



Te Kāhui Kāhu

Social Sector Accreditation Standards

Level 2

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About us

Te Hītori | History

We were established in 1989 as part of the Department of Social Welfare (which later became the Ministry of Social Development), to assess social service organisations against a set of standards.

In 2016, a group of government agencies developed and published the Social Sector Accreditation Standards, which included ten core standards and specialist standards. Our unit became Social Services Accreditation and we expanded to provide assessment services for other government agencies.

In 2021 we became Te Kāhui Kāhu, which was endorsed by Te Taura Whiri i Te Reo (Māori Language Commission). We identified with ‘Te Kāhui Kāhu’ which refers to a cluster of hawks, a metaphor for the keen and sharp sight of our assessors.

We now assess organisations on behalf of seven government agencies, including:

- Department of Corrections - Ara Poutama Aotearoa
- Ministry of Housing and Urban Development - Te Tūāpapa Kura Kāinga
- Ministry of Justice - Te Tāhū o te Ture
- Ministry for Pacific Peoples - Te Manatū mō ngā Iwi o te Moana-nui-ā-Kiwa
- Ministry of Social Development - Te Manatū Whakahiato Ora
- Oranga Tamariki - Ministry for Children
- Social Investment Agency - Toi Hau Tāngata.

Our work means government agencies can be confident that approved or accredited providers have the systems in place to operate effectively and to deliver services that are safe for people to use.

Moemoeā | Vision

New Zealanders are confident to use social services that help them live the lives they choose.

Kaupapa | Purpose

We help to make sure that social services are safe for New Zealanders to use.

Aronga | Mission

We assess social services against a set of standards to help them succeed.

Ngā Uara | Values

In February 2025, we launched our new uara, co-designed with kaimahi (staff). To help embed these meaningfully, *tohu* (symbols) were created. Each *tohu* draws on *toi* Māori principles and tells the story of the uara it represents.

Introduction to the standards

There are 10 core standards and three specialist standards. Each standard has a set of criteria with guidance to help you understand how to meet the criteria.

Using the guidance

We collaborated with a group of social service organisations to understand how they use our information to meet the standards, what works for them and what causes problems. The providers told us they want us to be clearer about what they must do to meet the standards.

The guidance now explains this more clearly. Under each criteria we will ask you for documents or a conversation to understand whether your organisation has met the criteria. We may also ask for further information to confirm that what you have shown or shared with us is reflected in your practice.

We provide a series of prompts, which are explained below:

- **Show us** means we need to see an electronic or physical document
- **Share with us** means we need you to explain how something works in your organisation
- **Notes** are additional information that will help you meet the standard
- **Important** highlights significant information
- **Recommended resources** link you to additional information
- **Legislation** links you to legislation
- Tickable circle if you want to tick off each show us/share with us when they are done.

Acknowledgements

We extend our humble appreciation to the community leaders and social service providers, who generously contributed their time, expertise, and insight to the preparation of this document. Their involvement was fundamental to ensuring inclusion, cultural integrity, and māramatanga (understanding). Their partnership has enriched this project and its outcomes.

Contributing organisations

- Barnardos Aotearoa
- Christchurch Resettlement Services
- Kainga Pasifika Services
- K'aute Pasifika Trust
- Kura Kārearea
- Ngāpuhi Iwi Social Services
- Out of School Care Network (OSCN)
- Te Rūnanga o Kirikiriroa
- Raukawa Whānau Ora
- Wellington Women's Refuge

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Client-Centred Services

The organisation treats people with respect and delivers services in a manner that has regard for their dignity, privacy and independence.

Why this standard matters

People using your service have the right to be heard, respected and actively involved in decisions that impact them. They deserve to be treated with manaaki and mana.

Criteria 1

The organisation promotes client-centred practice as central to its service development and delivery.

Guidance

Share with us

- How you involve clients in developing your services, and how you seek their feedback on the services they receive.

Criteria 1.1

The organisation involves its clients and stakeholders in planning, implementation and evaluation at all levels of the service to ensure services are current and responsive.

Guidance

Share with us

- How you involve your clients and stakeholders in planning and programme decisions.

Criteria 2

The organisation provides services that are accessible to people with disability.

Guidance

Show us

- You make sure people with disabilities have the same quality of service as others, by:
 - taking steps to make it easier to use your service
 - supporting people to make their own decisions and express their preferences
 - providing essential facilities that meet their needs, such as accessible toilets, if your services are delivered on site.

Share with us

- If you have decided not to provide a service to someone because of their disability, and how you reached this decision.

Note: You must attempt to accommodate a person's needs before deciding not to provide a service. You may only decline service if:

- providing the service would cause serious difficulty for your organisation, e.g. because of cost, lack of resources, the impact on your service
- there is a health and safety risk that you cannot reasonably reduce or manage.

Criteria 3

The organisation provides services that are free from any discrimination, coercion, harassment, and sexual, financial or other exploitation.

Guidance

Show us

- You have a staff code of conduct that:
 - clearly explains how staff are expected to behave and treat people
 - sets expectations for online interactions
 - requires staff to follow your organisation's policies and procedures
 - makes it clear that staff must follow the organisation's policies if they see or suspect abuse or unsafe behaviour in the service or during service activities.
- You have a policy or procedure that protects staff and clients who raise concerns in good faith or make protected disclosures.

Share with us

- How you set behaviour expectations for people who work with clients but are not staff.

Note: This could include parents/caregivers who help out at events, community members, guest speakers, groundskeepers, visitors or people you work with from other organisations.

Criteria 4

The organisation recognises and facilitates the right of people to advocacy and/or support persons of their choice.

Guidance

Share with us

- How your clients are made aware of:
- the right to an advocate or support person
 - how you help them to find someone of their choice.



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Community Wellbeing

The organisation provides services that reflect the principle that the welfare and interests of the child or young person are first and paramount, and the wellbeing of all is upheld.

Why this standard matters

People need to know your services will protect the rights and safety of mokopuna, tamariki, rangatahi, kaumātua and vulnerable adults.

Criteria 1

The organisation provides services in a manner consistent with section 4A of the Oranga Tamariki Act 1989, where services reflect the principle that the welfare and interests of the child or young person are the first and paramount consideration.

Guidance

Important: This criteria only applies to providers who deliver services directly to children and/or young people.

Share with us

- How you make sure that a child's safety, wellbeing and best interests are paramount in all decision-making.
- How you involve children and young people in decisions that affect them in ways that are appropriate to their age, understanding and circumstances.

Show us

- Your policies and procedures for managing behaviour include:
 - how to manage behaviour in a safe and respectful way while upholding the mana of children and young people
 - behaviour management that is not to be used, e.g. physical punishment, seclusion or punitive practices
 - how you determine when a behaviour support plan is needed for a child or young person, and strategies to reduce the need for intervention
 - how you involve the child or young person and their family or whānau in behaviour support plans, where possible.

Criteria 2

The organisation has a process for dealing with allegations of abuse and situations that raise concerns about the safety of a client or associated community member.

Guidance

Important: This criteria is not limited to concerns about your client. It also applies when a client or another person shares information about anyone who may be at risk, e.g. a whānau member or friend. Your organisation must have a process for responding to any abuse or safety concerns.

Show us

- Your policies and procedures for managing allegations of abuse or other concerning situations. These must include:
 - clear information about the different types of abuse or neglect
 - how staff respond if someone is in immediate danger, including calling 111
 - that staff are required to report any disclosure of abuse or harm, and how you tell clients about this requirement
 - the steps staff must follow when responding to a concern, and how the process will be recorded
 - the steps for reporting concerns to Oranga Tamariki, NZ Police or relevant professional bodies
 - how you treat everyone involved honestly and fairly as you respond to a disclosure
 - the steps for managing allegations of abuse against a staff member
 - how client safety will be regularly monitored.
- Your records of any allegations of abuse or concerns raised about a person's safety, and how these were managed. If the concern involves a client, show us that it is documented in their client record.

Legislation:

[Child protection policies | The Children's Act 2014](#)

Recommended resources:

[Identifying Elder Abuse | Office for Seniors](#)

[What is Child Abuse? | Child Matters](#)

Criteria 2.1

The process specifically includes guidelines on how the organisation makes referrals under section 15 of the Oranga Tamariki Act.

Guidance

Important: The law allows anyone who believes that any child or young person has been, or is likely to be, harmed (whether physically, emotionally or sexually), ill-treated, abused, neglected or deprived to make a report of concern to Oranga Tamariki or NZ Police.

Show us

- Any records or reports of concern about children or young people that your organisation has made to Oranga Tamariki or NZ Police.

Legislation:

[Reporting of child abuse | Oranga Tamariki Act 1989](#)

Criteria 3

The organisation promotes awareness of the unacceptability of abuse, ways in which abuse may be prevented, the need to report all cases of abuse and how to respond to all types of abuse. Abuse includes physical, emotional or sexual harm, ill-treatment, neglect or deprivation, either passive or active.

Guidance

Share with us

- How your organisation makes it clear that abuse is not acceptable, what you do to prevent it, and how everyone you employ or engage in your organisation understands their role in keeping clients safe.

Criteria 4

The organisation promotes awareness of where a conflict between the needs of a client and others might arise, and uses a process to respond to such conflicts.

Guidance

Show us

- That your policies and procedures include:
 - how you identify and manage any conflicts between the needs of a client and others
 - how clients, their family and whānau, as well as staff, are made aware of these.

Share with us

- How and when you've used these procedures to manage conflict between a client and others.

Note: These are examples of the types of conflict that might arise. Your organisation may face different situations depending on the people you support and the nature of your service.

Type of conflict	What it might look like
Family or whānau conflict	A client wants privacy, but their whānau wants to be involved in decisions about services.
Client–staff conflict	A client is related to a staff member and feels uncomfortable receiving services from them.
Client–client conflict	Your service is supporting both a victim and the person who harmed them.
Cultural, religious or personal values	A client’s cultural, religious or personal values are not respected by their whānau or support people.

Criteria 5

The organisation has a procedure to identify clients who may have limited ability to give informed consent. This procedure ensures that such clients can exercise the ability they have to the fullest extent possible.

Guidance

Important: Everyone has the right to be involved in decisions about the services they receive. A limited ability to give informed consent means a person (over 16 years) cannot fully understand or make decisions about a service. This may be because of cognitive impairment, developmental disability or other factors.

Note: This criteria is focused on people over 16 years who may have difficulty giving informed consent. For information about consent processes for children and people who can give informed consent, see the Client Services and Programmes Standard, criteria 2.1.

Show us

- Your policies and procedures for identifying when a client may have limited ability to give informed consent.
- If you work with clients who have limited ability to give informed consent, your procedures include:
 - who is involved in decision-making, e.g. whānau, enduring power of attorney, legal and/or welfare guardian, Oranga Tamariki or nominated person
 - that you clearly document all steps and decisions
 - that you support your client to take part in decisions as much as they are able, including their right to say no to services, change their mind and express a preference for who supports them
 - that you regularly monitor your client’s capacity, recognising it may change over time.

Note: These are examples of situations where a client may have limited ability to give informed consent. Your organisation may come across other situations, depending on the people you support and the services you offer.

Situation	What it might look like
Alcohol or other drug use	A client is intoxicated or in withdrawal and is unable to make safe or informed decisions.
Cognitive impairment	An older client with dementia struggles to understand their service plan or explain their choices.
Communication barriers	A client with limited verbal communication needs visual tools or extra time to make informed choices.
Developmental disability	A young person with an intellectual disability needs extra support to understand what they're agreeing to.
Mental distress or illness	A client experiencing acute mental distress can't fully understand the risks or benefits of a decision.
Temporary medical condition	A client is recovering from a head injury and is not yet able to make safe or informed decisions.

Criteria 6

When it is confirmed that a client has limited ability to give informed consent, the organisation acts appropriately. For those organisations that must comply with the Health and Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations 1996, this will mean following the principles of Right 7.

Guidance

Share with us

- How you support clients with limited ability to give informed consent, including how you:
- involve them in decisions about their lives
 - uphold their right to say no to services, change their mind and choose who supports them.

Recommended resource:

[Code of Health and Disability Services Consumers' Rights | Health and Disability Commissioner](#)



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Cultural Competence

The organisation provides services that are culturally appropriate to clients.

Why this standard matters

When you embrace people's culture, values, religion and traditions, you foster respectful partnerships that uphold the principles of manaakitanga.

Criteria 1

The organisation provides services that recognise and respect clients' ethnic, cultural, and spiritual values and beliefs.

Guidance

Show us

- You have written information on how your service and/or programmes consider and respect people's cultural identities.

Share with us

- How you collect and use information about ethnicity, iwi and/or hapū to support and improve the experience of people who use your service.
- How you recognise, respect and respond to the cultural values, beliefs and needs of the people you support.

Criteria 1.1

The organisation provides services which meet the specific needs of Māori.

Guidance

Share with us

- How you meet the needs of Māori, by any of the following:
- ensuring representation of Māori in service delivery, leadership and governance roles
 - fostering relationships and/or partnerships with local iwi, hapū, kaumātua and community leaders
 - building partnerships with Māori health and social service providers
 - implementing processes to make connections with whānau, hapū, iwi and marae where tamariki and rangatahi are Māori
 - providing staff training in Te Tiriti o Waitangi, te ao Māori, and te reo Māori
 - adopting service delivery models that incorporate kaupapa Māori approaches
 - using appropriate Māori models, e.g. Te Whare Tapa Whā, Te Wheke, rangatiratanga
 - using te reo Māori, tikanga and kawa throughout service and programme delivery
 - developing culturally appropriate resources written in te reo Māori.

Criteria 1.2

The organisation provides services that meet the specific needs of Pacific peoples.

Guidance

Share with us

- How you meet the needs of Pacific peoples, by any of the following:
- ensuring representation of Pacific peoples in service delivery, leadership and governance roles
 - fostering relationships with Pacific leaders, communities and churches
 - implementing processes to make connections with the Pacific community where children and young people are of Pacific descent
 - providing staff training in Pacific cultural beliefs, languages and practices
 - adopting service delivery models that incorporate Pacific frameworks, e.g. Fonofale, Va Tapuia
 - building partnerships with Pacific health and social service providers
 - developing culturally appropriate resources and communication in Pacific languages.

Criteria 2

The organisation consults with, and where appropriate makes referrals to and negotiates protocols with, Māori, Pacific peoples, and other cultural and specific interest services.

Guidance

Share with us

- How you work collaboratively with other services, for example by:
 - how you make referrals to Māori, Pacific, and other cultural and specific interest services that meet clients' needs
 - how you consult with Māori, Pacific, and other cultural and specific interest services
 - how information about services for Māori, Pacific, and other cultural and special interest groups is made available to clients and staff.

Note: Specific interest services may include those that support particular communities, such as gender diverse people, disabled people, ethnic communities or faith-based groups. These services may have unique cultural or identity-based approaches that are important to capture in service provision.



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Staffing

The organisation has the staffing capability and capacity to deliver services safely.

Why this standard matters

Taking steps to employ and engage people who can keep others safe will uphold the mana of your organisation and the communities you serve.

Criteria 1

The organisation's staffing and staff relations policy and procedures comply with the relevant legislation.

Guidance

Share with us

- How you ensure your staffing policies and procedures meet current employment laws.

Criteria 2

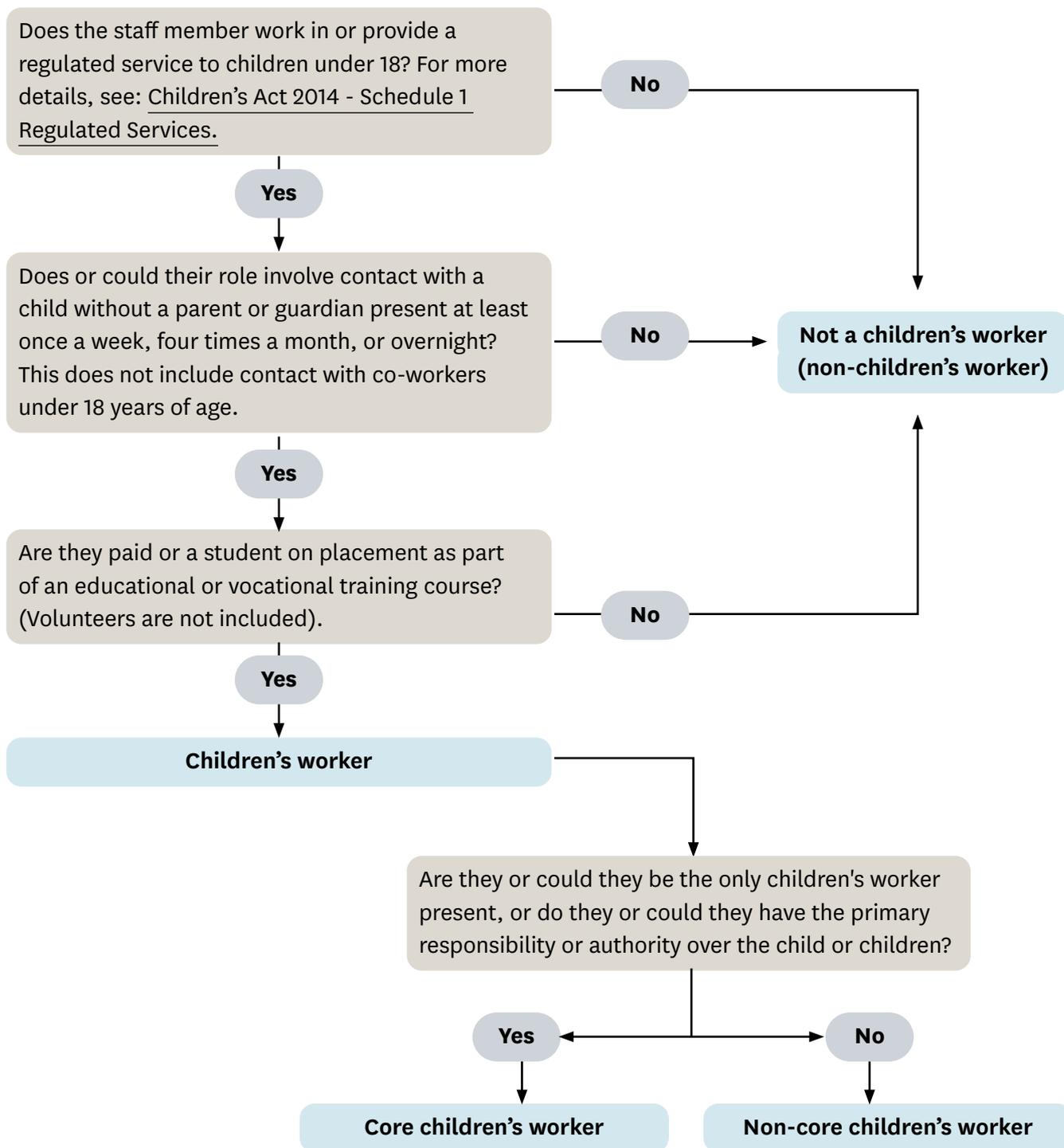
The organisation includes in its definition of staff anyone the organisation relies on to deliver its services. This includes caregivers, volunteers and contractors, as well as paid staff members.

Guidance

Show us

- Your staffing policies and procedures define 'staff' as anyone working for your organisation, including:
- paid employees
 - governance members, e.g. board or committee members
 - contractors
 - interns
 - volunteers
 - people involved in religious ministry, e.g. pastors, priests or faith leaders.
- You identify and document the following roles if your organisation employs or engages:
- core children's workers
 - non-core children's workers.

You can use this flowchart to help you work out whether a staff member is a **children’s worker** under the Children’s Act 2014, and whether they are **core** or **non-core**.



Recommended resources:

[Definition of children’s worker | The Children’s Act 2014](#)

[Guide to children’s worker safety checking | Oranga Tamariki](#)

Criteria 3

The organisation has sufficient qualified and competent staff to deliver its services.

Guidance

Share with us

- How you ensure your staff have the appropriate skills, qualifications, cultural knowledge or experience to perform their roles effectively.

Show us

- Your staff hold current professional registration if required for their roles, e.g. social workers.

Note: Staff do not need to hold a qualification unless it is required for their role or by your funding agreement. For example, social workers must be registered which requires them to hold the relevant qualification.

Criteria 4

The organisation uses a clear, transparent and open process for recruiting and vetting suitable staff including members of the organisation's governance body. Vetting of staff is to include, but is not limited to, a New Zealand Police vet.

Guidance

Important: Vetting is a point-in-time check that shows whether a person is safe to work with children or vulnerable adults. It's not just about finding out if they have a criminal record, it's about looking at the whole picture before you decide to appoint them. Vetting can include:

- a New Zealand Police vet (NZ Police vet)
- a Ministry of Justice criminal record check (MoJ check)
- a safety check for children's workers
- reference checks
- an interview
- reviewing the person's CV or work history.

Recommended resources:

[Children's \(Requirements for Safety Checks of Children's Workers\) Regulations 2015](#)

[Criminal record check | Ministry of Justice](#)

[NZ Police Vetting Service](#)

[Vetting | Te Kāhui Kāhu](#)

Show us

- Your recruitment policies and procedures include processes for:
- assessing the skills, experience and qualifications relevant to the role
 - completing reference checks
 - checking the status of professional registration, if required
 - completing an MoJ check or NZ Police vet
 - completing safety checks and risk assessments for children's workers before they are employed or engaged.

Show us

- Staff records include evidence you have completed the following initial vetting checks, as applicable:

Requirement ¹	Children's workers	All other staff
Identity confirmation	✓ (incl. checking the identity hasn't been used before)	✗
5-year work history	✓	✗
Reference checks	✓ (1x non-whānau)	✓ (1x)
Professional registration if required (for example a current practising certificate)	✓	✓
Interview	✓	✗
NZ Police vet	✓	✓ (or MoJ check ²)
NGO caregiver vet	✗ ³	✗ ³
Risk assessment	✓	✗ ⁴

¹ These requirements are explained in more detail in the 'Words and terms you need to know' section.

² The type of vet or check that is needed for each role is explained in the next section.

³ Unless required by your contract.

⁴ Not required unless information from the recruitment or vetting process raises a concern (see Criteria 5).

Use the following information to decide if a NZ Police vet or MoJ check is required for the role.

A NZ Police vet is required for:

- core or non-core children's workers, and must be completed as part of the safety check, before employment
- any staff member or volunteer who:
 - works or volunteers with vulnerable adults, e.g. elderly or disabled people
 - volunteers with children
 - works with children but is not considered a children's worker.

A MoJ check is required for:

- all other staff, including governance members.

Note: If you employ or engage a children's worker who is registered and has a current practising certificate from the Teaching Council of New Zealand, they will already have been Police vetted as part of their three-year certification process.

Note: A NZ Police vet must match the role of the staff member. If they move into a role that requires a NZ Police vet, a new one must be completed. If they become a children's worker, a full safety check (including receiving and reviewing the NZ Police vet result) must be completed before they begin the new role.

Note: If you request a NZ Police vet for an applicant and your request is declined by the Vetting Service, complete a MoJ check and keep the decline in your records.

Show us

- You have completed a risk assessment for each children's worker. The assessment must be completed before staff begin their role, and must consider:
 - all information gathered during the safety check
 - whether the person is safe to work with children, any risks they present and how serious those risks are
 - whether a core worker exemption has been granted (if relevant see criteria 5.2).

Recommended cover sheet for children's worker files:

[Children's worker initial safety checking cover sheet | Te Kāhui Kāhu](#)

Show us

- Your recruitment policies, procedures and the letter of offer or agreement to employ or engage a staff member (not a children's worker), clearly state:
 - job applicants must be vetted (including but not limited to a NZ Police vet or MoJ check, as required)
 - job offers will not be made until the vet or check results have been received and reviewed, or will be conditional on a satisfactory result from the vet or check.

Share with us

- How you made sure clients were not exposed to undue risk if you've had an applicant start in their role before vet or check results were received and reviewed.
- What actions were taken, if any, once the results were received.

Criteria 5

The organisation will follow a robust decision-making process in responding to the results of vetting, including safety checking.

Guidance**Show us**

- Your staffing policies and procedures include:
 - how you respond to and record concerning findings from vetting of new or existing staff
 - who is responsible for decisions to appoint or retain staff, and any action to be taken when concerns arise
 - a decision-making process for addressing concerns about new or existing staff that considers
 - how serious the concern is
 - conviction history, how recent, if it shows a pattern of behaviour, and any rehabilitative steps they have taken
 - how it affects their suitability for the role
 - any risk to the safety and wellbeing of the people you support.
- The documented process you followed to decide whether to appoint or retain any staff whose vetting checks raised concerns.

Criteria 5.1

The organisation effectively manages any staff with a conviction, including members of governance.

Guidance

Show us

- Your staffing policies and procedures include a documented risk management plan for any new or existing staff who may present a risk to other people. This covers:
 - what risk has been identified
 - who is involved and their responsibilities
 - the staff member's agreement to the risk management plan
 - review timeframes
 - any required supervision, restrictions or supports.

Criteria 5.2

Unless a core worker exemption is held, an organisation does not employ a core children's worker who has a conviction for a specified offence under Schedule 2 of the Children's Act 2014.

Guidance

Important: If a NZ Police vet has been requested for a core children's worker, the result will indicate if that person has a specified offence. It is illegal to employ or engage any person as a core children's worker if they have a conviction for a specified offence, unless they have been granted a core worker exemption.

Show us

- If you have employed or engaged a person who requires a core worker exemption:
 - a letter from Te Kāhui Kāhu addressed to your organisation confirming the individual holds a current core worker exemption
 - a record of your decision-making process and the agreed risk management plan
 - records of any changes made to the risk management plan or employment conditions
 - records of any disciplinary action taken.

Share with us

- How you implemented the risk management plan agreed to at the time the person was appointed.
- How you ensure that any conditions attached to the core worker exemption are being met.

Recommended resource:

[Core worker exemption application process | Te Kāhui Kāhu](#)

Criteria 6

All staff members have a written agreement of service.

Guidance**Show us**

- An agreement of service for each staff member that is signed by the staff member and your organisation, and is one of the following:
 - an employment agreement that includes or is accompanied by a job description or position description
 - a volunteer agreement
 - a contractor agreement
 - an agreement for people involved in religious ministry, e.g. pastors, priests or faith leaders
 - any other relevant agreement.

Show us

- Documents confirming the appointment of any governance members, e.g. governance meeting minutes, a governance declaration, agreement, deed of appointment or consent to act.

Criteria 7

The organisation provides adequate induction, training, professional development and support for all staff.

Guidance

Show us

- Staff have completed an induction programme that includes training in your policies and procedures for:
 - complaints
 - privacy
 - recognising, preventing, identifying and responding to abuse or neglect of children, young people and vulnerable adults
 - health and safety.
- Records of the training, professional development, supervision and support you provide to staff, both general and role-specific. Where relevant to the role, this includes:
 - cultural inclusiveness and support
 - child protection
 - behaviour support and management strategies
 - training for specialist staff working with clients who are neurodiverse, have experienced trauma, or have high and complex needs.

Criteria 8

The organisation uses an effective performance management system for all staff.

Guidance

Show us

- How you manage staff performance. This could include:
 - meetings between staff and management
 - performance appraisals
 - professional development plans that support staff development.
- How you make sure that your disciplinary process for staff is fair.

Note: A fair process means your organisation follows the requirements of the Employment Relations Act 2000 and the principles of natural justice. You must be clear about the issue, give the staff member a chance to respond and genuinely consider what they say before making a decision.

Recommended resource:

[Fair process | Employment New Zealand](#)

Note: If you employ staff who are part of a registered profession, you may be required to report concerns or employment issues to the relevant professional body.

Criteria 9

The organisation will complete NZ Police checks, and any other relevant vetting for all staff at least every three years.

Guidance

Important: If a re-check of vetting uncovers new information since their employment or engagement, it is your responsibility to consider the results and decide any further action.

Requirement ¹	Children's workers	All other staff
Identity confirmation (If name has changed since last vetting check)	✓	✗
5-year work history	✗	✗
Reference checks	✗	✗
Professional registration if required (for example a current practising certificate)	✓	✓
Interview	✗	✗
NZ Police vet	✓	✓ (or MoJ check ²)
NGO caregiver vet	✗ ³	✗ ³
Risk assessment	✓	✗ ⁴

¹ These requirements are explained in more detail in the 'Words and terms you need to know' section.

² The type of vet or check that is needed for each role is explained in criteria 4.

³ Unless required by your contract.

⁴ Not required unless information from the recruitment or vetting process raises a concern (see criteria 5).

Show us

- That records of police vetting and MoJ checks are kept for all staff from the time they started with your organisation.
- A copy of the name change document used, if the person's name has changed since their last vetting check. See 'Words and terms you need to know' for the list of documents.
- If staff have a risk management plan, it is updated with new information including re-vetting results.

Recommended cover sheet for children's worker files:

[Children's worker periodic safety checking cover sheet | Te Kāhui Kāhu](#)



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Health and Safety

The organisation ensures clients, staff and visitors are protected from risk.

Why this standard matters

People who come to your premises, including staff, clients and visitors, should be kept safe from harm. They need to know how you will keep them safe, and what you will do if something goes wrong.

Criteria 1

The organisation ensures its place of work, and any place of work it uses or relies on for service delivery, complies with all legal and regulatory requirements.

Guidance

Share with us

- How you make sure your place of work is safe and suitable for staff and clients.

Show us

- A current Building Warrant of Fitness (BWOFF) for your place of work.

Share with us

- If a BWOFF is not required, how you have established that.
- How you are meeting any conditions that apply to your BWOFF.
- If your BWOFF is not current, what is being done to resolve this.

Criteria 2

The organisation will, as reasonably practicable, provide and maintain a working environment for its workers and members of the public that is safe and without risk to health.

Guidance

Show us

- You have health and safety policies and procedures that include:
 - how you identify and manage hazards
 - who is responsible for health and safety, including monitoring hazards and risks
 - how staff are involved, including identifying hazards, assessing risks, and staying informed through regular updates or meetings
 - how staff know who is trained in first aid.

Recommended resource:

[Managing Work Risks | WorkSafe NZ](#)

Show us

- You maintain a hazard register that includes:
 - each type of hazard identified
 - the potential risk each hazard poses
 - the steps taken to reduce or manage the risk.
- You have appropriately stocked first aid kits available in all locations where services are delivered, including vehicles.

Recommended resource:

[First Aid Fact Sheet | Worksafe](#)

Show us

- You keep records of regular maintenance inspections for all premises, and evidence that you have addressed all identified risks.
- You involve your staff in health and safety by:
 - including them in identifying hazards and assessing risks
 - keeping them informed through staff meetings, updates or other communication methods, e.g. email.
- The Risk Assessment and Management System forms (RAMS) that you use to assess and manage risk if you run programme activities with potential risks for children or adults. RAMS forms will include staff-to-child ratios for group activities with children and young people.
- If you transport clients:
 - you have a procedure for keeping people safe while travelling, including children, high-risk clients and people with accessibility needs
 - all vehicles you use have a current registration and Warrant of Fitness (WOF) or Certificate of Fitness (CoF)
 - all staff who transport clients hold a current driver's licence and any necessary endorsements, e.g. passenger or class 2 licence
 - child restraints, including seatbelts meet requirements.

Recommended resource:

[Child Restraints | NZ Transport Agency](#)

Criteria 3

If applicable, the organisation ensures the safety of any children being supervised in the place of work while their parents or caregivers receive services.

Show us

- You have policies and procedures that describe how:
 - children are supervised safely
 - you manage difficult behaviour appropriately. For example, how you de-escalate a child's behaviour, or your process for returning a child to their parent or caregiver if you are unable to manage their behaviour.

Criteria 4

The organisation has safety and emergency plans for the evacuation of its place of work and any other place of work it uses for service delivery.

Guidance

Show us

- You have safety and emergency plans that explain what people need to do in an emergency.
- You have clearly visible exit signs and evacuation instructions displayed, that are simple to follow.
- Emergency exit routes are safe, easy to find and not obstructed.

Recommended resource:

[Evacuation Schemes and procedures | Fire and Emergency](#)

Criteria 5

The organisation responds effectively to adverse events in the place of work.

Note: An adverse event is any accident, incident, or near miss that may cause harm to staff, clients or the public. A notifiable event is an adverse event that involves serious injury, illness, incident or death. Notifiable events must be reported to [WorkSafe](#).

Guidance

Show us

- You have policies and procedures for adverse events that include:
 - how staff respond and manage the event
 - what support will be provided to any clients or staff
 - who is responsible for notifying WorkSafe, and how they do so.
- You keep records of adverse events that include:
 - the date and time of the event
 - actions taken
 - evidence of any internal investigations completed
 - any new hazards you have identified – enter these in your hazard register
 - records of any notifications to WorkSafe and/or the New Zealand Police.

Criteria 6

The organisation has a business continuity and disaster recovery plan in place.

Guidance

Show us

- You have a business continuity and disaster recovery plan that:
 - is tailored to the size of your organisation and the nature of the services you deliver
 - identifies potential risks specific to your operations
 - outlines strategies to manage these risks and maintain critical functions
 - outlines staff roles and responsibilities to carry out the business continuity plan
 - outlines how you will contact staff and who is responsible for doing this
 - includes how you notify clients of any impacts to services
 - includes a record of additional people or organisations you may need to contact, such as insurance companies, IT providers, service delivery partners, funding agencies
 - describes the civil defence supplies you hold, and how you make sure they are easy to find.

Recommended resource:

[Get your work ready for an emergency | getready.govt.nz](https://getready.govt.nz)

Criteria 7

The organisation ensures that where an intervention, discipline or control is required or used, staff use appropriate methods that protect the physical and emotional safety of clients.

Note: If your service does not involve any form of intervention, discipline or control, this may not apply.

Guidance

Show us

- You have policies and procedures in place to respond to situations where an intervention, discipline or control is required or used. These clearly outline:
 - when and how staff can intervene in unsafe situations
 - what methods or actions staff must not use
 - how staff actions and responses are designed to protect clients' emotional wellbeing as well as their physical safety.

Note: This information can be included in a behaviour management policy, child protection policy or another relevant document.

Criteria 8

The organisation reflects continuous quality improvement principles in identifying and managing risk.

Guidance

Show us

- You have a formal system or regular review process that includes:
 - how you collect and assess information about health and safety risks
 - any improvements you've made to strengthen safety in your service.

Note: This information may come from incident reports, hazard registers, staff or client feedback, internal reviews or external audits – depending on the size and type of your service.



Governance and Management Structure and Systems

The organisation has a clearly defined and effective governance and management structure and systems.

Why this standard matters

A clear governance and management structure means people understand what their roles are, how decisions are made and who is responsible for them.

A well-defined structure, supported by kaitiakitanga, builds trust that decisions are made responsibly, and the safety, wellbeing and privacy of all people is protected.

Criteria 1

The organisation has a defined and current legal status.

Guidance

Share with us

- Your New Zealand Business Number (NZBN).
- Your Charities Register number, if applicable.

Note: We will use these numbers to check your legal status is current.

Criteria 2

The organisation has an appropriate and clearly defined governance and management structure, the written record of which shows authorities, delegations, responsibilities and accountabilities.

Guidance

Show us

- You have documents that clearly define your governance and management structure, delegations, responsibilities and accountabilities. This could include any of the following:
 - an organisational chart that shows all staff and their reporting lines and relationships, including governance and management
 - documents that clearly describe delegations, authorities, responsibilities and accountabilities
 - organisational planning, such as a strategic or annual plan
 - formal agreements with other providers you use to deliver services and programmes to clients, where applicable
 - governance and management meeting minutes, management reports or other records of decisions that show how you operate
 - processes for monitoring and responding to management's performance
 - a succession plan for key positions.

Criteria 3

The organisation is governed and managed by people with appropriate skills, qualifications and personal attributes.

Guidance

Share with us

- What skills, qualifications and personal qualities your organisation needs in the governance and management team.
- That you appoint people with the skills and experience to meet those needs.

Criteria 4

The organisation has a process for identifying and managing perceived, actual or potential conflicts of interest, including between governance and management roles.

Guidance

Show us

- You have a conflict-of-interest policy that includes:
 - details of what could be a conflict of interest for members of governance and management
 - a process for declaring, managing and recording conflicts of interest.

Criteria 5

The organisation's management systems, policies and procedures are consistent with:

Criteria 5.1

Relevant legislation.

Guidance

Share with us

- How you apply relevant legislation in your management systems, policies and procedures.

Criteria 5.2

Its legal status, constitution, rules, charter, or Act of Parliament.

Guidance

Share with us

- How you consider your legal status, relevant laws and founding documents in your management systems, policies and procedures.

Note: The laws or founding documents your organisation must comply with:

- your constitution, rules, charter or deed
- the name of any private Acts of Parliament that were created specifically for your organisation. For example, the Anglican Church Trusts Act 1982, Te Runanga o Ngāi Tahu Act 1996, or the St Mary's School (Wellington) Act 1987
- the Māori Trust Boards Act 1955, if you operate as a Māori Trust.

Criteria 5.3

The aims, philosophy and scope of its activities.

Guidance

Share with us

- How your management systems, policies and procedures support your aims, philosophy and scope of activities.

Criteria 5.4

Its management structure.

Guidance

Share with us

- If there have been changes to your management structure, explain how you updated your policies, procedures and systems to reflect and support these changes.

Criteria 5.5

Contractual obligations.

Guidance

Share with us

- How your governance and management systems help you meet the responsibilities in your contracts. For example, you could:
 - show how your systems are set up to capture monitoring data
 - explain how you ensure staff have the qualifications and skills needed to meet your service specifications
 - share that the number of staff employed meets your service specifications.

Note: We don't want to see your contracts. We want to know you understand your contractual obligations and that your policies and procedures reflect them.

Criteria 6

The organisation collects, records, stores and uses information in keeping with the relevant legislation.

Guidance

Share with us

- How you manage the collection, storage and use of personal information to ensure your organisation meets relevant legal requirements.

Recommended resources:

[Collecting personal information | Office of the Privacy Commissioner](#)

[Holding personal information | Office of the Privacy Commissioner](#)

[Using and disclosing personal information | Office of the Privacy Commissioner](#)

Criteria 6.1

The organisation will follow policies and procedures for the collection, use and retention of personal information.

Guidance

Show us

- Your policies and procedures clearly explain:
 - what personal information is
 - how you collect it
 - the reason you collect it
 - how you make sure it is only used for the reasons it was collected, unless the law allows otherwise
 - who will have access to it
 - that people have the right to review and correct it
 - how you store it securely
 - how long you will keep it, and how you safely dispose of it when it is no longer needed
 - how privacy concerns are handled, including how you report serious breaches to the Privacy Commissioner.
- Your paper-based records (such as staff and client files) are stored securely.

Recommended resources:

[For organisations to report privacy breaches | Privacy Commissioner](#)

[Protecting customer and employee information | business.govt.nz](#)

Criteria 6.2

The organisation will have appropriate information technology and cybersecurity safety measures in place to protect the privacy and security of information.

Guidance

Show us

- You have security measures that include:
 - digital security tools like firewalls, system updates and antivirus software
 - regularly reviewing passwords and system access
 - security to protect against theft or damage of devices
 - secure electronic waste disposal processes for devices.

Criteria 6.3

The organisation will ensure staff members understand privacy requirements.

Guidance

Show us

- You have appointed one or more privacy officers who help you comply with the Privacy Act 2020.

Note: The Privacy Act 2020 requires organisations to have at least one privacy officer, who can be any member of staff.

Recommended resource:

[Privacy Officers | Privacy Commissioner](#)



Social Sector Accreditation Standards

Level 2

Financial Management and Systems

The organisation is financially viable and manages its finances competently.

Why this standard matters

Strong financial systems and processes support provider accountability, mana, pono and tika. Clear and transparent financial practices build trust and confidence in your services.

Criteria 1

The organisation is financially viable.

Guidance

Show us

- You have signed and approved annual financial statements that confirm your organisation is solvent. These must be:
 - signed by the accountant who prepared them
 - signed by a governance representative or a senior leader responsible for financial oversight (if there is no governance structure)
 - no more than 18 months old from the end of your last financial year.

Note: If you're a sole trader or small company that isn't required to prepare full financial statements under IRD rules, you can provide two consecutive years of IR10 Financial Statements Summaries filed with IRD instead.

Recommended resource:

[Financial reporting requirements for companies | Inland Revenue](#)

Show us

- You have a current financial year projected budget, prepared on the same basis as your financial statements, showing expected income and expenses.
- You have a 12-month cash flow projection (GST inclusive) showing how you'll cover your bills on time, including:
 - income and expenses
 - new asset purchases
 - financing obligations, e.g. hire purchases, loan repayments
 - tax payments
 - drawings (for companies).

Note: Please see the scenario at the end of this standard for a detailed cash flow example.

Note: Larger or higher-risk organisations may need to provide more detailed projected budgets and cash flow forecasts. For example, if you have different streams of income, rely on multiple funding sources or there is evidence that you may have financial challenges.

Recommended resources:

[Budgeting and Financial Management Guide | Business.govt.nz](#)

[Cash Flow Forecasting Guide | Business.govt.nz](#)

[Cashflow template for providers | Te Kāhui Kāhu](#)

Show us

- You have evidence that you are compliant with tax rules, including GST, PAYE, ACC levies, income tax and other tax obligations.

Criteria 2

The organisation has an effective financial management system appropriate to the size and complexity of the organisation.

Guidance

Show us

- You have financial policies and procedures that include:
 - financial controls and responsibilities, including how financial decisions are made, delegated and managed day to day
 - how you ensure financial reporting is accurate, timely and shared with management and/or governance.

Criteria 3

The organisation undertakes forward financial planning to show that it will remain financially viable.

Guidance

Show us

- You use your budget and cash flow forecast to plan ahead and help your organisation stay financially viable. This includes:
 - reviewing and updating them when things change
 - checking how your actual income and spending compare to your forecast
 - taking action when there are financial risks or shortfalls.

Note: This criteria is about how you use financial planning over time. The budget and cash flow documents themselves are covered in Criteria 1.

Criteria 4

The organisation has adequate insurance cover for the size and complexity of the organisation.

Guidance

Show us

- You have liability insurance and insurance for any properties, vehicles and assets you own.
- That for each type of insurance, you have a current insurance certificate or policy document (from your insurer) that includes:
 - the insurer's name
 - policy coverage details
 - expiry date.
- If your organisation decides not to have certain insurance coverage, show us your written rationale for this decision.

Note: Insurance policies must align with your organisation's specific needs and consider its size and complexity.

Recommended resource:

[Commercial Insurance Overview | Insurance Council of New Zealand](#)

Criteria 5

The organisation has arrangements for the regular independent audit, or in some cases review, of financial accounts.

Guidance

Show us

- You prepare financial statements based on how much central government funding your organisation receives.

If your organisation receives... from central government	You must provide...
Less than \$100,000 per annum	Annual financial statements.  Note: No audit or review is required.
\$100,000 or more per annum	A full audit including: <ul style="list-style-type: none"> • audited annual financial statements • audit report and auditor's opinion • auditor's letter.  Note: The auditor must be independent from your organisation and from the person who prepared the accounts.

Note: Central government funding does not include local government funding, GST, OSCAR subsidies or fees charged for services.

Recommended resource:

[Cashflow template for providers | Te Kāhui Kāhu](#)



Social Sector Accreditation Standards

Level 2

Resolution of Complaints Related to Service Provision

The organisation uses an effective process to resolve complaints about service provision.

Why this standard matters

People using your service have the right to speak up when something isn't working for them. They need to know their concerns will be heard, taken seriously, and resolved fairly, safely and with manaaki.

A clear complaints process gives you the chance to learn and improve your service.

Criteria 1

The organisation has a process for receiving, considering, and resolving complaints that is soundly based in law and is consistent with the principles of natural justice, and ensures the support and safety of the complainant throughout the process.

Guidance

Show us

- You have a written complaints process that:
 - is easy for clients to find and follow
 - includes how to make a complaint and what your organisation will do to address it
 - includes timeframes
 - describes how complaints will be recorded
 - ensures everyone involved is kept safe through the process
 - enables clients to choose what will help them feel safe through the process
 - invites clients to involve whānau, a support person or an independent advocate
 - describes who is responsible for managing a complaint
 - describes how conflicts of interest are managed
 - explains how clients appeal if they are not satisfied with the outcome of their complaint, and gives contact details for your funding agency/agencies and Te Kāhui Kāhu.

Recommended resources:

For guidance on setting timeframes for your complaints policy, refer to the [Timeframes for responding to complaints | Health and Disability Commissioner](#)

Information about how to make a complaint to Te Kāhui Kāhu is available at [Complaints | Te Kāhui Kāhu](#)

Criteria 2

The organisation ensures its clients and staff are aware of the complaints process.

Guidance**Share with us**

- How you tell clients and staff about your complaints process.

Criteria 3

The organisation seeks to resolve complaints effectively, and makes improvements to the service as a result.

Criteria 3.1

The organisation must record the application of the complaints process and the resolution achieved.

Guidance**Show us**

- You keep records that include:
- the date the complaint was received, acknowledged and resolved
 - what the complaint was about, when it happened and who was involved
 - all communication with the person who made the complaint and anyone else involved
 - any interviews or meeting notes
 - any external advice received
 - the outcome of each complaint, including the reasons for any decisions.

Continues over the page 

Show us

- If a complaint relates to an allegation of abuse by any member of your organisation, that you:
- reported the complaint to relevant organisations to investigate
 - took action to keep people safe while completing an investigation
 - checked whether similar complaints about the staff member had been made before, or if past records showed a pattern
 - took appropriate professional disciplinary action, if relevant.

Note: Complaints that relate to abuse should be reported to relevant organisations, e.g. NZ Police, Oranga Tamariki or any professional registration body such as the Social Workers Registration Board.

Criteria 3.2

The organisation will provide evidence it has made appropriate improvements based on the analysis of complaints received.

Guidance**Share with us**

- How you review your complaints to identify any patterns or repeated issues.

Show us

- You have:
- taken action to improve your service, where needed
 - updated policies, procedures or staff training, where needed
 - taken steps to keep people safe from future harm, when a complaint involved abuse by a staff member.



Social Sector Accreditation Standards

Level 2

Quality Improvement

The organisation aims for excellence and manages the quality and risk of services.

Why this standard matters

Clear processes to review your performance, policies and practices strengthen tikanga tūraru and ensure that risks are well managed.

Criteria 1

The organisation regularly monitors:

Criteria 1.1

The organisation's individual policies and procedures.

Guidance

Show us

- You regularly review and update your policies and procedures by providing either:
 - a review schedule that shows when policies have been, or will be reviewed
 - copies of your latest policies and procedures that show when they have been or will be reviewed.

Share with us

- How you have ensured your policies and procedures are easy to understand, tailored to the needs of your organisation and the services you provide.
- How you make policies and procedures available to staff, clients and their support networks when they ask for them.

Note: You only need to make policies and procedures available that are relevant to clients. Internal or sensitive documents (such as HR or financial policies) do not need to be shared.

Criteria 1.2

Its systems as a whole.

Guidance

Share with us

- How you make sure your systems are regularly monitored.

Note: Systems refer to the structured procedures, processes, tools and technologies that an organisation uses to operate effectively and achieve its goals. This can include, but is not limited to, workflow processes, record-keeping methods and IT platforms.

Criteria 1.3

The performance of the organisation.

Guidance

Share with us

- How you monitor the performance of your organisation. This could include any of the following:
 - key performance measures you track
 - how you review performance results
 - the tools or systems you use to monitor performance.

Criteria 1.4

Client outcomes.

Share with us

- How you regularly monitor client outcomes. For example:
 - what you measure
 - why you measure it
 - how you measure it
 - the tools or methods you use.

Criteria 2

The organisation uses a process to analyse monitoring and performance data for the purpose of improvement.

Guidance

Important: In Criteria 1, you shared with us how you monitor your policies, systems, performance and client outcomes. This criteria is about what happens next; the steps you take to understand the information you collect.

Share with us

- How you analyse the information you collect, and how you use it to improve your organisation and the services you provide.

Criteria 3

The organisation makes appropriate improvements, including risk mitigation, based on the analysis of this monitoring.

Guidance

Show us

- Examples of improvements you have made after monitoring and analysing your performance.
- Any risks you identified that needed to be reduced or managed.



Social Sector Accreditation Standards

Level 2

Client Services and Programmes

The organisation provides client services and/or programmes that meet clients' assessed needs, reflect desired outcomes and goals, and are planned, co-ordinated and reviewed.

Why this standard matters

People using your service should determine their own whāinga, helping them to live the lives they choose. They should trust that the service you provide is tailored to their needs and supports their goals.

An agreed plan should be a living document that begins from intake and assessment, is regularly reviewed to ensure progress is being made, and is completed to allow for a safe and thoughtful transition out of the service.

Criteria 1

The organisation collects appropriate information and ensures the needs of the client match the criteria for service.

Guidance

Show us

- You have policies and procedures that include:
 - how referrals are received, accepted or declined
 - how clients give informed consent before they start using your service
 - how you monitor your waitlist and prioritise people on it
 - how clients are matched with the most appropriate service or staff.
- Your client records include:
 - your client's name and contact information
 - their ethnicity, iwi affiliation and hapū, if known
 - their needs and/or reason for seeking support.

Criteria 2

The organisation completes a comprehensive and timely assessment.

Guidance

Share with us

- How you make sure that clients are assessed within a timeframe that reflects the urgency of their needs.

Show us

- Your client records include:
 - an assessment of needs, issues and support required
 - a completed risk assessment if a client presents with risk factors
 - the urgency of support required
 - records of meetings with whānau, professionals or other agencies.

Criteria 2.1

The organisation ensures it has necessary consents.

Guidance

Show us

- Your client records include documented consent from the client, or for children under 16 their parent/guardian to:
 - participate in services
 - be transported, if needed
 - receive medication or medical help, if needed
 - allow the organisation to share client information with other named organisations, when necessary.

Share with us

- If your service does not require parent or guardian consent for children under 16, how you check that the child understands the nature of the service and what it might mean for them.
- How you make clients aware of:
 - their right to make a complaint and how to do this
 - who can access their personal information and how it will be used
 - their right to access and correct personal information
 - their right to an advocate or support person of their choice.

Important: If a person is in the custody or guardianship of Oranga Tamariki and is:

- under 16 years you must get consent for the services they receive. This must come from Oranga Tamariki, or a caregiver/whānau member who has permission from Oranga Tamariki to consent on their behalf.
- over 16 years you should inform Oranga Tamariki if the service could impact their wellbeing or care plan.

Note: Consent must be documented. This can be written or electronic. For people over 16, consent can also be in a clearly recorded verbal agreement.

Criteria 3

The organisation develops timely, effective plans for all client services and programmes.

Guidance

Important: Whether Criteria 3 to 3.6 apply depends on the type of service you provide, e.g. they may not apply if you have clients attending short-term programmes or receiving temporary support.

Show us

- You have policies and procedures to ensure that the planning of client services and programmes is timely and effective.
- If your service uses client plans, your client records must include plans that are developed with the client within a prompt timeframe that meets their needs.

Criteria 3.1

Plans meet the needs of the client and the objectives of the service or programme.

Guidance

Share with us

- How your client plans meet their needs and the goals of your service or programme.

Criteria 3.2

Plans identify and mitigate safety risks to clients and others.

Guidance

Show us

- Plans that have identified a safety risk, and where you have recorded the actions you will take to reduce that risk.

Criteria 3.3

Where appropriate, plans include client's family and others.

Guidance

Show us

- Your client plans include:
 - family/whānau input, where relevant
 - referrals to iwi, marae, Pacific or other cultural services, when requested.

Criteria 3.4

The plan clearly states the client's goals, and services used to help the client achieve their goals.

Guidance

Show us

- Your client plans include:
- client goals
 - actions, services or support to help clients achieve them.

Criteria 3.5

Plans are adequately resourced.

Guidance

Share with us

- How you help clients achieve their plans.

Note: This might include access to transport, whānau support, internet, kai, social worker support or connections to other social services, depending on the client's needs and the services you provide.

Criteria 3.6

The organisation completes regular, formal, recorded reviews of progress against the plan and outcomes achieved.

Guidance

Show us

- Your client plans include:
- regular progress reviews and updates made to support your client's best interests
 - ongoing assessments of your client's needs and any risks.

Criteria 4

Conclusion of services to clients is planned and prepared for.

Guidance

Show us

- You have policies and procedures that include:
 - how the conclusion of services is planned and discussed with a client
 - how you record whether a client has completed their plan
 - how decisions to exit a client from the service are made and recorded
 - how information about other services is provided to clients, whānau and support people (if applicable).
- Your closed client records include:
 - service conclusion notes
 - referrals to other providers (if applicable).

Criteria 4.1

Safety risk of clients transitioning from the service are considered and managed.

Guidance

Show us

- Your closed client records include how safety risks are considered and managed as part of the transition.

Criteria 5

The organisation ensures that client files and programme records are sufficient and document each stage of service provision.

Guidance

Show us

- You have policies and procedures that ensure client records:
 - are written promptly after any client-related event or conversation
 - are clear, factual and detailed
 - show who wrote them and when.
- Your client records include:
 - communication with a client or about them, e.g. phone calls, emails, face-to-face discussions
 - any incidents involving them, including safety concerns, abuse or behavioural events
 - any decisions that affect them, e.g. changes to their plan, referrals or ending support.

