and Rights

Expected outcome: The safety, wellbeing 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 wellbeing, participation and choice.

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

As a part of meeting Indicator 4.2, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- Processes for preventing, identifying and responding to risks to the safety (including the prevention of all forms of harm, abuse and neglect) and wellbeing of people using services³⁷ are documented, implemented, monitored and reviewed.
- Where an organisation delivers services to children and young people and is carrying on a regulated business or employing persons in regulated employment under the *Working with Children (Risk Management and Screening) Act 2000* documented and implemented processes for:
 - ensuring all relevant persons working in or for the organisation (including governing body members) have either a current blue card or exemption card or (for paid employees only) a pending application for a blue card or exemption card³⁸
 - maintaining an employee register to manage and track the status of applications including pending applications, blue/exemption card numbers, expiry dates and any other relevant information (e.g. the type of employment or any exemptions that may apply)
 - appropriately managing the notification of a negative notice for any person working in or for the organisation
 - linking any person who already holds a blue card or exemption card with the organisation
 - ensuring that a child and youth risk management strategy addressing the eight minimum requirements set out in the *Working with Children (Risk Management and Screening) Regulation 2011* is in place and is reviewed annually.
- Documented and implemented processes for ensuring safe environments for people who use services, with due regard to legislative requirements as relevant to the types of services provided³⁹.

³⁷ These requirements also apply where organisations have subcontracting arrangements in place.

³⁸ Paid employees may commence work once their application for a blue card or exemption card has been submitted. Organisations should determine what risk management strategies apply while an employee's application is pending

³⁹ Relevant requirements may include: fire safety and emergency procedures; pool safety; safety and security measures; maintenance and management of building and equipment, furniture, lighting and ventilation; electrical safety; vehicle safety*; physical accessibility, chemical use and storage; infection control; medication storage and

- ☑ Children and young people are provided with a safe living environment with adequate physical space to ensure their safety, wellbeing and protection (i.e. age and developmentally appropriate) such as a lockable bathroom, their own bedroom space and/or a secure place for personal possessions.

Placement services not yet licensed are required to have processes which will allow them to meet the below requirements once they are licensed.

Licensed placement services must also demonstrate evidence of implementing and monitoring the below processes:

- ☑ The organisation has policies/procedures which specify and support the nominee's obligation to ensure that the licensee complies with section 129A *Child Protection Act 1999* as follows:
 - care services comply with the standards of care stated in the *Statement of Standards* (section 122 *Child Protection Act 1999*)
 - each person the licensee engages to provide placement services is a suitable person (in accordance with Part 7 *Child Protection Regulation 2011*)
 - for carrying on a regulated business or employing persons in regulated employment under the *Working with Children (Risk Management and Screening) Act 2000*, chapter 8 is complied with.
- ☑ Records demonstrate that directors, managers, employees and volunteers have been deemed suitable persons⁴⁰ to be engaged in the provision of the care service, and this has included considering the outcome of a Child Safety and Personal History Screening Check.
- ☑ Records demonstrate that the organisation has effective processes to manage and track the status of Child Safety and Personal History Screening Checks, and Blue Cards/Exemption Cards in order to ensure ongoing compliance with current suitability and screening requirements⁴¹.
- ☑ Records demonstrate that family based care services (foster and kinship care) undertake assessments appropriately to enable renewal of certificates within legislative timeframes.
- ☑ Processes to identify or respond to notification of changes to child protection and personal history (the *LCS Form 6* lists relevant changes to be notified to DCSYW), and records demonstrating form submission where necessary.
- ☑ Non-family based care services (residential care) establish and demonstrate procedures for reporting incidents to police that are consistent with the *Joint agency protocol to reduce preventable police call-outs to residential care services* and demonstrate practice consistent with their policies.
- ☑ Documented and implemented processes for vehicle safety, including secure storage of car keys and compliance with Queensland child car restraint requirements

management, waste management and food safety. * Note: *Licensed placement services* must also refer to the mandatory requirements for *Child Protection Placement Services* for this indicator

⁴⁰ As defined in Part 7 of the *Child Protection Regulation 2011*.

⁴¹ Information on current requirements specific to various positions held within a care service is available by accessing DCSYW's resource paper *Suitability and Screening Requirements for Child Safety Licensed Care Services: A Guide for Non-government Organisations* (Appendix A).

<p style="text-align: center;">Domestic & Family Violence</p>	<ul style="list-style-type: none"> ☑ Records demonstrate that risk assessments and safety plans are developed in line with the relevant practice standards and principles⁴² and are regularly reviewed based on service user circumstances. <p>Women’s Shelters, Mobile Support and Centre Based Support</p> <ul style="list-style-type: none"> ☑ Implemented processes which ensure that DCSYW case workers can access the service’s premises for the purpose of providing support to DCSYW clients. ☑ Documented and implemented processes for: <ul style="list-style-type: none"> • notifying DCSYW or Queensland Police Service where a child or young person involved with their service is identified as experiencing significant intra-familial harm or is at risk of significant intra-familial harm; and • sharing with DCSYW, such information as is necessary for the best interests, wellbeing and safety of the child or young person. <p>Women’s Shelters</p> <ul style="list-style-type: none"> • Where pets accompany families into shelter services, risk management strategies are implemented to ensure safe environments for women and children using the services and staff. <p>Perpetrator Intervention Programs</p> <ul style="list-style-type: none"> ☑ Records demonstrate that: <ul style="list-style-type: none"> • individual risk assessments include assessment of lethality, extent and history of abusive behaviour, and are undertaken in liaison with the victim advocate • risk assessments are conducted throughout the duration of the program • protocols are in place to ensure that action is undertaken and documented at a management level when medium to high risk is identified.
<p style="text-align: center;">Mental Health</p>	<ul style="list-style-type: none"> ☑ Documented and implemented processes for responding to deterioration in a person’s mental state

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures which address how risks to people using services (e.g. risks to safety and wellbeing) are identified, minimised and managed (including prevention of harm, abuse and neglect)
- Child Safe policies and procedures – including screening processes (e.g. Blue Card register, Child Safety and Personal History Screening Check register), risk management strategies, organisational leadership and culture, participation of children in decisions that affect them, child focussed complaints handling processes, safe physical and online environments)
- Policies and procedures and risk assessment/management plans for ensuring safe

⁴² Refer to: 1. Practice Standards for Working with Women Affected by Domestic and Family Violence, 2. Professional Practice Principles - Working with men who perpetrate domestic and family violence, 3. Professional Practice Standards - Working with men who perpetrate domestic and family violence.

environments for people who use services ⁴³

- Processes to inform people using services about how their safety and wellbeing will be protected and any actions they are required to take or not take while using the service
- Processes for minimising and responding to challenging behaviours or threats against other people using the service or people working in the organisation
- Processes for criminal history screening and related risk management strategies (such as Blue Card, Yellow Card, National Police Check, as relevant to the services provided)
- Characteristics of physical environment (free from hazards, promotes safety and protection)
- Records of risk assessment (such as safety assessments, records of meetings) for preventing, identifying and responding to risks to the safety and wellbeing of people using services
- Records of preventative and corrective actions to protect the safety and wellbeing of people using services
- Building maintenance schedules, safety and electrical inspections and approvals, fire safety assessment and management plans and relevant certificates of compliance
- Records of staff and volunteer training/competencies in identified areas of risk to people using services (e.g. safety procedures, medication management, manual handling, clinical deterioration, food safety, complex health needs, challenging behaviours)

Mental Health Services:

- Documented procedures to assist with appropriate responses to clinical deterioration of consumers, including escalation protocols
- Case records/notes contain safety/risk assessments/plans for individual service users
- Safety/risk assessments/plans are regularly reviewed
- For people who have complex needs, collaborative care plans/meetings with other relevant stakeholders consider clinical deterioration and responses

⁴³ As relevant to the types of services provided and the model of service delivery this may include for example fire safety and emergency procedures; food handling; electrical safety; infection control; clinical deterioration; safety and security measures; management of waste; physical accessibility; chemical use and storage; maintenance and management of building and equipment, furniture, lighting and ventilation; pool safety; medication storage and management (e.g. security, storage and disposal, authorisation and administration, processes for monitoring correctness of medications against medication records, monitoring and review of medication errors); vehicle safety

Standard 4: Safety, Wellbeing and Rights

Expected outcome: The safety, wellbeing 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 wellbeing, 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:

- Harm includes self-harm.

As a part of meeting Indicator 4.3, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common	<ul style="list-style-type: none">☑ Processes for reporting and responding to potential, suspected, alleged or actual harm, abuse and/or neglect of service users are documented, implemented, monitored and reviewed.☑ Processes ensure that all people working in or for a service (including staff, volunteers and subcontractors) are aware of:<ul style="list-style-type: none">• what constitutes, harm, abuse and neglect and how to respond in a manner that is consistent with any legislative requirements• how to record and report allegations or incidents, including reporting of harm, abuse and neglect through internal processes and to any external agencies, as appropriate• their responsibilities to support people, or make referrals to appropriate supports• the importance of responding to allegations of harm, abuse and/or neglect in a manner that observes the principles of natural justice, and for all parties to be supported during the investigation of an allegation of harm, abuse or neglect.☑ The organisation has an incident reporting system which ensures that incidents are assessed, managed and reported in a timely manner to internal stakeholders and relevant external agencies such as Queensland Police, DCSYW, Coroner and/or funding bodies⁴⁴.
Child Protection Placement Services	<ul style="list-style-type: none">☑ The organisation has a policy/procedure which ensures that harm, suspected harm and standard of care concerns are identified, managed, recorded, and reported in accordance with legislative requirements and DCSYW policy. This policy/procedure must be kept up to date and:

⁴⁴ Some funding bodies specify timeframes for the reporting of incidents based on the type of incident and its priority level (e.g. Level 1, Level 2)

- include a definition of harm which is consistent with the definition in section 9 *Child Protection Act 1999*
- facilitate reporting and recording by staff members of all harm/suspected harm (as defined in Section 9 *Child Protection Act 1999*) and standard of care concerns, in accordance with the requirements of section 6 *Child Protection Regulation 2011*
- ensure compliance with the mandatory reporting requirements specified in sections 13F, 13G, 13H and 13I *Child Protection Act 1999* and in section 10 *Child Protection Regulation 2011*
- ensure that all harm/suspected harm is reported to DCSYW in a timeframe and in sufficient detail that ensures the welfare and best interests of the child or young person is able to be addressed by the Department as soon as possible
- outline the organisation's process for reporting the use of reactive responses and prohibited practices in line with DCSYW's *Positive Behaviour Support Policy*
- outline the organisation's process for reporting and recording disclosures of harm that relate to historical harm, or harm that was not a result of services provided by the organisation. This must include processes for how support is provided to the young person following disclosures
- state what staff are to do if DCSYW deems an incident to require a *Standards of Care Review or Harm Report Investigation and Assessment*
- specify how the organisation provides support to a child or young person, staff, or foster and kinship carers during and following an incident, disclosure of harm, *Standards of Care Review or Harm Report Investigation and Assessment*. This must include providing information about what external support can be accessed
- outline how the organisation will provide training to staff regarding identifying, preventing, responding to, and reporting harm or suspected harm and standard of care concerns, and positive behaviour support
- ensure that the management of incidents is consistent with DCSYW policy and procedural documents and relevant protocols including:
 - *Chapter 9 Child Safety Practice Manual*
 - *Reporting missing children: Guidelines for approved carers and care services*
 - *Responding to Concerns About the Standards Of Care Policy*
 - *Positive Behaviour Support Policy*.

Additionally - for non-family based placement services:

- *Incident management for residential care services*
- *Incident reporting guide for residential care services*
- *Joint agency protocol to reduce preventable police call-outs to residential care services*

<p>Child Protection Placement Services</p>	<ul style="list-style-type: none"> ☑ Records demonstrate that: <ul style="list-style-type: none"> • all incidents have been managed and reported in accordance with the organisation’s policies, DCSYW policy and procedures requirements and relevant protocols including: <ul style="list-style-type: none"> – <i>Chapter 9 Child Safety Practice Manual</i> – <i>Reporting missing children: Guidelines for approved carers and care services</i> – <i>Responding to Concerns About the Standards of Care Policy</i> – <i>Positive Behaviour Support Policy</i> <p>Additionally - for non-family based placement services:</p> <ul style="list-style-type: none"> – <i>Incident management for residential care services</i> – <i>Incident reporting guide for residential care services</i> – <i>Joint agency protocol to reduce preventable police call-outs to residential care services</i> <ul style="list-style-type: none"> • written reports have been provided to DCSYW in relation to all reportable suspicions (as defined in section 13F <i>Child Protection Act 1999</i>) as soon as reportable suspicions have been formed • written reports provided to DCSYW in relation to reportable suspicions contain all information as prescribed in section 13G <i>Child Protection Act 1999</i> and section 10 <i>Child Protection Regulation 2011</i> • all other forms of harm/suspected harm have been reported to DCSYW in a timeframe and in sufficient detail that ensures the welfare and best interests of the child have been able to be addressed by DCSYW as soon as possible • any use of prohibited practices has been reported to DCSYW immediately in accordance with DCSYW’s <i>Positive Behaviour Support Policy</i> • the use of reactive responses and details of the circumstances in which it occurred has been reported to DCSYW within 24 hours of the incident occurring in accordance with DCSYW’s <i>Positive Behaviour Support Policy</i>, or in accordance with section 13F <i>Child Protection Act 1999</i> when applicable. • where incidents, disclosures of harm, Standards of Care Reviews or Harm Report Investigation and Assessments have occurred, support has been provided to children and young people, staff and foster and kinship carers in accordance with the organisation’s policy, and they have been informed of external supports that they may access.
<p>Families</p>	<ul style="list-style-type: none"> ☑ Documented and implemented processes which ensure that families are aware of the organisation’s duty of care to report significant harm or risk of significant harm to relevant authorities including DCSYW.
<p>Domestic & Family Violence</p>	<ul style="list-style-type: none"> ☑ Documented and implemented processes which ensure that families are aware of the organisation’s obligation to report significant harm or risk of significant harm to relevant authorities including DCSYW as per DCSYW’s Critical Incident Reporting Policy.

Additional requirement for Perpetrator Intervention Programs:

- Documented and implemented processes for reporting crimes to relevant authorities and managing reported threats or acts of violence.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures about:
 - incident management including reportable incidents
 - preventing and responding to harm, abuse and neglect
- Registers/databases tracking the organisation's responses to:
 - incidents including reportable incidents
 - potential, suspected, alleged or actual harm, abuse and neglect
- Records (e.g. training register/database) of systematic staff and volunteer training in:
 - incident management including, reportable incidents
 - what constitutes harm, abuse and/or neglect; how to identify and respond to actual or suspected instances; and how to record and report allegations
 - culturally safe and appropriate responses
- Records of reporting to external agencies where harm, abuse or neglect has been identified or suspected (e.g. Queensland Police Service, DCSYW)
- Records of communication with guardians/advocates/carers regarding incidents
- Action plans which outline strategies to prevent future risk (e.g. Safety Plans for people using services)
- Feedback from people using services confirms the responsiveness of the organisation to allegations or concerns about harm, abuse and/or neglect and the support provided
- Feedback confirms that responses to incidents and allegations of harm, abuse and neglect are culturally appropriate
- Staff and volunteers can describe processes for
 - managing and reporting incident including reportable incidents
 - preventing and responding to harm, abuse and neglect

Child Safety Placement Services:

- Records of correspondence with DCSYW regarding Standards of Care Concerns
- Records demonstrating the organisation's response to incidents involving the use of reactive responses or prohibited practices

Child Safety – Non-family based placement services (Residential Care):

- Individualised de-escalation plans are developed for children and young people in collaboration with the child/young person, their support network and support agencies and reviewed following critical incidents
- Evidence of culturally responsive approaches for Aboriginal and Torres Strait Islander children and young people such as ensuring cultural support plans are in place and supporting children and young people to make contact with the Aboriginal and Torres Strait Islander Legal Service
- Evidence that themes arising from incidents have been considered and addressed with staff in order to strengthen individual and organisational practice and responses.

Standard 4: Safety, Wellbeing and Rights

Expected outcome: The safety, wellbeing 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 wellbeing, participation and choice.

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

As a part of meeting Indicator 4.4, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common	<i>There is no common mandatory evidence requirement for this indicator</i>
Child Protection Placement Services	<input checked="" type="checkbox"/> Processes exist and resources are used to inform children or young people and enable them to access support agencies and advocacy groups, including DCSYW case workers and the Office of the Public Guardian.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures outlining the requirement for people using services to be provided with relevant information and contact details for supports and advocacy services
- Publications providing contact details for relevant support and advocacy services (e.g. welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Publications providing contact details for relevant support and advocacy bodies are in formats are easily understood by people using services (such as accessible, easy to navigate, large print, relevant language, culturally appropriate, braille)
- Records show that people using services have been linked with culturally appropriate supports (such as Aboriginal and Torres Strait Islander services, Aboriginal and Torres Strait Islander Community Controlled Organisations, multi-cultural organisations, community members, Elders, language services)
- Records show how the service has supported people using services to access advocacy and supports (such as Community Visitors, alternative service providers, Aboriginal and Torres Strait Islander Community Controlled Organisations, multi-cultural organisations, advocacy services, relevant health services, community members, Elders)
- Feedback from people using services, their representatives / support persons (where relevant) and other relevant stakeholders confirms that people using services are linked with culturally appropriate supports (such as Aboriginal and Torres Strait Islander services, Aboriginal and Torres Strait Islander Community Controlled Organisations, multi-cultural organisations, community members, Elders, language services)

- Feedback from people using services and their representatives / support persons (where relevant) confirms that they have been informed of their right to have a support person or an advocate, and are supported to do so at any stage of service delivery

Standard 4: Safety, Wellbeing and Rights

Expected outcome: The safety, wellbeing 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 wellbeing, 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:

- 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.
- 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.

As a part of meeting Indicator 4.5, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common	<ul style="list-style-type: none">☑ Evidence that people using services are given opportunities to participate as fully as possible and make choices about the services they receive.☑ Services are delivered in a manner that is least intrusive while:<ul style="list-style-type: none">• maintaining the safety, wellbeing and rights of people using services; and• having regard to people using services' human rights including consideration of whether any limitation of human rights is consistent with Section 13 of the <i>Human Rights Act 2019</i>.
Child Protection Placement Services	<ul style="list-style-type: none">☑ Implemented processes relating to participation and choice that have regard to:<ul style="list-style-type: none">• the <i>Charter of Rights for a Child in Care</i> (Schedule 1 <i>Child Protection Act 1999</i>)• the delivery of services in accordance with the <i>Statement of Standards</i> (section 122 <i>Child Protection Act 1999</i>)• the Case Plan prepared by DCSYW, if the Case Plan has been made available to the organisation. <p><i>Note: This indicator is <u>not applicable</u> to Foster and Kinship Care services that do not provide direct care to children or young people.</i></p>

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Strategies (such as risk assessments, safety plans, service user and advocate feedback mechanisms) for identifying and addressing barriers to participation (such as language, culture, ability, safety or physical access to services)
- Process to ensure opportunities for people using service to make informed decisions and

choices about the services they receive, according to their individual needs (e.g. such as age, culture, gender identity, sexuality, religious beliefs, ability, communication needs)

- Publications promoting the rights of people using services to participate and make choices about services (e.g. welcome/induction kits, brochures, website, social media, fact sheets, displays, newsletters)
- Publications promoting the rights of people using services to participate and make choices about services are in formats that are easily understood by people using services (such as accessible, easy to navigate, large print, relevant language, culturally appropriate, braille)
- Records of meetings/discussions where the rights, preferences and choices of individual service users have been discussed
- Records demonstrate the use of flexible service delivery options which reflect the changing needs, aspirations and choices of people using services
- Records (e.g. case notes/individualised plans) show that people using services are encouraged and able to participate in the planning and operation of the services they receive
- Records (e.g. case notes/individualised plans) show that service delivery and the service delivery environment is responsive to the rights and diverse needs and preferences of people using services (such as age, culture, gender identity, sexuality, religious beliefs, ability, communication needs)
- Feedback from people using services and their representatives / support persons (where relevant) confirms that people using services are encouraged and able to participate in the planning and operation of the services they receive
- Feedback from people using services and their representatives / support persons (where relevant) confirms that service delivery and the service delivery environment is responsive to preferences/diverse needs of people using services (such as age, culture, gender identity, sexuality, religious beliefs, ability, communication needs)
- Feedback from people using services and their representatives / support persons (where relevant) confirms that people using services are satisfied with opportunities to participate and make informed choices about the services received
- Staff and volunteers can describe the strategies used to encourage people using services to participate and make choices about the services they receive
- Feedback from people using services and their representatives / support persons (where relevant) and/or relevant stakeholders confirms culturally appropriate responses (e.g. evidence that people are supported to connect with their culture and their community)

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.

The interpretation of this indicator:

- Complaints includes disputes.

As a part of meeting Indicator 5.1, organisations must demonstrate the common mandatory evidence requirements detailed below

Common

- Documented and implemented complaint management/dispute resolution procedure for handling complaints between the organisation and people using services concerning any services
- Documented and implemented procedure for dealing with complaints that any person may make about any of the services, including the right to make a complaint to the relevant funding body and/or an external complaints agency⁴⁵
- Complaint management/dispute resolution procedures and complaints documents are made available to people using services and/or, where relevant, their representatives / support persons
- People working in or for the organisation are aware of, trained in and comply with the relevant procedures in relation to complaints management and resolution.
- Documented processes which ensure that the organisation does not discontinue or reduce services or take any recriminatory action in relation to a person who has made a complaint about any of the services or who has had a complaint made on their behalf.

Note: this does not preclude the service from taking action as necessary to ensure the safety and prevent harm to service users and others that may come to the notice of the service through lodgement of the complaint.

⁴⁵ Queensland Human Rights Commissioner (formerly Anti-Discrimination Commission Queensland), Queensland Police

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and processes/systems for collecting, recording and responding to compliments, feedback and complaints which address:
 - a definition or explanation of what constitutes a complaint
 - a description of how a complaint (including an anonymous complaint) can be made, addressing both formal and informal avenues for making complaints
 - timeframes and steps for responding to a complaint including, where required, investigating a complaint⁴⁶
 - avenues for escalating a complaint (including to the Queensland Human Rights Commissioner) and options for appealing/asking for review of outcomes
 - processes for referring complaints for external investigation/mediation
 - systems for recording and tracking complaints
 - how the organisation will respect people's right to privacy and confidentiality in managing complaints
 - how stakeholders will be advised of the outcome of a complaint
 - how compliments, feedback, complaints and appeals are reported to the governance body or to the delegated authority
 - how the organisation ensures compliance with regulatory or legislative requirements for handling complaints
 - where relevant, requirements to advise relevant funding bodies/stakeholders
 - 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
- Processes for ensuring that people are not disadvantaged as a result of making a complaint or appealing the outcome of a complaint
- Processes for receiving, acknowledging and acting on compliments, complaints and feedback (such as satisfaction surveys, compliments box/form, online feedback form, complaints forms)
- Records (e.g. complaints register/database) for tracking complaints, timeframes, outcomes, actions recommended and responsible persons
- Records demonstrating that complaints have been addressed
- Records of parties involved in a complaints process being advised of the outcome
- Records showing the level of satisfaction of people using services and their representatives / support persons (where relevant) with the fairness, accessibility and accountability of the organisation's complaints process
- Feedback from people using services and/or their representatives / support persons (where relevant) confirms that they know how to make a complaint, are comfortable making a complaint, and the organisation's culture enables them to make complaints without fear of retribution
- Feedback from people using services and stakeholders confirms that the organisation's complaints and feedback processes are culturally appropriate
- Management and staff can accurately describe the process used to refer and/or escalate complaints including where required referring to external agencies such as Queensland Police or DCSYW

⁴⁶ Noting a complainant has a right to escalate a human rights complaint to the Queensland Human Rights Commissioner if 45 business days have elapsed and the person has either not received a response to the complaint, or has received a response the person considers to be an inadequate

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.

There are no mandatory evidence requirements for this indicator

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Processes for supporting access to information about complaints, disputes and feedback for all people accessing services including those from diverse stakeholder groups (such as age, culture, gender identity, sexuality, religious beliefs, ability, communication needs)
- Process for reviewing the effectiveness of communication about feedback, complaints and appeals processes in response to feedback
- Publications promoting feedback, complaints and appeals processes (e.g. welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Publications promoting feedback, complaints and appeals processes are in formats that are easily understood by people using services (such as accessible, easy to navigate, large print, relevant language, culturally appropriate, braille)
- Records of discussions between staff and people using services about their right to make a complaint, appeal a decision or provide feedback on the services they receive
- Records of engagement with community stakeholders (such as community members, multi-cultural organisations, Elders, Aboriginal and Torres Strait Islander Community Controlled organisations) about appropriate and effective feedback, complaints and appeals processes and support mechanisms.
- Feedback from people using services and/or their representatives / support persons (where relevant) confirms that information on feedback, complaints and appeals is provided in an appropriate format (such as accessible, easy to navigate, large print, relevant language, culturally appropriate, braille)
- Management and staff can accurately describe the organisation's feedback, complaints and appeals process, including awareness of their roles and responsibilities in supporting people to provide feedback and responding to feedback, complaints or appeals.

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.

As a part of meeting Indicator 5.3, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- Evidence that people using services, their representatives / support persons (where relevant) and other relevant stakeholders have been made aware of their right to access an external complaints agency and external advocacy/support agencies as appropriate, and have been informed of how to do so.⁴⁷
- Implemented policy/procedure which ensures that people using services are appropriately supported to provide feedback, make a complaint or appeal to external avenues should they choose to do so.⁴⁸
- Documented and implemented policy which ensures that management and staff refer complaints promptly to external agencies when appropriate (e.g. the relevant department, Queensland Police Service, Office of the Public Guardian).

Child Protection Placement Services

- Children and young people and where applicable, foster and kinship carers are provided with information regarding Reviewable Decisions and their right of appeal, and are able to access advocacy/support agencies or DCSYW staff should they choose to exercise their right⁴⁹.
- Children, young people, families and support networks involved with the service are made aware of the complaints and appeals options available to them including making contact with:
 - DCSYW

⁴⁷ Includes the right to escalate a human rights complaint to the Queensland Human Rights Commissioner if 45 days have elapsed and the person has either not received a response to the complaint, or has received a response the person considers to be an inadequate

⁴⁸ Including the Public Advocate, Queensland Human Rights Commissioner, Health Ombudsman

⁴⁹ See Schedule 3 *Child Protection Act 1999* for a list of Reviewable Decisions and Aggrieved Persons.

- Office of the Public Guardian (including contact with a Community Visitor or Child Advocacy Officer).

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policy or procedure outlining how people using services will be supported to provide feedback, make a complaint or appeal to an external body
- Procedures for engaging an independent mediator where complaints and appeals remain unresolved
- Publications promoting external feedback, complaints and appeals mechanisms (e.g. welcome/induction packs, brochures, website, social media, fact sheets, displays, newsletters)
- Publications promoting external feedback, complaints and appeals mechanisms are in formats that are understood by people using services (such as accessible, easy to navigate, large print, relevant language, culturally appropriate, braille)
- Records showing that supports and/or referrals were provided to assist with making a complaint to an external body (such as interpreters, advocates, Aboriginal and Torres Strait Islander services, Aboriginal and Torres Strait Islander Community Controlled Organisations, multi-cultural organisations, community members, Elders, language services)
- Feedback from people using services and/or their representatives / support persons (where relevant) showing awareness of relevant external feedback, complaints and appeals mechanisms and how to access them
- Feedback that people have been provided with information/support to access an external complaint body (such as interpreters, advocates, Aboriginal and Torres Strait Islander services, Aboriginal and Torres Strait Islander Community Controlled Organisations, multi-cultural organisations, community members, Elders, language services)
- Feedback from management and staff confirms they understand the processes used to refer people to external complaints and appeal bodies
- Feedback from management and staff confirms they inform people about the supports available when contacting an external complaints/appeals body (such as interpreters, advocates, Aboriginal and Torres Strait Islander services, Aboriginal and Torres Strait Islander Community Controlled Organisations, multi-cultural organisations, community members, Elders, language services)
- Feedback or records showing the individual needs of people using services were considered when referrals to external agencies were made (such as age, culture, gender identity, sexuality, religious beliefs, ability, communication needs)

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.

There are no mandatory evidence requirements for this indicator

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Processes for collecting, analysing and using information from compliments, feedback, complaints and appeals to inform service delivery and planning (e.g. complaints register/database)
- Processes for reporting on outcomes from feedback, complaints and appeals (e.g. reporting to the governing body summarising issues/risks and opportunities for improvement)
- Processes for monitoring and tracking proposed improvements resulting from feedback, complaints or appeals (such as Quality/Continuous Improvement Plan, Action Plan, consideration of outcomes from surveys, complaints)
- Records of review processes that identify trends and patterns resulting from feedback, complaints and appeals (e.g. Board/management reports)
- Records showing that findings and outcomes from compliments, feedback and complaints have been reviewed and where required improvements implemented
- Records of improvement actions implemented as a result of stakeholder feedback (e.g. finalised actions in Quality/Continuous Improvement Plans or Action Plans)
- Management, staff and stakeholders can describe improvements made as a result of complaints and feedback processes

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, work health and safety legislation and relevant agreements or awards.

The interpretation of this indicator:

- Human resources are managed to ensure that adequate numbers of appropriately skilled and trained staff and/or volunteers are available for the delivery of services.
- Risks associated with employees' rights and work health and safety are managed effectively and in accordance with legislation.

As a part of meeting Indicator 6.1, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- Documented and implemented process to ensure employment practices comply with relevant employment-related legislation, including the *Human Rights Act 2019*⁵⁰.
- Buildings and the physical environment where services are delivered are safe for people working in or for the organisation and are well maintained.
- Human resource management systems ensure that workforce planning is undertaken in a manner that supports the level and type of services the organisation delivers.

Child Protection Placement Services

For all placement services:

- Human resource management systems and processes implemented by the organisation include suitable methods for the selection, training and management of people engaged in providing services⁵¹. Methods must ensure that persons are suitable in accordance with sections 18-21 *Child Protection Regulation 2011*.

*Note: Placement services not yet licensed are required to have processes that will allow them to meet the above service requirements once they are licensed. However, licensed placement services must also demonstrate evidence of **implementing and monitoring** the above processes.*

⁵⁰ For information about family and domestic leave entitlements, see the [Fair Work Ombudsman website](#).

⁵¹ In addition to the requirements of 6.2 below, selection methods must ensure that persons are suitable in accordance with sections 18-21 *Child Protection Regulation 2011*, including screening processes for Blue Card and Child Safety Personal History Screening Checks as required in 4.1 above.

Assertive Outreach

- First Aid kits are accessible for all staff
- Staff are provided with a mobile phone to use in case of emergencies
- Staff work in teams with a minimum of two staff for each shift (usually one male and one female).

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies/procedures for Human Resource Management addressing:
 - non-discriminatory human resource practices
 - human rights of people working in or for their service
 - application of equal employment opportunity principles
 - elimination of bullying and harassment
 - consistent application of awards, collective agreements and/or contracts
 - safe work practices
 - safe work environment
- Policies/procedures for ensuring staff and volunteer safety (such as when working with people with challenging behaviours, working alone, working in people's homes, travel)
- Policies/procedures relating to staff and volunteer ratios and rosters
- Publications providing updates to staff regarding changes to regulatory requirements and how this will impact upon staff/services (e.g. changes to award and leave entitlements such as unpaid family and domestic violence leave entitlements⁵²)
- Staff rosters
- Records of staff and volunteer training about work, health and safety relevant to their role
- Records of meetings/discussions/training about safe work practices and safe work environment (such as records of safety and quality committee meeting, staff and volunteer training register/database, publications for staff and volunteers (e.g. staff bulletin/Yammer posts), discussions at team meetings)
- Records of work health and safety assessments and improvements
- Feedback from staff confirms they are familiar with the regulatory requirements impacting upon them, including relevant awards, agreements and/or contracts

⁵² See Fair Work Ombudsman website: www.fairwork.gov.au/

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.

As a part of meeting Indicator 6.2, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- People working in and for the organisation are qualified or skilled to perform their nominated role.

Child Protection Placement Services

For family based care services

- The organisation has and implements a policy/procedure regarding foster carer recruitment, assessment and training which is consistent with the requirements specified in Chapter 8 of the Child Safety Practice Manual.
- The organisation implements foster carer recruitment processes/strategies which ensure foster and kinship care services work collaboratively with DCSYW to ensure their activities are complementary.
- The organisation's records demonstrate that each foster carer has undergone the required selection process to determine suitability.
- Foster carer recruitment strategies have resulted in the recruitment of carers who are appropriate to the service provider's service users.
- Foster carers have been approved by DCSYW before children have been placed with them.
- Foster and kinship carers are aware of their roles and responsibilities to the child in care.
- All foster carers (with the exception of provisionally approved carers) have a Foster Carer Agreement in place.

For non-family based care services (excluding Safe Houses):

- The organisation ensures compliance with Minimum Qualification Standards for residential care staff working in Queensland as outlined in the *Strengthening the Queensland Residential Care Workforce – Minimum Qualification Standards Information Sheet*.⁵³

⁵³ Minimum Qualification Standards apply to all staff, including agency staff, employed by organisations providing residential care services in Queensland, other than those persons employed, contracted or volunteering to provide services to children and young people that do not involve the provision of care or

<p>Families</p>	<p>Clinical Nursing Services:</p> <ul style="list-style-type: none"> ☑ The organisation ensures Clinical Nurses are appropriately qualified and provided with clinical supervision and professional support. <p>Family Participation:</p> <ul style="list-style-type: none"> ☑ The organisation has processes in place to ensure that staff working directly with service users have completed training in family-led decision making processes.
<p>Domestic & Family Violence</p>	<p>Perpetrator Intervention Programs:</p> <ul style="list-style-type: none"> ☑ The organisation ensures Perpetrator Intervention group facilitators meet the requirements (including experience and qualifications) as set out in Section 2.1: <i>Program Staff of the Professional Practice Standards: Working with men who perpetrate domestic and family violence.</i>
<p>Individuals</p>	<p>Rest and Recovery and Assertive Outreach:</p> <ul style="list-style-type: none"> ☑ Organisation records demonstrate that all staff possess a current First Aid Certificate. <p>Financial Counselling and Advocacy:</p> <ul style="list-style-type: none"> ☑ Financial counsellors meet the requirements of membership with the Financial Counsellors' Association of Queensland (FCAQ) and, where not already obtained, are actively working towards completion of a Diploma of Financial Counselling.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures for workforce planning, recruitment and selection processes
- Duty statements or position descriptions for roles
- Duty statements/position descriptions outline the requirements of the position including any requirement to maintain professional registration and/or other credentialing for specialist roles
- Processes for undertaking pre-employment checks (such as including references, currency of qualifications, registration and criminal history screening) and ensuring potential staff have the skills and experience necessary for fulfil their role
- Appeals processes for applicants/ unsuccessful applicants
- Processes for ensuring the currency of staff qualifications, professional registration and/or other credentialing for specialist roles (e.g. a database/register tracking registration expiry dates)
- Processes for tracking currency of staff and volunteer certificates/competencies (e.g. First Aid)
- Records of merit-based recruitment and selection processes (e.g. evidence of selection criteria and interview processes)
- Records of the advertising/promotion of available positions

supervision of direct care staff. Services in scope include residential care services, supported living services, therapeutic residential care services and individual care arrangements to meet the specific care needs of children and young people.

- Records of pre-employment checks including references, qualifications, registrations and criminal history screening
- Records regarding feedback requested by, and provided to, unsuccessful applicants
- Records of staff leave/backfill arrangements to support the continuity of service delivery

Child Protection Placement services:

- Policy and procedures for recruiting Foster Carers with the skills and experience suitable for the role
- Foster carers can describe the selection processes used by the service to recruit suitability skilled and experienced carers
- Records/ files confirm that a Foster Carer Agreement is in place for each approved carer

Services for Aboriginal and Torres Strait Islander people:

- Recruitment and selection practices include identifying and recruiting staff with demonstrated experience and knowledge in culturally safe practice

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.

As a part of meeting Indicator 6.3, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- Processes providing people working in and for the organisation (including volunteers) with induction, training and development opportunities relevant to their roles are documented, implemented and reviewed.
- Persons working in and for the organisation (including volunteers) have been inducted into the organisation, according to the responsibilities of their role.
- Persons working in and for the organisation (including volunteers) have regular opportunities to have their learning and training needs assessed and responded to.
- The organisation ensures that people working in or for their service (including volunteers) have been appropriately trained to understand the human rights of people using services and the impacts of service delivery on those rights.

Child Protection Placement Services

For all placement services:

- Staff working in and for the organisation who provide direct care to children and young people in care and/or provide support to foster and kinship carers have completed the following training within a reasonable timeframe from their commencement date:
 - Cultural awareness
 - Positive behaviour support
 - Identifying, preventing, responding to, and reporting concerns about the standards of care
 - Identifying, preventing, responding to, and reporting harm or suspected harm.

For non-family based services (excluding Safe Houses):

- The organisation ensures that residential care staff and their direct supervisors complete the Hope and Healing Framework for Residential Care training in compliance with the Minimum Qualifications Standards.

For non-family based care services and services providing family-based care with direct care::

- ☑ The organisation ensures that prior to commencing work with a child or young person, direct care staff have the necessary knowledge, skills, training, supervision and support arrangements in place to enable them to provide/support care to children and young people which meets:
 - the *Statement of Standards* (section 122 *Child Protection Act 1999*)
 - other legislative and DCSYW policy requirements
 - the organisation's policy requirements.

For family based care services:

- ☑ Foster carers have undertaken all necessary DCSYW endorsed training within required timeframes⁵⁴. The organisation must keep records of this training⁵⁵.
- ☑ The organisation has a documented process and maintains foster carer training and development records that reflect *Child Safety Practice Manual Chapter 8* requirements⁵⁶, which includes how foster carers are to be trained.
- ☑ The organisation implements foster carer training processes/strategies which ensure that foster and kinship care services work collaboratively with DCSYW to ensure that their activities are complementary. The organisation has processes in place to monitor expiry of foster and kinship carer Blue Cards/Exemption Cards and Certificates of Approval (which incorporate screening such as Child Safety and Personal History Screening checks). The organisation works with DCSYW to ensure that foster and kinship carer re-approvals, including re-screening, occurs as required and within required timeframes.
- ☑ Records demonstrate that the service has identified development opportunities as necessary in order to support individual foster and kinship carers' provision of care in accordance with the *Statement of Standards* (section 122 *Child Protection Act 1999*).

Mental Health

- ☑ People working in and for the organisation's mental health services (including volunteers) are provided with induction, training and development opportunities and supervision relevant to the delivery of recovery oriented mental health services.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures for induction, training and development of people working in or for the organisation

⁵⁴ Refer to DCSYW's website for current requirements.

⁵⁵ Refer to *Foster Care Training Policy 383-3* (Appendix A).

⁵⁶ Refer to Appendix A.

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- Records of induction processes showing that the organisation has addressed all mandatory requirements and knowledge necessary to fulfil a role
 - Records communicating organisational and role requirements to staff and volunteers (such as administrative duties, timesheets and record keeping practices)
 - Records showing that the organisation has identified and/or responded to the learning needs of people working in the service (such as supervision, performance reviews, achievement and capability plans addressing the learning needs of staff and volunteers, mentoring, work shadowing)
 - Records showing how the learning and development opportunities requested/raised by staff or volunteers have been addressed
 - Records of staff and volunteer attendance at induction, training (including mandatory training), and development activities
 - Records of performance review processes and resultant action plans
 - Feedback from management and staff accurately describing the organisation's induction, training and development processes
 - Feedback from management, staff and volunteers that they have accessed induction, training and development opportunities relevant to their roles
 - Where peer workers, carers, community members / representatives are engaged as staff and/or volunteers, feedback confirms access to relevant induction, training and support where required

Services for Aboriginal and Torres Strait Islander people:

- Induction processes include culturally safe practice, culture protocols and the differences between Aboriginal culture and Torres Strait Islander culture and the interconnectedness of the cultures
- Processes to identify and train cultural mentors

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.

As a part of meeting Indicator 6.4, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ Evidence that people working in or for the organisation receive periodic feedback/supervision and support, as relevant to their role, level of experience, and the complexity of service user needs.

Child Protection Placement Services

For all placement services:

- ☑ Records of written complaints kept by the organisation pursuant to section 7 *Child Protection Regulation 2011* correspond with staff support, supervision, feedback and disciplinary process records as relevant and appropriate.
- ☑ All persons working in and for the organisation (such as foster and kinship carers and direct care workers) receive support during a Standards of Care Review or Harm Report Investigation and Assessment.

For family based care services:

- ☑ Records demonstrate that foster and kinship carers receive periodic formal feedback and support in order to support the carer's provision of care in accordance with the *Statement of Standards* (section 122 *Child Protection Act 1999*).

Domestic & Family Violence

- ☑ Organisations that work with victims and perpetrators of domestic and family violence implement policies that demonstrate how they foster a workplace culture that reduces work-induced trauma.
- ☑ Records demonstrate that staff and volunteers have been informed on how to access services to support their personal wellbeing, and helping them to deal with their exposure to distressing stories and other material related to people using services.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures outlining the organisation's approach to supporting staff and volunteers, providing supervision, feedback and commitment to fair disciplinary processes.
- Processes that support staff and volunteers to do their jobs well and safely (such as Employee Assistance scheme, Employee Health initiatives for example Quit Smoking and Vaccinations programs)
- Strategies for supporting and promoting the retention of staff and/or volunteers
- Strategies for staff development (such as mentoring programs, development of succession plans for career pathways for example career plans for Aboriginal and Torres Strait Islander staff members, staff members with disability, staff members from culturally and linguistically diverse backgrounds)
- Records of performance management processes (e.g. meeting records or other documents that show the organisation adheres to current industrial legislation requirements in regard to disciplinary processes such as breaches of conduct, demotion and dismissal)
- Records of debriefing sessions with staff and volunteers (e.g. critical incident de-briefing)
- Records showing how the organisation monitors and ensures accountability of sub-contracted or agency/relief staff
- Supervision agreements/records
- Feedback from staff and/or volunteers on their satisfaction with the ongoing support, feedback and disciplinary processes provided to them

Domestic and family violence services:

- Policy and/or procedures outlining how the organisation recognises, assess and supports staff and volunteers in domestic and family violence services to deal with their exposure to distressing stories and other material related to clients
- Records of access to, and utilisation of, specialist supervision services for staff
- Documents that show how the organisation monitors staff and volunteer wellbeing
- Feedback from staff and/or volunteers on their access to professional supervision.

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.

As a part of meeting Indicator 6.5, organisations must demonstrate the common mandatory evidence requirements and relevant service specific requirements detailed below

Common

- ☑ Documented and implemented policy or procedure which addresses the management of grievances and disputes raised by people working in and for the organisation:
 - reflecting the principles of natural justice
 - ensuring that people working in and for the organisation are able to raise grievances without fear of retribution.
 - ensuring that people working in and for the organisation are aware of their right to refer a complaint to a relevant external agency (e.g. Fair Work Commission, Queensland Human Rights Commissioner)
- ☑ Evidence that the organisation responds appropriately to grievances and disputes raised by people working in and for the organisation.

Below are suggestions of how this indicator may be demonstrated, depending on the size and complexity of an organisation and the type of services delivered

- Policies and procedures outlining how the organisation manages staff and volunteer grievances and disputes
- Procedures for engaging an independent mediator, arbitrator or investigator where required
- Publication of information to staff about right to refer complaint to external agency including contact details (staff bulletin/Yammer posts)
- Records of staff training (including induction) about the organisation's dispute resolution procedure and how staff and volunteers can raise grievances
- Records showing engagement of independent person such as a mediator or arbitrator where required
- Records of relevant parties involved in grievances/disputes being advised of the outcome as appropriate
- Records of staff, volunteers and/or carers' satisfaction with the outcome of grievance and dispute processes
- Records actions implemented as a result of the outcome of grievances/disputes (such as actions plans, improvement plans)

- Feedback from staff, volunteers and/or carers confirms their access to fair and effective systems for dealing with grievances and disputes
- Feedback from staff and volunteers confirms awareness of access to employee assistance programs that provide counselling and/or other services

Services to Aboriginal and Torres Strait Islander people:

- Evidence of culturally safe and appropriate practices (e.g. access to support, training in culturally safe practices and impacts of past policies and intergenerational trauma that may impact upon the ability of staff and volunteers)

Appendix A – Links to legislation, policies and resources

Legislation

Legislation – Queensland:

www.legislation.qld.gov.au/Acts_SLs/Acts_SL.htm

- *Child Protection Act 1999*
- *Child Protection Regulation 2011*
- *Community Services Act 2007*
- *Coroners Act 2003*
- *Domestic Violence and Family Protection Act 2012*
- *Guardianship and Administration Act 2000*
- *Human Rights Act 2019*
- *Information Privacy Act 2009*
- *Mental Health Act 2016*
- *Public Guardian Act 2014*
- *Residential Tenancies and Rooming Accommodation Act 2008*
- *Right to Information Act 2009*
- *Working with Children (Risk Management and Screening) Act 2000*
- *Working with Children (Risk Management and Screening) Regulation 2011*

Legislation – Commonwealth:

www.comlaw.gov.au/Browse/ByTitle/Acts/Current#top

- *Privacy Act 1988*

All Services

Business Continuity

www.communitydoor.org.au/planning-and-evaluation/business-continuity

Child and Youth Risk Management Strategy Requirements (Blue Card System)

www.bluecard.qld.gov.au/risk-management.html

Disaster Management Recovery: A toolkit supporting and encouraging the role of community-based organisations

www.csialtd.com.au/disastermanagement

Human Services Quality Framework website

www.communities.qld.gov.au/industry-partners/funding-grants/human-services-quality-framework

Multicultural Queensland Charter

www.dlgrma.qld.gov.au/multicultural-affairs/policy-and-governance/multicultural-queensland-charter.html

Notifiable Data Breaches Scheme

www.oaic.gov.au/privacy-law/privacy-act/notifiable-data-breaches-scheme

Office of the Australian Information Commissioner

www.oaic.gov.au/

Office of the Information Commissioner Queensland

www.oic.qld.gov.au/

Office of the Public Guardian

www.publicguardian.qld.gov.au/

People with vulnerabilities in disasters: A framework for an effective local response and Toolkit

www.qld.gov.au/community/disasters-emergencies/supporting-people-with-vulnerabilities

Privacy Impact Assessment

www.oaic.gov.au/agencies-and-organisations/guides/guide-to-undertaking-privacy-impact-assessments

Queensland Emergency Risk Management Framework: Risk Assessment Process Handbook

www.disaster.qld.gov.au/dmg/Prevention/Pages/3-5.aspx

Queensland Human Rights Commission

www.qhrc.qld.gov.au

Queensland Government Human Rights Portal

www.forgov.qld.gov.au/humanrights

Queensland Language Services Policy and Guidelines

www.dlgrma.qld.gov.au/multicultural-affairs/policy-and-governance/language-services-policy.html

Department of Child Safety, Youth and Women

Department of Child Safety, Youth and Women

www.csyw.qld.gov.au

Complaints Management Policy and Procedure

www.csyw.qld.gov.au/contact-us/compliments-complaints

Critical Incident Reporting Policy

www.csyw.qld.gov.au/about-us/partners/child-family/resources-publications

Obligations of contracted service providers – *Information Privacy Act 2009*

www.csyw.qld.gov.au/privacy

Record Keeping Guide For Funded Non-Government Organisations

www.csyw.qld.gov.au/about-us/partners/child-family/resources-publications/recordkeeping-requirements-non-government-organisations

Service Agreements

www.csyw.qld.gov.au/about-us/funding-grants/streamlined-agreements

Child and Family Services

Assessment and Service Connect

www.csywintranet.root.internal/resources/dcsywintranet/policies-procedures/service-delivery/child-safety/child-protection-care/assessment-service-connect-636.pdf

www.csywintranet.root.internal/resources/dcsywintranet/service-delivery/child-safety/child-protection/asc-op-policy-guidelines.pdf

Carer's responsibilities: Critical and Major Incidents

www.qld.gov.au/community/caring-child/foster-kinship-care/information-for-carers/rights-and-responsibilities/carers-responsibilities/critical-and-major-incidents

Child protection resources:

www.csyw.qld.gov.au/child-family/protecting-children

Change in Personal Circumstances – LCS Form 6

www.csyw.qld.gov.au/about-us/partners/child-family/child-safety-licensing/licensing-resources

Child Placement Principle Practice Resource

www.csyw.qld.gov.au/resources/childsafety/practice-manual/pr-the-child-placement-principle.pdf

Child Protection (Placement Services) Investment Specification

www.csyw.qld.gov.au/about-us/funding-grants/investment-specifications

Child Protection (Support Services) Investment Specification

www.csyw.qld.gov.au/about-us/funding-grants/investment-specifications

Child Safety Licensing Information

www.csyw.qld.gov.au/about-us/partners/child-family/child-safety-licensing-manual-cspm

Child Safety Practice Manual

www.csyw.qld.gov.au/childsafety/child-safety-practice-manual

The Child Safety Practice Manual provides a comprehensive set of procedures that guide and inform the delivery of child protection services by the Department of Child Safety, Youth and Women in Queensland. This includes how the department works with non-government providers. The following sections of the manual have particular relevance to non-government service providers:

- Chapter 5: Children in Out-of-Home-Care
- Chapter 8: Regulation of Care
- Chapter 9: Standards of Care
- Practice Papers which cover specific topics in more detail.

Decisions about Aboriginal and Torres Strait Islander Children and Young People Policy 641

www.csyw.qld.gov.au/child-family/protecting-children/resources-publications

Families Investment Specification

www.csyw.qld.gov.au/about-us/funding-grants/investment-specifications

Family and Child Connect (FaCC) Service Model and Guidelines

www.csyw.qld.gov.au/about-us/funding-grants/investment-specifications

Foster and Kinship Care

www.qld.gov.au/community/caring-child/foster-kinship-care

Foster Care Matching: a partnership approach Policy 639

www.csyw.qld.gov.au/child-family/foster-kinship-care/resources-publications

Foster Care Training Policy 383

www.csyw.qld.gov.au/child-family/foster-kinship-care/resources-publications

Hope and Healing Framework for Residential Care

www.csyw.qld.gov.au/campaign/supporting-families/resources#hope-healing-framework-residential-care-11

www.peakcare.com.au/hopehealing/

Incident Management for Residential Care Services

www.csyw.qld.gov.au/about-us/partners/child-family/resources-publications

Incident Reporting Guide for Residential Care Services

www.csyw.qld.gov.au/about-us/partners/child-family/resources-publications

Information Sharing for Service Delivery Coordination Policy 403

www.csyw.qld.gov.au/child-family/protecting-children/resources-publications

Information Sharing Guidelines – To meet the protection and care needs and promote the wellbeing of children.

www.csyw.qld.gov.au/about-us/partners/child-family/information-sharing

Intensive Family Support (IFS) Service Model and Guidelines

www.csyw.qld.gov.au/about-us/funding-grants/investment-specifications

Joint Agency Protocol to Reduce Preventable Police Call-outs to Residential Care Services

www.qfcc.qld.gov.au/keeping-kids-more-safe/young-people-living-care

Kinship Care Policy 632

www.csyw.qld.gov.au/childsafety/child-safety-practice-manual/chapters/5-children-out-home-care

Participation by Children and Young People in Decision-Making Policy 369

www.csyw.qld.gov.au/child-family/foster-kinship-care/resources-publications

Permanency Planning Practice Paper

www.csyw.qld.gov.au/childsafety/child-safety-practice-manual/practice-papers

Placement of Children in Care as part of an Integrated Child Protection Response Policy 578

www.csyw.qld.gov.au/childsafety/child-safety-practice-manual/chapters/5-children-out-home-care

Positive Behaviour Support Policy 604 (Child Safety Services)

www.csyw.qld.gov.au/childsafety/child-safety-practice-manual/chapters/5-children-out-home-care

Quality Care: Foster Care Training

www.csyw.qld.gov.au/child-family/foster-kinship-care/carer-training/foster-carer-training

Reporting missing children: Guidelines for approved carers and care services

www.csyw.qld.gov.au/about-us/partners/child-family/resources-publications

Residential Care Policy 606

www.csyw.qld.gov.au/child-family/foster-kinship-care/resources-publications

Responding to Concerns about the Standards of Care Policy 326

www.csyw.qld.gov.au/child-family/foster-kinship-care/resources-publications

Response to Children and Young People Sexually Abused Whilst Placed in Out-of-Home Care Policy 627

www.csyw.qld.gov.au/child-family/foster-kinship-care/resources-publications

Statement of Commitment between the Department of Communities, Child Safety and Disability Services and the foster and kinship carers of Queensland

www.csyw.qld.gov.au/child-family/foster-kinship-care/rights-responsibilities/statement-commitment

Strengthening the Queensland Residential Care Workforce – Minimum Qualification Standards Information Sheet

www.csyw.qld.gov.au/about-us/partners/child-family/child-safety-licensing/licensing-resources

Suitability and Screening Requirements for Child Safety Licensed Care Services: A guide for non-government organisations

www.csyw.qld.gov.au/about-us/partners/child-family/child-safety-licensing/licensing-resources

Therapeutic Residential Care Policy 577

www.csyw.qld.gov.au/child-family/foster-kinship-care/resources-publications

Transferring Records to the Department – Information

www.csyw.qld.gov.au/about-us/partners/child-family/resources-publications/recordkeeping-requirements-non-government-organisations

Transitioning From Care into Adulthood Policy 349

www.csyw.qld.gov.au/childsafety/child-safety-practice-manual/chapters/5-children-out-home-care

Women, Violence Prevention and Youth Services

Domestic and Family Violence Resources (including Practice Standards)

www.publications.qld.gov.au/dataset/domestic-and-family-violence-resources

Domestic and Family Violence Information Sharing Guidelines

www.csyw.qld.gov.au/gateway/end-domestic-family-violence/our-progress/strengthening-justice-system-responses/domestic-family-violence-information-sharing-guidelines

Domestic and Family Violence Investment Specification

www.csyw.qld.gov.au/about-us/funding-grants/investment-specifications

Practice Standards for working with women affected by domestic and family violence

publications.qld.gov.au/dataset/domestic-and-family-violence-resources/resource/117eea90-7a83-4abf-aa43-c0d9716c0f8c

Professional Practice Principles - Working with men who perpetrate domestic and family violence

publications.qld.gov.au/dataset/domestic-and-family-violence-resources/resource/d99788d3-0cc3-4c51-a2bc-b7b0797c7eab

Professional Practice Standards – Working with men who perpetrate domestic and family violence

publications.qld.gov.au/dataset/domestic-and-family-violence-resources/resource/8e4ac12b-e578-4abc-9e42-2cbdf7fda989

Response to sexual assault – Queensland Government Interagency Guidelines for Responding to People who have Experienced Sexual Assault

publications.qld.gov.au/dataset/1f7ea4ec-bec8-4428-ab60-0a6c119ac70d/resource/3b3958c9-504f-4698-a64d-e56ca7e5248e

Department of Communities, Disability Services and Seniors

Department of Communities, Disability Services and Seniors

www.communities.qld.gov.au

Complaints Management Policy and Procedure

www.communities.qld.gov.au/about-us/customer-service-compliments-complaints

Critical Incident Reporting Policy

www.communities.qld.gov.au/disability-connect-queensland/service-providers/contracting-us

Service Agreements

www.communities.qld.gov.au/industry-partners/funding-grants/streamlined-agreements

Community and Seniors Services

Diversion Services: Guidelines and Toolkit

www.communities.qld.gov.au/industry-partners/funding-grants/investment-specifications/guidelines-diversion-services-toolkit

Financial Counsellors' Association of Queensland

www.fcaq.com.au

Financial Counselling Australia - Standards for agencies employing financial counsellors Version 1: January 2015

www.financialcounsellingaustralia.org.au/Corporate/Financial-Counselling/Policies

National Standards for Membership & Accreditation: Australian State and Territory Financial Counselling Associations January 2015

www.financialcounsellingaustralia.org.au/Corporate/Financial-Counselling/Policies

Queensland – an age-friendly community

www.communities.qld.gov.au/seniors/queensland-age-friendly-community

Appendix B – Terms and Definitions

Please note the various service streams may have differing definitions for the same term

General terms and definitions	
Blue card	<p>A blue card is issued following the conduct of a 'working with children check'.</p> <p>A person's eligibility to hold a blue card or exemption card is based on an assessment of their known past police and disciplinary information. This process also disqualifies certain people upfront and prevents people from working with children whose past behaviour indicates they are not eligible to enter regulated child-related employment. This assessment is conducted by the Public Safety Business Agency (PSBA).</p> <p>See also <i>Working with children check</i>.</p> <p>Note: some people may hold an exemption card rather than a blue card.</p>
Case note	A record of case-related information.
Case management	A collaborative process, aimed at empowering and working with Service Users to effectively meet their individual needs and increase their self-reliance and independence. The process involves direct support based on identification, assessment and planning for a Service User's needs, and the implementation, coordination, monitoring and review of the services required to meet a Service User's needs.
Certification	<p>Confirmation by an authorised body that a service provider meets the requirements of a set of quality standards.</p> <p>The responsible body for authorising auditing bodies to undertake audits under the HSQF is JAS-ANZ (Joint Accreditation System of Australia and New Zealand). Audits are conducted in accordance with the requirements of the <i>JAS-ANZ Human Services Scheme Part 1 – Common requirements for bodies certifying human services</i> and <i>JAS-ANZ HSQF Scheme Part 2- Additional requirement for certifying human services in Queensland</i>.</p>
Chief executive	Unless otherwise specified, refers to the Director-General of the relevant Queensland Government department.
Child and youth risk management strategy	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 which assist in identifying and minimising the risk of harm to children and young people in regulated service environments.
Child Community Visitor Program (OPG)	The Office of the Public Guardian (OPG) has responsibilities to support and protect the rights of children and young people in family based and non-family based care placements (e.g. foster care, kinship care, residential care) and young people in detention or other supported accommodation. The OPG's responsibilities do not apply

	<p>to those children and young people placed in the care of a permanent guardian under a Permanent Care Order (PCO).</p> <p>The Community Visitor Program for children and young people is an independent service conducted by the Office of the Public Guardian (OPG). The role of the program is to ensure that the concerns, views and wishes of children and young people are listened to and seriously considered. A Community Visitor can help the child or young person:</p> <ul style="list-style-type: none"> • resolve any issues and concerns they may have • access support services • make changes to their care arrangement. <p>See also Office of the Public Guardian and Permanent Care Order</p>
<p>Community Visitor Program (OPG)</p>	<p>The Community Visitor Program operated by the Office of the Public Guardian (OPG) performs a rights protection role for Queensland adults with a disability or mental illness. Community visitors have inquiry and complaints functions and conduct unannounced visits to so they can see the standard of support provided on a typical day at a site. The role of Community Visitors is to inquire into, and lodge complaints about, issues raised by adults or by concerned members of the community.</p> <p>See also <i>Office of the Public Guardian (OPG)</i> and Child Community Visitor Program (OPG)</p>
<p>Conformance</p>	<p>The requirements of a standard, or an element associated with a standard are met.</p>
<p>Consent</p>	<p>The voluntary agreement of a person or a person's authorised representative (e.g. a family member, carer, guardian or advocate) empowered to make an informed decision about a proposed action, such as participate in an interview, or review personal records etc.</p>
<p>DCDSS</p>	<p>Department of Communities, Disability Services and Seniors</p>
<p>DCSYW</p>	<p>Department of Child Safety, Youth and Women</p>
<p>Exemption Card</p>	<p>A notice that registered teachers and police officers can apply for from the Public Safety Business Agency (PSBA). This exempts the holder from the requirement to apply for a blue card in certain activities.</p> <p>However, when providing regulated child-related services which fall outside of their professional duties, registered teachers and police officers must apply for an exemption card.</p>
<p>HSQF</p>	<p>Human Services Quality Framework.</p>
<p>HSQS</p>	<p>Human Services Quality Standards relating to the Human Services Quality Framework (HSQF).</p>
<p>Indicator</p>	<p>A measurable element of practice that may be used to assess whether practice meets a particular standard. Indicators ensure that the expectations for conformity with each standard are clear.</p>
<p>Individualised Plan</p>	<p>A plan/agreement used to inform service delivery. An individualised plan is generally developed by/with the person using services and/or their representatives / support persons (where relevant).</p> <p>Depending on the type of service may also be referred to as case plan, care plan, recovery plan or support plan.</p>

Investment Specification	Describes the intent of funding for a Queensland Government department funding area and includes details about the services, modes, service users, service delivery requirements, performance measurement requirements, and reporting requirements and best practice guidance.
Multicultural Queensland Charter	A set of eight principles in the <i>Multicultural Recognition Act 2016</i> which promote Queensland as a united, harmonious and inclusive community. Applies to all Queensland government entities and can be voluntarily adopted by any other organisation or individual.
OASIS	On-line Acquittal Support Information System used by Community Services and Child Safety service streams
Office of the Public Guardian (OPG)	An independent statutory body responsible for protecting the rights of vulnerable adults with impaired decision making capacity, and children and young people in family based and non-family based care placements (e.g. foster care, kinship care, residential care) and youth detention.
Outcome	The result of change, including the impact of outputs, affecting real-world behaviour and/or circumstances; such as learning, attitudes, motivations, aspirations.
Outlet	A physical location from which services are delivered. Private homes are not included as outlets. For child protection placement services this means 'the point where non-family based care is delivered, or where a family based care service is administered'.
Output	A product or service generated from the consumption of resources. Under a Service Agreement, a Queensland Government department purchases deliverables currently known as outputs.
Quality standards	See also <i>Human Services Quality Standards</i>
Queensland Language Services Policy	Sets out the Queensland Government's commitment to use interpreters and translated information to improve access to the full range of government and government-funded services for people with difficulty communicating in English.
Regulated business	A business as defined in Schedule 1 of the <i>Working with Children (Risk Management and Screening) Act 2000</i> .
Regulated employment	Employment as defined in Schedule 1 of the <i>Working with Children (Risk Management and Screening) Act 2000</i> .
Relevant Stakeholder	Relevant stakeholders may include people using services and their representatives / support persons as well as referring agencies, other service providers, Independent Aboriginal and Torres Strait Islander Entities, Aboriginal and Torres Strait Islander Community Controlled Organisations, multi-cultural organisations, community members, Elders, language services
Representatives / Support Persons	Representatives / support persons may include family, carers, kin, advocates, decision makers, guardians, independent persons, referring agencies, community members.

Service	<p>A service specifically provided by a human service organisation to support a person using any of the services that falls within the scope of the Human Services Quality Framework.</p> <p>See also <i>Care Service</i> in Child and Family services terms.</p>
Service Agreement	<p>Contract used by a Queensland Government department to provide funding to non-government organisations to deliver services.</p>
Service stream	<p>Broad categories of service delivery currently in-scope of the HSQF including Disability Services, Child Safety (Child and Family), Community Services and Queensland Community Support Scheme.</p>
Service type	<p>A care, support activity or service that a human service organisation is funded by a Queensland Government department to provide, normally categorised by funding stream and activity. Examples: those listed in the national Minimum Data Set for Disability Services, Child Safety Residential Care Services, Child Safety Foster Care Services, Child Safety Supported Independent Living Services, Family and Child Connect, Intensive Family Support, Domestic Violence Counselling, Counselling, etc.</p>
Service user	<p>Primarily, a person who is receiving/has received a service/support from the organisation being audited. Service user may also mean family members/s or an unpaid primary carer or advocate of the person using the services. Also known as 'customer', 'client', 'participant', 'person using/accessing services', etc.</p> <p>For Child Protection Placement Services, service user refers to children and young people who are receiving family based and non-family based care services funded by DCSYW.</p> <p>For Domestic and Family Violence Perpetrator Intervention Programs, service user refers to men who self-refer into the intervention program, mandated by the court as a condition of a voluntary order or other court order following a breach of a protection order or as a bail or parole condition.</p>
Stakeholder	<p>Unless otherwise defined in the Guide, see Relevant stakeholder above</p>
Support persons	<p>See Representatives / Support Persons above</p>
Site	<p>A site is a physical location from which human services (one or more outlets) are managed. Sites may manage outlets and/or deliver services. 'Sites' includes sites controlled by sub-contractors at which human services are provided. Private homes are not included as sites.</p>
Working with children check	<p>The Working with Children Check (also known as the blue card check) is a check conducted by the Public Safety Business Agency (PSBA) that assesses:</p> <ul style="list-style-type: none"> any national charge or conviction (including spent convictions and pending and non-conviction charges) for an offence (even if no conviction was recorded) child protection prohibition orders (whether a person is a respondent or subject to an application)

- disqualification orders
- if a person is subject to reporting obligations under the *Child Protection (Offender Reporting) Act 2004* or *Dangerous Prisoners (Sexual Offenders) Act 2003*
- disciplinary information held by certain professional organisations including teachers, child care licensees, foster carers and certain health practitioners, and
- information that the Police Commissioner may provide in relation to police investigations into allegations of serious child-related sexual offences, even if no charges were laid.

A person whose application is approved is issued with a positive notice letter and a blue card. If a person's application is refused, they are issued with a negative notice which prohibits them from carrying on a business or providing regulated child-related activities.

Children and Family Services (includes child protection placement services) – terms and definitions

Aboriginal and Torres Strait Islander child placement principle

The long-term effect of a decision on an Aboriginal or Torres Strait Islander child's identity and connection with the child's family and community must be taken into account (*Child Protection Act 1999* s5C(1)(b)).

In any decisions or actions taken under the *Child Protection Act 1999*, the following principles (the child placement principles (s5C(2))) also apply:

- a) the principle (the prevention principle) that a child has the right to be brought up within the child's own family and community
- b) the principle (the partnership principle) that Aboriginal or Torres Strait Islander persons have the right to participate in significant decisions under this Act about Aboriginal or Torres Strait Islander children
- c) the principle (the placement principle) that, if a child is to be placed in care, the child has a right to be placed with a member of the child's family group
 Note—See section 83 of the *Child Protection Act 1999* for provisions for placing Aboriginal and Torres Strait Islander children in care.
- d) the principle (the participation principle) that a child and the child's parents and family members have a right to participate, and be enabled to participate, in an administrative or judicial process for making a significant decision about the child
- e) the principle (the connection principle) that a child has a right to be supported to develop and maintain a connection with the child's family, community, culture, traditions and language, particularly when the child is in the care of a person who is not an Aboriginal or Torres Strait Islander person.

For further information on the Child Placement Principle please refer to Sections 5C; 51B and 83 of the *Child Protection Act 1999*.

Approved carer

Persons approved by DCSYW, in whose care a child has been placed by the chief executive, and include approved foster carers, approved kinship carers and provisionally approved carers.

Authority to care

A document prepared by DCSYW which is given, immediately on arrival of the child placed in their care to the:

- foster carer; or

	<ul style="list-style-type: none"> • kinship carer; or • provisionally approved carer; or • licensee or representative of the licensed non-family based care service; or • manager or representative of a not yet licensed. non-family based care service. <p>The Authority to Care provides evidence that the child is in their care and states the relevant legislative provision or order. Without this document the person caring for the child has no evidence to provide to police, doctors, school, etc. that they have a right to care for the child and make decisions for the child.</p> <p>Licensees <u>must</u> have an authority to care for every child placed in a non-family based care service. Licensees <u>may</u> have a copy of the authority to care for children placed with carers affiliated with the foster and kinship care service. This may be provided by DCSYW or the carer.</p>
Behaviour support plan	<p>A part of the Case Plan for children/young people displaying behaviours or at risk of displaying behaviours, which may have a negative consequence for the child or young person and/or others.</p> <p>Casework support to the carer and direct care staff will include assisting them to plan and implement strategies to de-escalate negative behaviours through positive responses such as re-direction, changing the environment and removal of privileges or attention for a period of time, and where required, organising referrals to therapeutic services.</p>
Care plan	<p>A plan developed by an organisation which details the care the service will provide to a child who is placed in non-family based care, or family-based care with direct care. The Care Plan will reflect the outcomes, goals and actions in the DCSYW developed Case Plan, the Behaviour Support Plan and Placement Agreement.</p> <p>A Care Plan for a child in family based or non-family based care must consider the requirements of the <i>Statement of Standards</i> (sometimes referred to the dimensions of need) for each child. The Care Plan must be reviewed when the Case Plan is reviewed and should also be regularly reviewed to ensure that goals and actions are being achieved and the child's needs are being met.</p>
Care service	<p>A care service is a physical location from which family based or non-family based care services are delivered. Private homes are not outlets.</p> <p>For child protection placement services this means the point where non-family based care is delivered, or where a family based care service is administered.</p>
Case plan	<p>The Case Plan is a written document that provides a clear statement about why the child is in need of protection, provides key information about the child and records the roles and responsibilities of all participants in addressing the child's protection and care needs during ongoing intervention. The Case Plan identifies the goals to achieve permanency for the child, the actions that need to be undertaken, timeframes and the people or services responsible for undertaking them. All activities, discussions and contact with the child and family will be guided by the Case Plan while it is in effect.</p> <p>DCSYW must develop a Case Plan within 30 days of a child being taken into care (see Child Protection Orders below). The Case Plan must be reviewed every 6 months as a minimum and more often if necessary depending on any new or identified needs or changing circumstances.</p>

	<p>The care service must develop a Care Plan based on this document, update/review the Care Plan as and when the Case Plan changes, participate in Case Plan development and review meetings and provide necessary information to develop Case Plans.</p>
<p>Case planning / review</p>	<p>In the context of child protection, case planning is a collaborative process that includes DCSYW staff, the child, their family, extended family and other significant people. The case planning process results in a written plan (see Case Plan above) that records the goal, outcomes and actions required to address the child's needs for safety, belonging and wellbeing. Collaborative Family-led Decision Making is a component part of the case planning process. Case work, the behaviour and actions that implement the case plan, is a cycle of assessment, planning, implementation and review.</p> <p>See also Collaborative Family-led Decision Making</p>
<p>Certificate of approval</p>	<p>The authority provided to an approved carer, once the chief executive has made the decision to grant a foster or kinship carer application, or provisional approval of a carer.</p>
<p>Charter of rights for a child in care</p>	<p>The basic rights established under the <i>Child Protection Act 1999</i> for a child in the custody or guardianship of the state. The care service must ensure that the child is advised of their rights, including being provided information about the charter in an age and developmentally appropriate way.</p> <p>(Refer to 'Legislation' link in Appendix A for the full wording of the charter of rights of a child in care)</p>
<p>Child</p>	<p>Section 8 of the <i>Child Protection Act 1999</i> defines a child as an individual who is under 18 years of age. The term child is used throughout this document in reference to both children and young people under the age of 18 years.</p>
<p>Child in care</p>	<p>A child in need of protection who has been placed in the custody or guardianship of DCSYW (refer to child protection order).</p> <p>A child in care may be placed in family based or non-family based care (see definitions of these types of care below)</p> <p>Children assessed as in need of protection may also remain with their family but only where an assessment by DCSYW confirms the parents are able and willing to work actively with the department to meet the protection and care needs of the child. In this instance an intervention with parental agreement (IPA) case is opened. As DCSYW is working actively with the family on this basis, the use of a court order is not required, and the child is not 'in care'.</p> <p><i>Note: where the parent retains custody/guardianship of the child access to information and information sharing by the organisation, except where necessary for case planning, requires the parent's consent.</i></p>
<p>Child in need of protection</p>	<p>A child who has suffered significant harm, is suffering significant harm, or is at unacceptable risk of suffering significant harm, and does not have a parent able and willing to protect the child from the harm (section 10 of the <i>Child Protection Act 1999</i>).</p>
<p>Child protection order</p>	<p>A child protection order is an order made by the Children's Court under the <i>Child Protection Act 1999</i> when a child is considered in need of protection. Different orders have different purposes and create different expectations of an organisation providing care services.</p> <p><u>Temporary orders</u> (in care up to 3 days)</p> <p>A Temporary order is made to allow an assessment of the child's protection needs, DCSYW will not provide a Case Plan when placing these children and pre-placement information will be limited. The</p>

care service may not have enough information to develop a detailed Care Plan. Temporary child protection orders (refer Child Safety Practice Manual) include:

- Temporary assessment orders (TAO)
- Temporary custody orders (TCO)
- Interim orders.

Court Assessment orders

A Court Assessment order (CAO) is an order made under chapter 2, *Child Protection Act 1999* to authorise actions necessary as part of an investigation and assessment to assess whether a child is in need of protection (refer Child Safety Practice Manual). This permits a more substantial assessment and the development of a Case Plan. The organisation will assist DCSYW by attending collaborative family-led decision making meetings and providing information to develop a Case Plan. Towards the end of the assessment a Case Plan will be available. Placement information will still be limited. The service will be able to prepare a Care Plan for the child based on limited information.

Short Term orders (for a period up to 2 years)

Short term orders cannot be granted without a Case Plan. DCSYW will provide a detailed placement agreement within 24 hours of a placement and a Case Plan. The service will develop a detailed Care Plan for the child in line with these documents. Short term orders (refer Child Safety Practice Manual and section 61(a) *Child Protection Act 1999*) include:

- Short-term custody orders
- Short-term guardianship orders

Long Term orders (in care up to age 18)

Long term orders cannot be granted without a Case Plan. DCSYW will provide a detailed placement agreement within 24 hours of a placement and a Case Plan. The service will develop a detailed Care Plan for the child in line with these documents. Long term orders include:

- Long-term Guardianship orders – an order made under the *Child Protection Act 1999* granting long-term guardianship of the child to a suitable family members (other than a parent of the child), another suitable person nominated by the Chief Executive or to the Chief Executive (refer section 61(f) *Child Protection Act 1999*)
- Permanent Care orders (PCO) – an order granting guardianship of a child to a suitable person (other than the parent of a child or the Chief Executive) nominated by the Chief Executive (refer section 61(g) *Child Protection Act 1999*).

Transition orders

A Transition order can be made under section 65A *Child Protection Act 1999* which continues the existing child protection order for a period of up to 28 days, to allow the child's gradual transition from a family based or non-family based care placement or to their parents full-time care. A transition order cannot be extended.

A check of a person's criminal, personal and child protection history to assist the licensee in determining whether the person meets the suitability requirements of the *Child Protection Regulation 2011*.

DCSYW can undertake Child Safety and Personal History Screening Checks for the following positions in a licensed care service:

- nominee
- directors

	<ul style="list-style-type: none"> managers people engaged to provide care. <p>The person to be checked must complete a LCS-2 “<i>Child safety and personal history check</i>” form and submit it to DCSYW. DCSYW will write to the contact person listed on the LCS-2 with the results of the check. The licensee must use the result as part of their suitability process and the organisation must record the results and expiry date of the check as part of their suitability and blue card monitoring.</p>
Child safety after hours service centre (CSAHSC)	A 24 hour DCSYW service that provides after business hours responses to clients of DCSYW, the community, other government departments and community agencies in response to child protection and youth justice matters.
Collaborative Family Led Decision Making	<p>Collaborative family–led decision making includes a process which has been specifically designed to meet the safe care and connection needs of Aboriginal and Torres Strait Islander children and families (the Family Participation Program - FPP), in keeping with the relevant principles in the <i>Child Protection Act 1999</i> (Section 5C).</p> <p>Collaborative family led decision making for Aboriginal and Torres Strait Islander children and families facilitates shared decision making led by an independent Aboriginal and Torres Strait Islander convenor employed by a community controlled organisation. This process involves children, young people and families during a Child Safety investigation and assessment and aims to develop family based solutions to presenting concerns.</p> <p>Family-led decision making may be facilitated by DCSYW staff, internal and external convenors from the collaborative family-led decision making regional teams. In addition, the Family Participation Program is funded to deliver family led decision making for Aboriginal and Torres Strait Islander children and families.</p>
Cultural support plan	A component of the case plan for an Aboriginal or Torres Strait Islander child or a child from another cultural community that is completed when a child is in need of protection, to ensure that they are provided with safe and protective family, community and cultural supports.
Cumulative harm	Harm to a child caused by a series or combination of acts, omissions or circumstances that may have a cumulative effect on the child’s safety and wellbeing.
Custody	<p>In accordance with the <i>Child Protection Act 1999</i>, a person who has or is granted custody of a child has the right and responsibility to attend to day-to-day matters only, including:</p> <ul style="list-style-type: none"> a child's daily care making decisions about a child's daily care.
Dimensions of need	This term is often used to mean the Statement of Standards.
Education support plan	A plan developed by the Queensland Department of Education, Training and Employment, in collaboration with DCSYW, to identify educational goals and targets, and strategies to achieve those targets, for all children subject to a child protection order granting custody or guardianship to the chief executive, DCSYW.
Emotional harm	When a child’s social, emotional, cognitive or intellectual development is impaired or at unacceptable risk of being impaired as a direct result of parental behaviour/attitude. This includes significant emotional deprivation due to persistent coldness, rejection or hostility. The harm to the child may have a cumulative effect and/or be observable in behaviours such as severe anxiety, depression,

	<p>withdrawal, indicators of inappropriate attachment or bonding, self-harming behaviour or aggressive behaviour towards others.</p>
<p>Family and Child Connect</p>	<p>Family and Child Connect (FaCC) is a community-based intake and referral service providing an additional pathway for referring concerns about children and their families.</p> <p>FaCC provides information and advice to people seeking assistance for children and families where there are concerns about their wellbeing. Families who are at risk of entering or re-entering the child protection system can be referred to FaCC.</p>
<p>Family based care (foster, kinship, intensive foster care)</p>	<p>A type of care provided to a child in a family setting, where the care service is responsible for recruiting, training, assessing and supporting carers who have been approved by Child Safety.</p>
<p>Family based care with direct care (foster, kinship, intensive foster care)</p>	<p>A type of care provided to a child in a family setting where additionally to recruiting, training, assessing and supporting carers the service also provides additional support to children from direct care staff (refer to Appendix A).</p>
<p>Family based and non-family based care</p>	<p>Refers to placements of children, subject to statutory child protection intervention, using the authority of the <i>Child Protection Act 1999</i> section 82(1).</p> <p>Family based and non-family based care includes placements with:</p> <ul style="list-style-type: none"> • a licensed care service • an approved foster or kinship carer • another entity. <p>Family based and non-family based care provides a safe, supportive and therapeutic environment for a child in care, while working towards either family reunification or an alternative permanency option. Family based and non-family based care may be provided during the investigation and assessment or ongoing intervention phases of child protection intervention.</p>
<p>Family group meeting</p>	<p>A meeting convened in accordance with section 51G of the <i>Child Protection Act 1999</i> to:</p> <ul style="list-style-type: none"> • provide family based responses to children's protection and care needs • to ensure an inclusive process for planning and making decisions relating to children's wellbeing and protection and care needs
<p>Flexible Ancillary funding</p>	<p>Access to Flexible Ancillary Funding is to provide a response to a gap in the Intensive Family Support (IFS) service system and will be used to address prevention and early intervention service delivery gaps and priorities.</p>
<p>Foster care</p>	<p>Refer to <i>Family based care</i>.</p>
<p>Foster carer</p>	<p>Any individual, or two or more individuals approved by DCSYW to care for a child subject to DCSYW intervention in a family based placement (irrespective of type of placement). A person living with another person on a genuine domestic basis may only be granted a certificate of approval jointly with their partner.</p>
<p>Foster carer agreement</p>	<p>A written agreement, negotiated between each foster carer and DCSYW or a foster and kinship care service, that:</p> <ul style="list-style-type: none"> • sets out the terms, conditions and responsibilities of the relationship between the foster carer and the CSSC or the foster and kinship care service • includes plans for the carer's ongoing development and support needs.

	A Foster Carer Agreement is not completed for a kinship carer, as their support is specific to the child placed in their care and recorded in the placement agreement.
Forgotten Australians and former child migrants	Men and women who turned 18 on or before 31 December 1999 and spent time as children in Queensland children’s homes, orphanages and other forms of institutional alternate care.
Guardianship	<p>In accordance with the <i>Child Protection Act 1999</i>, a person who has or is granted guardianship of a child has the powers, rights and responsibilities to attend to:</p> <ul style="list-style-type: none"> • a child's daily care • make decisions that relate to day-to-day matters concerning the child's daily care • making decisions about the long-term care, wellbeing and development of the child in the same way a person has parental responsibility under the <i>Family Law Act 1975</i>.
Harm	<p>The <i>Child Protection Act 1999</i>, (Section 9) defines harm as follows:</p> <ol style="list-style-type: none"> 1. Harm, to a child, is any detrimental effect of a significant nature on the child’s physical, psychological or emotional wellbeing. 2. It is immaterial how the harm is caused. 3. Harm can be caused by— <ol style="list-style-type: none"> a. physical, psychological or emotional abuse or neglect; or b. sexual abuse or exploitation. 4. Harm can be caused by— <ol style="list-style-type: none"> a. a single act, omission or circumstance; or b. a series or combination of acts, omissions or circumstances. <p>Section 13F of the <i>Child Protection Act 1999</i> requires persons employed in a licensed care service to give a written report to the chief executive if they have formed a reasonable suspicion that the child has suffered, is suffering, or is at unacceptable risk of suffering, significant harm caused by physical or sexual abuse.</p> <p>The <i>Child Protection Regulation 2011</i>, require the licensee of a child safety care service to have a procedure to report “matters of concern” (Section 6) which includes harm and standard of care concerns, and to keep particular records relating to these concerns (Section 7).</p>
Harm report	Refer to ‘Standards of care concern/review or harm report’
Health plan	<p>A plan developed by a health professional regarding a child or young person following a health assessment comprising:</p> <ul style="list-style-type: none"> • significant findings from the health assessment • a proposed health/treatment plan and whose responsibility it will be • recommended follow-up and timeframe • actions to be taken. <p>The plan is valid for 12 months.</p>
Hope and Healing Framework	<p>The Hope and Healing Framework sets out the foundation for caring and working with young people in residential care in a way that understands and responds to trauma and is therapeutic in approach. The Framework uses a needs-informed approach incorporating:</p> <ul style="list-style-type: none"> • fundamentals of care: safety, nurture, development, healing • focus areas: improved capacity for relationship, strengthening of connections, increased emotional know-how, towards building positive identity • future orientation: increased well being

Immediately (report incidents to the department)	<p>Where no ongoing emergency exists, immediately means <u>now</u>. Where an ongoing emergency exists, immediately means as soon as the emergency situation has been dealt with, including but not limited to - relevant emergency services have been contacted, everyone involved has been made safe and any property secured or the emergency situation has been handed over to the Police or Emergency Services.</p> <p>For example, if a prohibited practice results in a serious injury to a child, the responsible employee of the service should ensure emergency care is provided; an ambulance is called, provide relevant information to the paramedic, ensure the safety of other children and staff, and deescalate the situation. As soon as the emergency has been dealt with, they must report the incident to DCSYW.</p>
Intensive foster care	A type of family based care – refer to Appendix A.
Kinship care	A type of family based care – refer to Appendix A.
Kinship carer	<p>A kinship carer is a person related to the child or a member of a child's community and considered family or a close friend who is approved by DCSYW to provide a family based care placement for the child. Kinship carers may be further categorised as:</p> <ul style="list-style-type: none"> • grandparents • aunts/uncles • other relatives or close friend • for Aboriginal and Torres Strait Islander children, kinship care may include another Aboriginal person or Torres Strait Islander who is a member of, or compatible with the child's community or language group.
Minimum Qualification Standards	<p>Minimum Qualifications Standards apply to all staff including agency staff, employed by organisations providing licensed residential care services in Queensland, other than persons employed, contracted or volunteering to provide services to children and young people that do not involve the provision of care or supervision of direct care staff. Staff such as allied health professionals, Elders and advocates are excluded from the standards.</p>
Licensed care service	A service operated under a licence, in accordance with the <i>Child Protection Act 1999</i> to provide care for children in the custody or guardianship of the chief executive.
Licensee	A corporation that has been granted a licence to provide a care service in Queensland and refers to the holder(s) of the licence collectively. Licensee representatives are the identifiable individuals associated with the corporation.
Local Level Alliance	The Local Level Alliance is led by the Family and Child Connect service and includes members from government and non-government agencies, Local Councils and Australian Government and other service providers who work with vulnerable families within the community to ensure families receive the right mix of services at the right time.
Neglect	The child's basic needs of life are unmet by their parent to such an extent that the child's health and development are affected, causing harm, or likely to cause an unacceptable risk of harm to the child.
Non-family based care (residential care)	A type of care provided to a child in care by staff (paid, contracted, or volunteers) of a care service in residential premises, therapeutic residential care premises, supported independent living premises or

	<p>a safe house. The child is in the care of the service provider (refer to Appendix A). Models are defined in the investment specifications.</p>
Physical harm	<p>Serious physical trauma or injury of a non-accidental nature a child has suffered or is at an unacceptable risk of suffering, due to the actions of their parent or carer.</p>
Placement	<p>When a child is 'placed' in a family based and non-family based care living arrangement due to intervention by DCSYW.</p>
Placement agreement	<p>A written agreement that must be developed for a child who is placed in family based and non-family based care with:</p> <ul style="list-style-type: none"> • an approved foster carer, approved kinship carer or provisionally approved carer (either primary or respite) • a licensed care service, including residential care services, therapeutic residential care services, supported independent living services and safe houses. <p>The purpose of the placement agreement is to ensure carers and care services have access to relevant information about a child and adequate support for the placement. The placement agreement:</p> <ul style="list-style-type: none"> • outlines the goals of the placement • provides relevant information about a child • records the agreed support and services to be provided to the carer or care service, based on the assessed level of the child's needs. <p>If it is not possible to provide a written agreement at the time of placement, the Child Safety Service Centre (CSSC) is to provide the carer or service with as much verbal information about the child as is possible, and provide a written agreement to the carer within 3 working days of the placement commencing.</p>
Positive behaviour support (child safety)	<p>Responses that assist a child to learn acceptable behaviours through positive strategies such as role-modelling, positive reinforcement, skill development and collaborative and inclusive approaches. In the context of family based and non-family based care, responses are targeted to address the developmental needs of children and young people who have been exposed to abuse and neglect, many of whom have experienced trauma and cumulative harm. Positive behaviour support strategies will promote positive connections with carers and significant others to assist in ameliorating the effects of these experiences and to minimise the possibility of re-traumatisation.</p> <p>Refer to DCSYW's Positive Behaviour Support policy (refer to Appendix A).</p>
Prohibited practice (positive behaviour support – child safety)	<p>Responses to the behaviour of a child or young person which interfere with basic human rights. Unlawful and unethical practices are prohibited practices, as are practices which cause a high level of discomfort and trauma. Any action which is contrary to section 122 of the <i>Child Protection Act 1999</i> because it frightens, threatens or humiliates a child or young person is a prohibited practice. Prohibited practices must not be used in responding to the behaviour of children or young people who are placed in family based and non-family based care under section 82 (1) of the <i>Child Protection Act 1999</i>.</p> <p>Refer to DCSYW's Positive Behaviour Support policy for Child Safety Care Services (refer to Appendix A).</p>
Provisionally approved carer	<p>A person who has been approved by DCSYW to care for a particular child for a defined period of time. A provisionally approved carer must have made an application to be either an approved foster carer or kinship carer.</p>

Reactive response (positive behaviour support – child safety)	Immediate responses where reasonable force is necessary to respond to a child or young person’s behaviour to ensure the safety of those involved while avoiding potential escalation of the behaviour. Refer to DCSYW’s Positive Behaviour Support policy (refer to Appendix A).
Reportable Suspicion	Under Section 13F of the <i>Child Protection Act 1999</i> , a reportable suspicion about a child in care is a reasonable suspicion that the child has suffered, is suffering, or is at unacceptable risk of suffering significant harm caused by physical or sexual abuse. In Section 13F, a child in care means a child placed in the care of an entity conducting a DCSYW care service or a licensee. If a person employed in a licensed care service forms a reportable suspicion about a child in care, the person must give a written report to the chief executive under Section 13G of the Act. Section 10 of the <i>Child Protection Regulation 2011</i> prescribes additional particulars that are to be included in the written report.
Residential care	A type of non-family based care – refer to <i>Residential Care Policy</i> (refer to Appendix A).
Safe Haven	Family support services in three discrete indigenous communities (Mornington Island, Cherbourg and Palm Island) that provide support to Aboriginal and Torres Strait Islander families experiencing or witnessing domestic violence.
Safe House	Safe Houses provide integrated residential care services and family intervention services in remote Aboriginal or Torres Strait Islander communities. These services provide a ‘safe place’ for children and young people who have entered the statutory child protection system by providing non-family based care that enables them to remain safely in their communities while their longer-term child protection needs are being assessed.
Sexual abuse	Any sexual activity or behaviour that is imposed on a child and results in physical or emotional or psychological harm. It includes the inducement or coercion of a child to engage in, or assist any other person to engage in, sexually explicit conduct or behaviour for the sexual gratification or profit of the person responsible. It also includes circumstances where there is an unacceptable risk that the child may be sexually abused.
Statement of Standards	Legislated standards of care all children in care of DCSYW must receive. Section 122 of the <i>Child Protection Act 1999</i> prescribes the chief executive’s responsibility to ensure that a child placed in the care of an approved foster carer, licensed care service or DCSYW care service is cared for in a way that meets the Statement of Standards. The term ‘standards of care’ also refers to the legislated Statement of Standards. Refer to ‘legislation’ (refer to Appendix A).
Standards of care concern/review or harm report	<u>Standard of care concern</u> is where an employee of a care service or approved carer is alleged to have harmed or is suspected to have harmed a child or has breached or is suspected to have breached the statement of standards in s122 of the <i>Child Protection Act 1999</i> . A care service must report all instances of the above to DCSYW. <u>Standard of care review</u> Where concerns are raised that indicate that the standard of care provided to a child in family based and non-family based care may not have been met (<i>Child Protection Act 1999</i> , Section 122), DCSYW will respond by conducting a standard of care review. Where concerns indicate that a child in family based and non-family based

	<p>care has been harmed, or it is suspected that a child has been harmed, DCSYW will respond by recording a harm report and conducting an investigation and assessment.</p> <p><u>Harm report</u></p> <p>A harm report is recorded where the information gathered indicates that a child in family based and non-family based care has experienced harm or it is suspected that they have experienced harm, and the harm or suspected harm may have involved the actions or inactions of a carer, household member or the staff member of a licensed care service, including failure to protect a child.</p> <p><u>Continue to monitor the standard of care</u></p> <p>The decision to 'continue monitoring the standards of care' will be recorded when the concerns do not warrant a 'standards of care review' or 'harm report' response, but require proactive case work and support to address the issues, to prevent them from continuing or escalating into a future 'standards of care review' or 'harm report'. For further information, refer to Chapter 9 of the Child Safety Practice Manual (refer to Appendix A).</p>
<p>Statutory service user</p>	<p>Families with children and young people under 18 years, including unborn children, who are subject to ongoing intervention by Child Safety.</p>
<p>Suitability (suitable persons)</p>	<p>Certain positions in a licensed care service must be occupied by suitable persons. The <i>Child Protection Regulation 2011</i>, sections 18-21 defines a suitable person. The definition varies according to the position they occupy in the organisation.</p> <p>DCSYW decides the suitability of the nominee of a licenced care service.</p> <p>On applying for a licence, DCSYW will decide if it is satisfied that the directors, managers, people engaged in providing care and the nominee are suitable.</p> <p>The licensee is responsible for deciding the suitability of directors, managers, and people engaged to provide care whilst an organisation is licenced. For all of these positions the person must not pose a risk to a child they are providing services to. The licensee must use the 'Child Safety and Personal History Screening Check' (refer above) results to assist in deciding this component of suitability.</p> <p>18 Managing licensed care service</p> <p><i>A person is a suitable person for managing a licensed care service if the person—</i></p> <p><i>(a) does not pose a risk to the safety of children to whom, under the Act, the licensee is providing care services; and</i></p> <p><i>(b) is able and willing to manage the licensed care service in a way that—</i></p> <p style="padding-left: 40px;"><i>(i) assists the licensee to ensure the provision of care complies with the statement of standards; and</i></p> <p style="padding-left: 40px;"><i>(ii) implements the methods mentioned in section 126(f) of the Act; and</i></p> <p><i>(c) understands, and is committed to, the principles for administering the Act.</i></p> <p>19 Director of applicant for licence or licensee</p> <p><i>A person is a suitable person to be a director of an applicant for a licence, or a licensee, for a licensed care service if the person—</i></p> <p><i>(a) does not pose a risk to the safety of children to whom, under the Act, the licensee is providing care services; and</i></p>

	<p>(b) is able and willing to manage the licensed care service, or ensure the licensed care service is managed, in a way that ensures the provision of care complies with the statement of standards; and</p> <p>(c) understands, and is committed to, the principles for administering the Act.</p> <p>20 Nominee for licence</p> <p>A person is a suitable person to be a nominee for a licence if the person—</p> <p>(a) does not pose a risk to the safety of children to whom, under the Act, the licensee is providing care services; and</p> <p>(b) is able and willing to fulfil the responsibilities of a nominee for a licence under section 130(1) of the Act.</p> <p>21 Person engaged in relation to provision of care services</p> <p>A person is a suitable person to be engaged in relation to the provision of care services by a licensed care service if the person does not pose a risk to the safety of children in the custody or guardianship of the chief executive.</p>
<p>Suitable right to occupy</p>	<p>This refers to a licensing requirement outlined in Section 126(h) of the <i>Child Protection Act 1999</i> which states that a licence must not be granted unless any accommodation provided by the applicant to children in need of protection is, and will continue to be at a place that the applicant has a suitable right to occupy.</p> <p><i>Example of a place that an applicant has a suitable right to occupy—</i></p> <p style="padding-left: 40px;">residential premises leased, rented or owned by the applicant</p> <p><i>Example of a place that an applicant does not have a suitable right to occupy—</i></p> <p style="padding-left: 40px;">a motel room booked by the applicant</p> <p>If premises are leased or rented for the above purpose, the lessor must be aware the premises are being used for non-family based care.</p>
<p>Transition to adulthood (transition to independence)</p>	<p>Refers to a child's transition from being a child in care to becoming an independent young adult within the general community. The legislated Charter of Rights for a Child in Care (schedule 1, <i>Child Protection Act 1999</i>) specifies the child's right to receive appropriate help with the transition to independence.</p> <p>Section 75 <i>Child Protection Act 1999</i> sets out DCSYW's obligations in supporting a young person's transition to adulthood. This includes a review of the Case Plan to ensure appropriate support is available to the young person from age 15 years to prepare for the transition to adulthood, with support available up to 25 years (as far as reasonably practicable). This is not a requirement where the young person is placed with a long-term guardian.</p>
<p>Transition plan</p>	<p>Outlines how the chief executive will provide support and gradually transition a child in family based or non-family based care into the parents' care, to minimise distress and disruption to the child. It also includes any other relevant matter, for example:</p> <ul style="list-style-type: none"> • actions required to ensure the transition occurs within the period of the order • care and contact arrangements for the duration of the order. <p>The organisation's care plan must reflect and support DCSYW's transition plan.</p>

Community and Seniors Services – Terms and Definitions

Assertive outreach	Assertive outreach provides an immediate response to individuals who may be hard to engage or who do not present to required support services of their own volition.
Community Support	Services that promote greater public awareness of social issues and enhance individual and community group capacity.
Elder abuse	Any act within a relationship of trust which results in harm to an older person. It can be emotional, psychological, financial, physical or sexual abuse, or neglect.
Financial literacy and resilience	Services that support people to better respond to financial stresses, personal issues and cost of living expenses. Includes services provided by financial resilience workers and financial counsellors.
Rest and recovery services	Rest and recovery services provide a safe, monitored and culturally appropriate place for people to sober up; a reduced risk of harm from being intoxicated in public places; an alternative to being held in police custody for public intoxication offences; and support to access services that would help the person to give up or reduce drinking.

Women, Violence Prevention and Youth Services – Terms and Definitions

Domestic and family violence	When one person in a relationship uses violence or abuse to control the other person. Domestic and family violence is usually an ongoing pattern of behaviour aimed at controlling a partner through fear. It can involve emotional, psychological, financial, physical or sexual abuse.
Home security safety upgrade	Services that support and empower people experiencing domestic and family violence, and their children, to remain safely in their homes, where it is appropriate to do so through enhancing home security and enabling them to remain close to family and other support networks such as workplaces, schools and child care.
Perpetrator intervention program	Services that prioritise the safety of those subject to controlling and abusive behaviour and seek to address and change the abusive behaviour of service users who perpetrate domestic and family violence.

Queensland Health – Terms and Definitions

Recovery oriented mental health services	Recovery oriented mental health practice refers to the application of sets of capabilities that support people to recognise and take responsibility for their own recovery and wellbeing and to define their goals, wishes and aspirations
Recovery Plan (mental health)	A Recovery Plan is a plan developed by a person using mental health services in conjunction with their treatment team enabling them to be active and take control of their mental health so they can work towards achieving treatment and recovery goals. A Recovery Plan may include goals, daily activities the person needs to do to stay well/healthy, relapse triggers, early warning signs and /or a crisis plan for difficult times.
Case conferencing	Case conferencing is a collaborative process that includes the individual, their family and/or carers and other significant people, the key worker from the non-government organisation, the case manager or clinical team and other key stakeholders. The case conference is a process to engage in monitoring, reviewing and planning to assist in meeting the recovery needs of the individuals as part of the Individual Recovery Plan.