

European Social Network (ESN)

European Framework for Quality in Social Services

About the Framework

Members of the European Social Network (ESN) representing public social services across Europe underlined in a questionnaire in early 2025 that ensuring quality in social services was their highest priority. Access to quality social services is a key element of the European Pillar of Social Rights (EPSR) and is notably enshrined in principles 11, 18, and 19.

The EU voluntary framework for quality in social services dates back to 2010. Since then, quality assurance policies have evolved, and it is high time to review and update the framework to ensure it can still provide adequate guidance for developing national and local quality assurance policies and frameworks. This is even more needed, as an [EU evaluation](#) found in 2022 that the voluntary framework's impact was very limited at national and even more local levels.

To revive EU action on improving social services quality, ESN led a working group on quality in social services between 2022 and 2025. The group gathered evidence to propose a new, up-to-date European Framework for Quality in Social Services that takes into account the latest developments in quality assurance.

Co-produced with sector professionals and rooted in recent practice, it aims to be a reference point for the development and review of social services quality assurance in European countries.

The framework is based on evidence gathered from 24 countries (**Austria, Azerbaijan, Belgium, Czechia, Denmark, France, Germany, Greece, Iceland, Ireland, Israel, Italy, Latvia, Lithuania, Malta, the Netherlands, Portugal, Romania, Slovenia, Slovakia, Spain, Sweden, Switzerland, and the United Kingdom**). The evidence was collected through questionnaires, presentations, group discussions and desk research. With this evidence, we produced several briefings that documented findings and led to the proposal of the final framework.

ESN's Working Group on Quality in Social Services

The working group, consisting of professionals from public social services, providers and inspection bodies, as well as academics, met between 2022 and 2025.

- In 2022, the Group assessed key trends in social services quality assurance: '[Driving Up Quality](#)'.
- In 2023, the Group agreed on key quality principles: '[Principles of Quality in Social Services](#)'.
- In 2024, the Group defined standards and how they translate into statements from people using services and professionals: '[Towards a European Framework for Quality in Social Services](#)'.
- The framework proposal was further refined by adding arrangements or how the standards can be fulfilled in practice. The framework, finalised in 2025, is now being presented. Further discussion how it can be implemented in practice will also take place on the occasion of its launch.

Structure

The proposal is based on six key principles for quality social services:

1. Human Rights-based, 2. Person-centred, 3. Outcomes-oriented, 4. Safe, 5. Community-based, 6. Well-led

These principles are translated into quality standards, which are then presented as I and We statements, along with the arrangements that need to be in place to ensure these standards are fulfilled.

As all standards are formulated as outcomes, the third principle is not translated into separate standards; instead, it is mainstreamed into all standards.

Europe's Social Services Quality Framework

1. Human Rights-Based

Theme	Quality Standard		Arrangements
	'I statement' (Expectation)	'We statement' (Aspiration)	
	The outcome a person should expect.	What a service provider should aspire to.	Processes that a service provider can put in place to meet people's expectations and aspirations
Human rights awareness	I know my rights - and - my rights are respected. I am empowered and supported to exercise my rights .	We ensure people using our services (and their relatives) know their rights and can exercise their rights .	1. We inform people using our services about their rights in a way that is accessible and tailored to their capacities. This means we assess whether the information provided is easily understandable, using plain language and avoiding jargon. We also provide information in multiple formats (e.g., written, audio, visual) and languages to cater to diverse populations. 2. We gather feedback from people using our services (and their relatives, if applicable) to ensure they understand their rights and check if the information provided is accessible enough. 3. We provide accessible complaint mechanisms for people to report violations of their rights in the context of our service provision.

			4. We help people using our services engage with local advocacy organisations and community groups to exercise their right to participation in activities in our local community.
People's dignity and international human rights	The social service I use respects my dignity and upholds human rights anchored in UN treaties, European Conventions, and national and regional laws relevant to the rights of people using that social service.	We respect people's dignity and provide our services in accordance with human rights anchored in UN treaties, European Conventions, and national and regional laws relevant to the people using our services. Our staff is aware of and respects people's rights.	1. We have a code of ethics and professional conduct to operationalise a human-rights-based approach in service delivery. 2. We inform staff and people using our services about the code of ethics and professional conduct. 3. All staff are required to sign and adhere to the code of ethics and professional conduct, and we offer regular training about it. Measures are in place to address any breaches. 4. We have established regulations and procedures for professional interventions in accordance with the code of ethics and professional conduct. 5. Our staff receives training on human-rights-based service provision that respects people's dignity. 6. We conduct surveys to gauge people's perceptions of how their dignity and human rights are respected in interactions with staff and services.
Privacy, intimacy and confidentiality	My privacy, intimacy and confidentiality are respected.	We ensure that the privacy, intimacy and confidentiality of the people using our services are respected by our services.	1. We have structures, regulations and procedures to ensure the privacy, intimacy and confidentiality of people using our services. 2. We review the existence and implementation of privacy and confidentiality policies within the organisation regularly.

			3. We monitor the number and nature of reported breaches of privacy or confidentiality and evaluate how they were addressed. 4. We have cyber and data security assurance protocols. 5. We have defined data security/data protection rules according to statutory and regulatory requirements. 6. We train our staff to respect privacy, intimacy, and confidentiality in practice and monitor their adherence to confidentiality protocols. 7. We evaluate the design of service delivery spaces to ensure they are conducive to maintaining privacy. 8. We inform the people using our services about our obligations to protect their privacy, intimacy and confidentiality and what they can do if they feel this obligation is not respected. 9. We assess how well the organisation informs people about their rights regarding privacy and confidentiality and obtains their consent for information sharing. 10. We monitor people's awareness and the use of complaint mechanisms. 11. We provide onboarding and regular training for staff members to ensure they understand the importance of respecting the intimacy, privacy, and confidentiality of the people using our services. 12. We assess the frequency and effectiveness of staff training programmes on privacy, intimacy, and confidentiality practices.
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Equality and non-discrimination	I am not discriminated against because of my gender, race, colour, social status, ethnic or national origin, language, expressed opinions, property, religion, disability, sexual orientation, birth or any other status.	We respect the principle of equality and do not discriminate against people using our services based on gender, age, social status, ethnic or national origin, language, expressed opinions, property, religion, disability, sexual orientation, birth or any other status.	1. We have inclusive policies, structures, rules and procedures that ensure equal treatment and non-discrimination of people using our services and review their implementation. 2. Our anti-discrimination policy is anchored in our code of ethics and professional conduct. 3. We provide non-discrimination, diversity, inclusion, cultural awareness and anti-bias training for our staff and assess the frequency and effectiveness of training for staff on equality, diversity, anti-bias and anti-discrimination practices. 4. We collect and analyse feedback from people using the service regarding their experiences with discrimination or bias while using our service.
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2. Person-Centred

Theme	Quality Standard		Arrangements
	'I statement' (Expectation)	'We statement' (Aspiration)	
	The outcome a person should expect.	What a service provider should aspire to.	Processes that a service provider can put in place to meet people's expectations and aspirations
Recognising aspirations	My service recognises my aspirations and supports me in developing my potential .	We recognise the person's aspirations and encourage and support them in developing their potential . We focus on people's abilities and strengths to encourage and support them in maximising their potential.	1. We create opportunities for people to express their wishes, life goals, and aspirations. 2. We ensure that we find out what is meaningful for the person and support the person in leading a meaningful life. 3. We build a relationship of trust with the person to understand what's important to them. 4. We co-create with the person an outcome-based personalised care and support plan based on the person's resources, preferences, needs, dreams, goals and aspirations and work with them towards the achievement of these goals. 5. We have flexible arrangements for providing people with support programmes and training tailored to their goals and aspirations. 6. We flexibly adapt our care and support to people's needs and preferences (e.g., choosing the times). We provide our services at times that

			accommodate all people who use or intend to use our service. - Our staff have comprehensive information about all programmes and training available for people using the service. - We regularly document and update people's choices, preferences and goals in their care plans and service delivery. - We continuously monitor the person's situation or progress against the goals set in the person's care and support plan.
Co-creation	I am involved in all care and support decisions affecting my life. This means I am actively engaged in the planning, implementation, evaluation, and decision-making processes regarding my care and support. My wishes and preferences are taken into account in the planning and provision	We involve people in all care and support decisions affecting their lives. This means they are actively engaged in the planning, implementation, evaluation, and decision-making processes regarding their care and support. We take their wishes and preferences into account in the planning and provision of their care and support.	- We have processes to engage people in decision-making about their care and support. - We co-create personalised care and support plans with the persons using our service and empower them to be engaged during the implementation and evaluation of the plan. - We ensure that people understand their options, inform them about the advantages and disadvantages of the choices they plan to make, and ensure that they understand the implications. - We train our staff on how to co-produce care and support plans with people using our services. - We assess the frequency and extent to which people using the service co-create and update their care and support plans,

	of my care and support.		6. We assess if people confirm that their preferences and goals are reflected in their care and support plans .
Responsiveness	My service responds to my needs in a timely manner .	We ensure that our services are responsive and meet people's needs in a timely manner .	1. We immediately assess the individual's needs when being taken charge of by our service and make proposals on how we will take care of the person. 2. The person's care and support plan describes the needs and how the services will respond to them. 3. We offer a range of service options, responding to people's needs, or we refer them to services that can help them reach their aspirations. 4. We regularly assess with the person changes in the person's situation and, if necessary, re-adjust the care and support plan or refer the person to a more suitable service to adequately respond to their needs.
Accessibility	I can easily access the type of support I require when I need it. This means I feel empowered to seek and receive the care and support they require without unnecessary obstacles.	We ensure that people can easily reach and use the support they need when needed. This means we empower people to seek and receive the care and support they require without unnecessary obstacles.	1. Our services are designed to ensure full physical access for people who use or intend to use our service. 2. Our service is located in an area that is reachable via public transport, or we have alternative arrangements in place to ensure that people can reach our service. 3. We organise our services to give people the flexibility they need to meet their needs and preferences best (e.g., choosing the times and days for meetings).

			4. Our online services are accessible. There are no digital barriers hindering access to our online services. 5. We provide easy-to-understand information published through channels accessible to people who use or intend to use our service. 6. We ensure that information about our services, including contacts, access to our service, and details about its operations and goals, is accessible to people with disabilities or people with language difficulties. 7. We ensure our communication channels and complaint mechanisms are accessible for people with disabilities or other barriers such as language difficulties. 8. When we support people who do not understand and speak our language, we provide multi-language information and translation when possible. 9. We regularly evaluate the accessibility of our services for individuals with varying needs, including those with disabilities, language barriers, or other specific requirements.
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3. Community-Based

Theme	Quality Standards		Arrangements
	'I statement' (Expectation)	'We statement' (Aspiration)	
	The outcome a person should expect.	What a service provider should aspire to.	Processes that a service provider can put in place to meet people's expectations and aspirations
Choosing where to live	I can choose where to live and get the support to achieve it. My autonomy is respected, and I am supported in being autonomous and living independently within my community.	We support individuals where they choose to live, foster their autonomy and help them live independently and within their community for as long as possible.	1. We inform people with care needs about available community care services, including digital and remote support and home adaptation possibilities that can make it possible to live in the community. We provide this information both in writing and verbally and tailor it to the person's ability to understand. 2. For people with care needs, we offer a variety of resources to support their independence inside their homes and to prevent their social isolation. 3. To support independent living, we develop tailored living plans that outline the steps and resources needed to create a suitable living environment, including modifications or support services. 4. We work with and refer people to local community services, network support, and remote or digital services

			to help them live in their homes and participate in the community despite their frailties. 5. We ensure that the person decides whether they wish to move into a residential setting without pressure from staff or their relatives. 6. We provide training on skills related to independent living (such as budgeting, cooking, or self-care) through training or support programmes.
Inclusive Communities	My community and neighbourhood are arranged to enable me to manage my daily life as independently as possible.	We work with the person to create the most suitable living environment and foster conditions that enable them to manage their daily life as independently as possible.	1. For people with care needs, we ask if their living environment responds to their needs and how it should change so they can live more independently. 2. Based on the experience of people using our services, we inform relevant decision-makers about barriers that restrict people's possibilities of living in an inclusive environment. We also encourage people using our services to participate in consultations about local planning and housing, ensuring that the local environment is designed according to their needs. 3. We, together with the person using our service, are actively involved in adapting their personal and public environment to make it accessible and inclusive. Where required, we contact decision-makers and civil society to promote such changes. 4. In residential services, we involve people in the design of their living environment and respect their choice of design as much as possible.

Social life	I maintain and live my personal relationships and can define, build and keep my own network.	We enable people using our services to maintain and build their relationships and networks – both face-to-face and digitally.	1. We help the person to identify and overcome barriers that prevent the person from maintaining and building a social network. 2. Our staff is trained in communication techniques for determining who is important in the lives of people using the service and for supporting people in establishing and maintaining relations with those people. 3. We inform the person using our services about communication and assistive devices available to maintain relations with their relatives and social networks in the local community to facilitate relationship maintenance and building. 4. We ensure the person using our services has access to assistive devices, software or applications to facilitate communication for persons with specific needs or disabilities. 5. We help the person to use assistive and communication devices to keep in contact with their social network while respecting their privacy in their digital communication.
Meaningful Community Participation	I can contribute and participate meaningfully in my community and am aware of participation opportunities there.	We support people using our services in contributing and participating in their communities in meaningful ways.	1. We ask people using our services about their interests in community activities and support them in pursuing these interests. 2. We inform people using our services about ways they can participate in the community. For instance, we inform and guide individuals about activities, social groups, leisure, and learning opportunities available in their community.

			3. We have methods to encourage individuals to participate in community activities, such as volunteering, local events, or skill-sharing workshops. By supporting community engagement, we help strengthen the person's self-determination. 4. We train people using our services on the skills needed to engage meaningfully in their communities. 5. We stay informed about local community activities and cooperate with organisations within the local community to create engagement opportunities for people using our services. 6. We help people using our service get in contact with support and peer networks if they wish.
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4. Safe

Theme	Quality Standards		Arrangements
	'I statement' (Expectation)	'We statement' (Aspiration)	
	The outcome a person should expect.	What a service provider should aspire to.	Processes that a service provider can put in place to meet people's expectations and aspirations
Staff & Safety	I feel safe with the staff in charge of my care and support.	We ensure that people using our service feel safe and that staff make people feel safe in their presence.	1. We have robust recruitment procedures, which include comprehensive background checks, reference checks, and qualification verification to ensure candidates meet the necessary standards. 2. We have sufficient competent staff to meet people's support needs safely. This means we respect or exceed the staff ratios defined by legislation. 3. We train our staff to create a safe environment and recognise signs of distress or discomfort in people. 4. We provide crisis management training so staff can ensure clients feel secure during emergencies. 5. We hold regular surveys that specifically assess clients' feelings of safety while using the service and provide feedback on staff behaviour, including anonymous options.
Safety & Risk management	The service I use cares for my safety .	We care for the safety of people using our services.	1. We have arrangements in place, including a safety statement and procedures to assess, monitor, and mitigate risks that may arise from the provision of services related to

			the health, safety, and well-being of those using our service, our staff, and (if applicable) visitors of our service. 2. We ensure people using our services have access to and are supported to understand information concerning their safety. 3. We have risk management policies and procedures in place for each service, which enable an adequate identification of escalating risks to the service provision, and management structures are in place to effectively respond to identified risks. 4. We conduct regular audits of the physical environment where we provide our service to ensure adherence to safety standards. 5. We have a regularly reviewed safety risk register and carry out regular risk assessments and audits. 6. We have policies and procedures in place to effectively prevent, identify, manage and review accidents and incidents to prevent reoccurrence and assure learning within and across the organisation (as appropriate). 7. We have a robust information management system in place to store and manage updates to information for people who use our services to avoid unsafe care due to outdated information. 8. We have channels for people using our services and community members to report safety concerns, risks, or incidents without fear of retribution. These reports are registered in a tracking system to monitor their resolution.
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			9. We document near misses and incidents and learn from them to improve the service. Incidents involving people using our service are openly discussed with the person and any representatives of their choosing. 10. We have emergency preparedness and crisis management plans, including for extreme weather events, and our staff are trained to implement those, ensuring clients feel secure during emergencies. 11. We provide risk management training programmes for staff members.
Safeguarding & Prevention	I am supported to live a life free from harm, abuse and neglect.	We have effective safeguarding procedures to ensure those who use our services live free from harm, abuse and neglect.	1. We have safe behaviour guidelines that explain appropriate and safe behaviour for staff when working with people using our services. Our staff are aware of the expected standard of behaviour. 2. We ensure that all people using our services are aware of the safe behaviour guidelines, know what constitutes inappropriate behaviour and feel comfortable raising concerns over their wellbeing. 3. We have health promotion and prevention policies in place for people using our service. 4. We have channels for people using our services, staff and community members to raise concerns if they feel uncomfortable in a situation or if anyone has done something to hurt them. They can report this without fear of retribution. These reports are registered in a tracking system to monitor their resolution.

			5. All allegations of bullying, harassment, or abuse are escalated to management, who conduct thorough investigations. Management investigates all cases of suspected inappropriate behaviour. We promptly refer cases of criminal misconduct by staff towards users, between users, or from users towards staff to the attention of law enforcement authorities. If any misconduct could put individuals in our services at risk, we ensure that this risk is adequately addressed, for example, by suspending the working relationship with the staff members involved. 6. We ensure our staff is aware of each person's triggers and techniques for managing them to ensure that distress does not escalate to behaviour likely to cause harm to others. 7. We regularly collect feedback from people using our service regarding their feelings of safety and well-being while using the service and their experiences related to harm and abuse. 8. We make sure people in our services who have experienced harm or abuse have access to the help they need.
Safe Environment	Wherever I choose to live, I am supported in identifying any risk in my surroundings.	Wherever the person who uses our service lives, we support them in identifying any risk in their surroundings.	1. We have adequate arrangements in place to identify and respond effectively to safety risks in the living environment of people using our service. 2. Where appropriate, and especially at times of increased risk for the person's safety, we make arrangements such as using technology to support people in their homes or transferring them elsewhere if their home is not safe.

			- When providing accommodation, we comply with legislation linked to safe housing. - We have a regularly reviewed risk register and carry out regular risk assessments of the person's living environment.
Balancing Autonomy and Safety - Handling Risks	I can decide about my life without putting others at risk.	We support people in making conscious life choices while respecting the safety of others.	- We support people in making their own choices as much as possible, taking into account their capacities and potential safety risks. - We support people's access to all the information necessary to make informed and risk-aware decisions about life choices. This includes our staff informing them about the advantages and disadvantages of the choices they plan to make, and our staff ensures that the person understands the implications. - We have a policy that helps staff accompany a person in their life choices, even if they may not be safe, as long as this is a conscious decision. In this regard, we provide staff with guidance on positive risk-taking to encourage the autonomy of people using our services while ensuring their safety. Our staff respects decisions made by people using our service and assists them in implementing them, even when they may not personally agree with the decision. - The service will only override the persons' decisions where there is foreseeable harm to other people or risk of serious harm or immediate death of the person making the decision. If this happens, service staff clearly explains the reasons why we do not support the person's decision and documents the

			explanation. We also inform them how they can appeal our decisions. - We have procedures in place to assess mental capacity in cases of doubt about people's ability to understand the risks and consequences of their decisions. - Where appropriate, we involve the people who are important to the person in decision-making to ensure that their personal environment is aware of safety concerns. - We record decisions and agreements taken with people using our services, with documentation on how we informed them about potential risks related to care and life choices.
Transition and Continuity	When I need to be discharged to another service, I am safe and involved in the decision, and my care and support needs are communicated to my new service to ensure my safety. My care remains safe during the transition phase.	When people are discharged to another service, we ensure their safety. They are involved in the decision, and their needs are communicated to the new service to ensure their safety. We also ensure that their care remains safe during the transition phase.	- We establish good relationships with other care providers and informal carers to ensure safe transitions between services along the person's pathway. - We collaborate with other relevant services to reduce bureaucratic obstacles for individuals seeking care and ensure seamless transitions between services. - When we refer a person to another service, we have a robust transition plan that outlines the steps taken to ensure safety and continuity of care during the discharge process. - We communicate eventual safety protocols to both the individual and the receiving service, ensuring that all parties are aware of specific needs and care requirements - When a person is referred to another service, we ensure that key information is communicated to their new service provider to ensure their safety, the safety of their staff and other service users.

			6. When our services receive a referral for a new person, we ensure our staff receives adequate handover information when the person enters the service. 7. We make post-discharge assessments to evaluate whether the individual's needs are being met in the new environment and to address any emerging issues.
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5. Well-led

Theme	Quality Standards		Arrangements
	'I statement' (Expectation)	'We statement' (Aspiration)	
	The outcome a person should expect.	What a service provider should aspire to.	Processes that a service provider can put in place to meet people's expectations and aspirations
Good Governance	I have confidence in the leadership of my social service.	We follow good governance principles such as transparency, accountability and fairness. We use these to manage and deliver high-quality, sustainable care and	1. We have good systems of accountability. This includes clear job descriptions and an organisational chart with clear attribution of responsibilities, line management, and roles. 2. We provide training for staff to ensure they understand their roles and responsibilities. 3. We have sustainability policies in place for our workforce regarding their working conditions, well-being, retention, and skills development and for our finances regarding responsible

		support and ensure our leaders are compassionate and capable.	investment, cost management, transparency, and long-term planning. 4. We have workforce planning tools to ensure we can react to changing demands. 5. We have transparent recruitment procedures for hiring managers. 6. We provide regular training for managers to develop their management skills. 7. We have succession planning/talent management arrangements in place. 8. We have a business continuity plan in place should there be a disruption to essential services. 9. We keep records of strategic decision-making. 10. We implement protections for whistleblowers and encourage staff to report unethical behaviour or concerns without fear of retaliation, fostering a culture of transparency.
Culture of Learning	The service I use follows best practice and embraces a culture of permanent improvement .	We promote a culture of continuous learning, innovation, and improvement in our organisation and the local system. Therefore, we see positive and negative feedback as valuable input, which helps us identify areas for	1. We develop partnerships with standards authorities and other services to receive support in managing our process of continuous quality improvement. 2. We regularly evaluate our strategy and quality assurance processes and communicate about it to all stakeholders 3. We actively seek feedback from people using our service and from staff (e.g. through surveys, individual talks and active inquiry) and use their feedback to improve. 4. We benchmark our policies and practices against best practices.

		improvement and implement necessary changes.	5. We follow and seek external advice , including audits or evaluations, to assess organisational practices.
Inclusive leadership	I am meaningfully involved in the planning, implementation, and evaluation of my service, and my voice is represented in decision-making processes related to its strategic development.	We meaningfully involve people in the planning, implementation, and evaluation of our service, and their voices are represented in decision-making processes related to its strategic development.	1. We have processes in place to meaningfully involve people in the planning, implementation, and evaluation of our service and their voices to be represented in decision-making processes related to our strategic development. 2. We actively seek people's input and feedback to develop our services through consultation bodies composed of people who use our services, user committees and boards, surveys, focus groups, or suggestion boxes. 3. We evaluate the participation rate in service development and evaluation processes to monitor people's involvement in these processes and act if the involvement is low. 4. We train our management in joint decision-making, co-created service planning and participative communication techniques for an inclusive strategic development of our service. 5. We offer training programmes that empower people using our services to understand and influence decision-making processes in our service. 6. We measure the frequency of initiatives where people using our services are actively involved in co-designing services or programmes.

Staff Training & Wellbeing	I have confidence that the staff are appropriately trained and available to support me.	Our staff is appropriately trained and equipped to take care of the people using our services.	1. We employ the necessary number of well-trained staff and adequately support them to understand and fulfil their roles and responsibilities. 2. We employ staff with the right skills to respond to the needs of the people who use our services. 3. We provide mentorship or buddy programmes for new staff to help them develop the skills necessary to support clients effectively. 4. We provide our staff with appropriate and regular training, including induction training. We have skills development programmes to offer development opportunities for staff members. 5. We conduct regular performance reviews for staff and management. 6. We provide supervision and opportunities for ethical reflection, for example, by setting up case reviews, practice analysis groups, and interprofessional discussions. 7. We constantly monitor the workload of all staff members and the adherence to rules and regulations concerning working time and workplace safety and security. 8. We provide professional psychological support for staff members. Their own good psychological state is directly linked to their ability to provide care with respect and dignity. 9. We have health promotion and prevention policies in place for our staff. 10. We have programmes for handling stress at work.
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Environment and Sustainability	I am confident that my service is environmentally friendly.	We understand any negative impact of our activities on the environment, and we strive to make a positive contribution to reducing it and support people who do the same.	1. We have carbon reduction policies in place, for example, in travel and transport, medicines, and supply chains. 2. The arrangements of our estates and facilities are aimed at environmental friendliness, such as energy-saving measures, lower-carbon options, and waste reduction, including recycling. 3. We provide staff training on environmental awareness and education. 4. We organise service delivery efficiently to attain resource optimisation.
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Documents and training necessary to implement the framework

- Complaint mechanism
- Human Rights approach to service delivery, code of ethics and professional conduct
- Privacy, intimacy and confidentiality regulation/protocols incl. data protection/security
- Cyber and data security assurance protocol
- Equal treatment and non-discrimination policy
- Managers and staff training on services co-creation
- Template for co-created outcome-based personalised care and support plan
- Processes to engage people in decision-making about their care and support
- Training in techniques to determine who is important in the lives of people using services, supporting people in establishing and maintaining relationships with those people.
- Communication and assistive devices to build and maintain relations
- Staff plan incl. sufficient competent staff, robust recruitment process, qualification verification, background and reference check
- Safety and risk assessment and management policy
- Emergency preparedness and crisis management plan
- Risk management training for staff
- Safe behaviour guidelines for staff
- Health promotion and prevention policy
- Guidance for staff on positive risk-taking