

Youth Homelessness Prevention Protocol Evaluation Report June 2011

Background

The Southwark Ruling made in May 2009 concluded that where homeless 16 to 17 year olds have previously been accommodated under housing legislation (unless clearly identified as extremely vulnerable), now many more homeless 16 to 17 year olds can be assessed with the presumption that care services should be provided under Section 20 of the Children Act 1989.

The House of Lords Ruling (G vs. Southwark) stated that:

“local authorities should presume any lone, homeless children should be provided with accommodation under section 20 of the 1989 Children Act. Where the criteria for section 20 have been met, children’s services do not have the discretion to choose to use section 17 powers instead to provide accommodation”.

Scope of this evaluation

This evaluation report focuses solely on the responsibility passed to the CFYP Housing Strategy group; however there are notes related to areas of the protocol outside of the strategy groups’ responsibility.

Under each section will be a number of recommendations for the strategy group to consider. The decisions made by the strategy group will be available to view on the Supporting People pages of the Council website within the minutes of the meeting.

This report will provide information from a desk top analysis of data. Further to this findings from scrutinising the data at a stakeholder event will also be included. A key missing element is feedback from clients who have followed the protocol. Due to time restraints and capacity of staff undertaking this evaluation as well as the Quest team, this is an outstanding piece of work.

Recommendation 1: Young people who have been supported through the protocol should be asked about their experience. This information should feed into any required changes to both protocol and service delivery.

Funding

Torbay Council allocated circa of £220,000 in response to the Southwark Judgement. Of this some was to fund an additional worker in the CTC team for undertaking on-going work with young people and some was for family group conferencing as an intervention tool. The CFYP strategy group received £150,000 to commission appropriate prevention and accommodation provision aimed at preventing youth homelessness.

The table below (a) is related to finance allocation by the CFYP housing strategy group only. This shows actual spend for 2010/11 and 2 projections for 2011/12 based on variance of emergency accommodation placements between 5 and 10.

Table A – financial picture of Southwark funding expenditure

		2010/2011	2011/2012	2011/2012
Description		Out-turn	Full Year Projection (Minimum Spend)	Full Year Projection (Maximum Spend)
		£	£	£
Prevention Fund		3,356.29	10,000	10,000
DCHA Contract 514	Add'l floating support from 07/09/2010	8,747.94	15,500	15,500
Family Mediation Project Workers (Jointly commissioned service (Housing Services £5,000, Supporting People £15,000)		48,232.00	54,670	54,670
Checkpoint	Food parcels	400.00	400	400
Young Devon:-				
5 Contracted Placements:-				
Host Families	Emergency Accommodation Post 05/10/2010	9,962.21	24,770	24,770

Young Devon Support	Emergency Accommodation	20,185.05	20,070	20,070
Up to 5 Spot Purchase Placements:-				
Host Families	Emergency Accommodation Post 05/10/2010	13,337.21	0	24,770
Young Devon Support	Emergency Accommodation (£14.28 per day)	4,084.08	0	26,061
		108,304.78	118,970	169,801
Funding from Children's Services		(150,000.00)		
Transfer from Reserve			(41,695)	(41,695)
Over / (Under) Spend		(41,695.22)	83,713	134,544

Recommendation 2: All services are re-procured as two contracts; one to encompass all youth homelessness provision and the other for emergency accommodation (as part of a wider tender for all ETA provision with the service for 16-17's a discrete element). This should result in savings through economy of scale. Savings can be offered back to the Local Authority to support achievement of savings target and / or for reinvestment into areas identified in this report and further findings into gaps in provision.

Statistical data

The process for gathering data relied on a number of partners checking their own systems and this has resulted in anomalies. Further to this, initially there was confusion from both commissioner and provider as well as other key partners in what data to record and how. The data produced shows inconsistencies with matching services received for individuals and timescales. The information available therefore provides trend data but cannot be used to inform accurate reflection. Summary data from the desk top analysis can be found at appendix A. The data in the table below was accurate at 26th May 2011.

Protocol process	Number (where applicable)	Notes
Referrals to Check Point for mediation	238	Direct referrals and via drop-in
Placements with kin / family network	22	Data not available for quarters 1 & 2
ETA placements	43 or 47	Only 28 records have no data anomalies. Of those, data from quarters 3 & 4 shows four returned home after short stay. Mediation data shows 38 placements into ETA over the full period; could be due to lack of clarity of accommodation status pre October 2010 with host families.
In need of housing/children's services intervention	56	
Prevention Fund	21	Number of individuals receiving a payment
FGC undertaken	1	Only one referral made
YP told rights	22	Should equal number placed in ETA at least
Pathway meeting	4	Low number highlights risk that yp and family not involved in planning future pathway
Initial Assessment completed	20	Shows average 45% of ETA placements result in IA
Core Assessment completed	13	No record of why 7 IA's did not progress to CA.
S20 acceptances		
Homeless apps taken	1	Very low number does not correspond with totals for placements in ETA and IA's accepted / progressed.
Homeless acceptances	1	
Case discussed at prevention panel	Held fortnightly	

Exceptions

Timescales:

- 4 young people received mediation outside of 24 hour target
- Young People being told their rights; average time 16 days (highest 72 days, lowest 5 days)
- Low referrals to family group conference
- Average days for initial assessment = 24
- Very low number of homeless applications made

Highlights

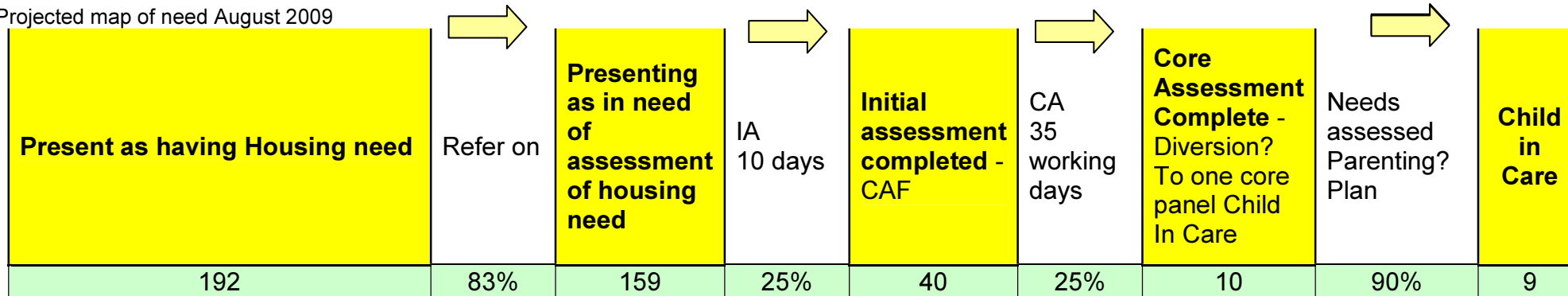
Timescales:

- Relatively large proportion of young people placed with kin / social network therefore avoiding higher cost emergency accommodation placement.
- Average days for core assessment = 29
- Prevention panel regularly taking place with regular partner attendance

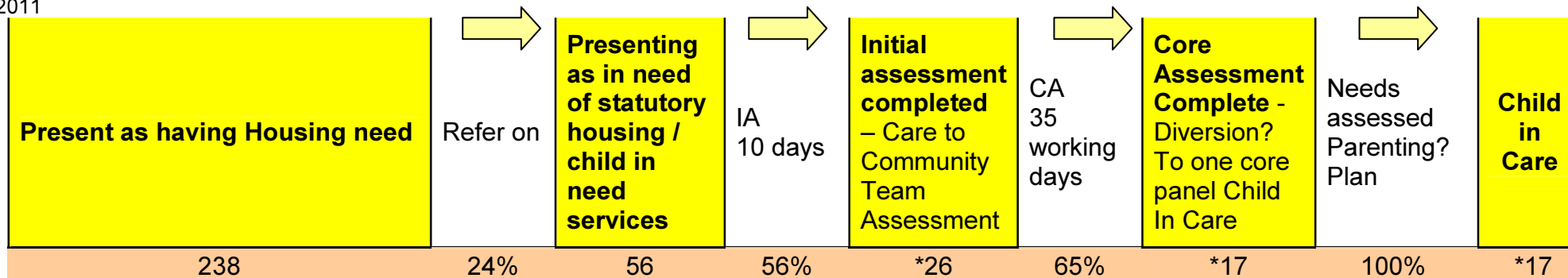
***Recommendation 3:** Contract managers to request specific performance data and process developed to capture in-house performance.*

Fit with original projection (developed in 2009 to identify additional finance resource required)

Projected map of need August 2009



Actual map of need for April 2010-March 2011



* **Notes:** Data included for IA, CA and Child in Care is based on figures from July 2010 to June 2011 and therefore doesn't provide a direct data match but is 12 months data; therefore it is not possible to determine an accurate analysis. The data illustrated should be used to highlight trends and exceptions.

Analysis

- Number presenting exceeded projection, but of those presenting the number requiring on-going intervention from statutory services was far lower. This evidences the intervention at initial stage works well to support young people to remain at home or living with kin/support.
- Just under half of young people requiring statutory services involvement continue to receive an assessment. This demonstrates the need for continued intervention whilst young person placed in emergency accommodation.
- Most initial assessments result in core assessment and a Section 20 Duty. This illustrates a trend that only those young people 'in need' are filtering through to this level of the protocol.

***Recommendation 4:** Further work is undertaken with families and young people about homelessness prevention to reduce number approaching in crisis situation using findings from the locality working pilot.*

***Recommendation 5:** Investigation is undertaken into what could have been done to reduce the number of young people requiring an initial assessment in terms of statutory intervention. Investigation should include families' previous engagement with services and feedback from the young person/family on their experience of getting advice early. Findings should be used to influence interventions from Children's Services via a CAF referral, i.e. for FIP, FGC, targeted youth support.*

Qualitative data

The evaluation session held on 10 May 2011 examined the quantitative data and identified exceptions and highlights for each stage of the protocol. The table below summarises the feedback and links to further recommendations below;

Stage	Activity	Feedback
Stage 1 - Prevention	Young Person presents as homeless to Check Point	<ul style="list-style-type: none"> • Some exceptions to process, but in the main consistent. Where process not followed Check Point to be notified. • Need to review SLA between Housing and Check Point on general housing advice
	Family mediation	<ul style="list-style-type: none"> • Staff need access to information on lone working risk as external provider not able to check internal Council systems • Assessment undertaken needs to fit with initial assessment to prevent duplication • Floating support is missing from protocol as prevention stage • Faster access to other interventions needed here, i.e. TYS and floating support • Need to promote the outcomes achieved • Making appropriate referrals for Initial Assessment which saves staff resource
	Family Group Conference	<ul style="list-style-type: none"> • Process not clear for when or why this would be accessed • Delivery model should be embedded in prevention unless enforceable action is required through formal FGC process • Do outcomes from this justify spend from Southwark funding?
	Prevention Fund	<ul style="list-style-type: none"> • Lengthy process to attain the money • Criteria needed to ensure accountability of expenditure and process for re-payment where applicable • Need to demonstrate cost benefits • Food parcels to continue
Stage 2 -	Placement into	<ul style="list-style-type: none"> • No availability to place young parents in 'young people' specific emergency

Placement	emergency accommodation	<p>accommodation</p> <ul style="list-style-type: none"> • Placements with kin – who has the authority to do this and how are they funded? • Where placement used as ‘respite’ how should rent be paid? • Delivery model should meet the needs of more chaotic young people • Clarity needed on who does ‘intention to claim’ housing benefit • Work needed with families to discuss implications on finance of placement
	Young Person told their rights	<ul style="list-style-type: none"> • Is there duplication here as undertaken by Check Point in prevention stage and Housing/Children’s Services at assessment? Does it matter there is duplication? • Important young people and their families are given a consistent message from all partners regarding legal responsibilities and implications (i.e. losing child benefit)
	Pathway Meeting	<ul style="list-style-type: none"> • Not taking place (staff capacity issues) • Young person needs opportunity to participate in planning their own journey
Stage 3 – Assessment and move on	Initial Assessment	<ul style="list-style-type: none"> • Can a joint assessment be undertaken by Housing/Children’s Services/Check Point as standard process – how? Need to review best practice. • Still lack of clarity re which legislation takes precedence at emergency temporary stage. Are they homeless? (Housing Act) Are they a child in need? (Children’s Act) Legal Clarity please¹. • Assessment and all case notes of young person to be owned by young person to avoid duplication of ‘story telling’ and work by staff • IA undertaken by CTC worker and not Children’s social care. Results in less capacity to support young people with S20 duty.
	Core Assessment	<ul style="list-style-type: none"> • Time scales not always manageable, more important the process is needs led
	Homelessness	<ul style="list-style-type: none"> • Not taking place.

¹ Recommendation 8 and 16 identifies the need for training on this with CTC (on behalf of Children’s Services) stating the Southwark Judgement clearly signposts young people to the housing department for interim accommodation pending further assessment

	Assessment	
	Move-on from emergency placement	<ul style="list-style-type: none"> • No move on supported accommodation in Brixham • Silting up of emergency accommodation due to young people with Section 20 status wishing to remain in placement • Need to be clear on role of emergency accommodation; short term with move on for everyone and / or option for placement to become long term supported accommodation. Staying Put good practice guidance should be acknowledged in reducing moves for children looked after.
Stage 4 – Homelessness Prevention Panel	Panel meetings	<ul style="list-style-type: none"> • No mental health representation or agreed process for referrals • Panel meeting changed from original terms of reference • Currently exclude over 18's and eligible care leavers • Lacks any administrative support to collate information prior to meeting • Need opportunity to evaluate lesson's learnt • Link to strategic overview important

Recommendation 6: Raise awareness of protocol with families and to professionals

Recommendation 7: Share positive outcomes with key partners through highlight reports

Recommendation 8: Panel members to receive training from partner organisations on referral process, criteria and activities this will trigger, i.e. to CAF and FGC. Process for notifying risk to external providers regarding lone working agreed and set up.

Recommendation 9: Strategy group to liaise with Locality Manager on how to embed FGC in the early intervention process as appropriate

Recommendation 10: Guidance to be developed for expenditure and re-claim of prevention fund. Prevention fund to be identified as delivery model required from youth homelessness prevention service and therefore held by an organisation to distribute in accordance with guidance.

Recommendation 11: Update protocol to ensure parents under age 18 are included. Include clear guidance on option for under 18 parent to opt in or out of initial assessment under protocol but statutory for their child to be referred appropriately as a child in need.

Recommendation 12: Strategy group to develop process for emergency placements with kin and funding for this in liaison with Children's Services

Recommendation 13: Service specification for emergency accommodation to include; to be direct access, to meet needs of chaotic young people (potential solution is 2x 2 bedroom properties or revisit assessment unit idea), support should be available 24 hours, available across Torbay including Brixham, process for making intention to claim housing benefit (undertaken by Provider or Local Authority?), has clear service model (i.e. short term or option to become longer term placement).

Recommendation 14: Financial implications information to be standard on placement and recorded as undertaken by provider delivering homelessness prevention.

Recommendation 15: Pathway meetings are removed from protocol with the understanding partners will call a multi agency meeting as appropriate. New process included to identify lead professional role to coordinate the young person's journey and be key contact for young person; including collating all information from various assessments with the young person.

Recommendation 16: Legal clarity sought on status of young person at placement; child in need or homeless young person? Training required for key partners to understand process and legal context.

Recommendation 17: Housing Options to undertake homeless application process to fully reflect need

Recommendation 18: Review terms of reference of youth homelessness prevention panel, taking into consideration points from event outlined in appendix B.

Serious Case Review (Child S – Manchester)

The SCR² highlights some key recommendations for improved practice in Manchester. The Executive Summary of the SCR was published on 14 March 2011. The strategy group needs to continue with good practice and respond appropriately to this and embed necessary changes into the protocol at this point.

Recommendation 19: Continue with identified good practice, notably; existence of protocol, age appropriate assessment, length of time to complete initial and core assessments (look at other authorities and see what they do)

Recommendation 20: Amend protocol to ensure clear guidance stating the protocol should be over-ridden for unaccompanied 16 & 17 year olds with referral immediately to Children's Services Social Care team.

Recommendation 21: Develop an agreed communication and involvement process with CAMHS and other Tier 2 services locally for all homeless 16 & 17 year olds including access pathway.

² <http://www.manchesterscb.org.uk/docs/Child%20S%20SCR%20-%20Final%20Executive%20Summary.pdf>

APPENDIX A – Summary data from desk top analysis

Mediation

All Clients

No. Clients Approaching Check Point with need for on-going statutory involvement	56	
No. Clients continuing mediation	38	67.86%
Mediation more than one day after approach	4	10.53%

(incl. 1 anomalous data and one with 2 days gap)

Post May 2010

No. Clients Approaching Check Point with need for on-going statutory involvement	43	
No. Clients continuing mediation	26	60.47%
Mediation more than one day after approach	0	

NOTE: Both Sets of data include clients who are ongoing and some data is missing, which may impact on these statistics

Emergency Accommodation

Data Issues

Data problems	24
Ongoing	4
No issue	28
TOTAL	56

There are a number of issues with the data for this part of the spreadsheet:

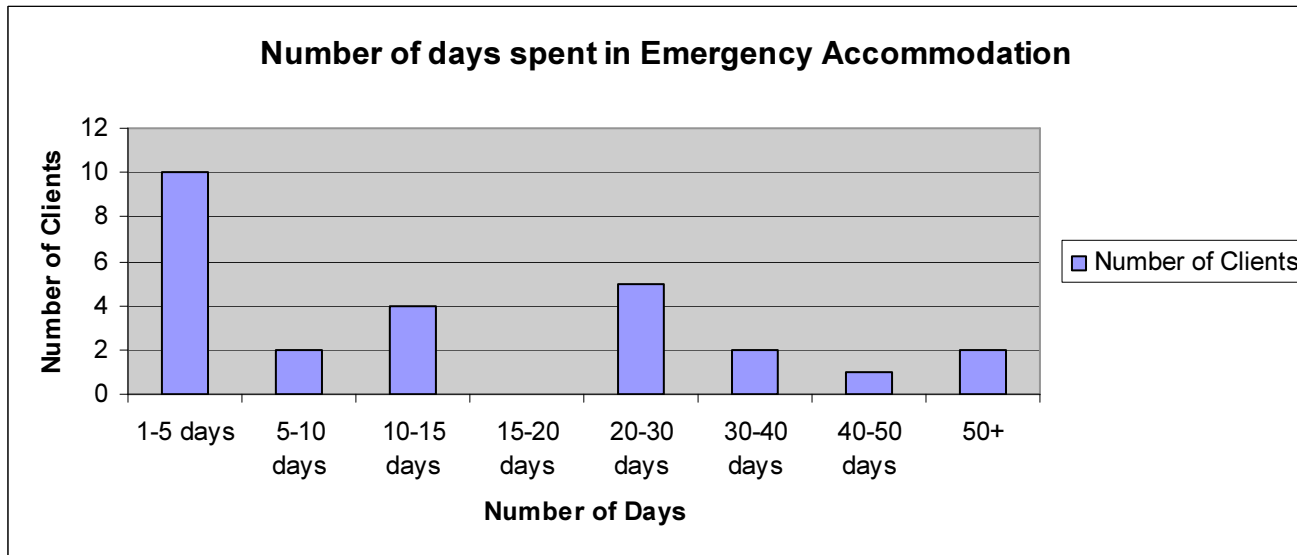
(client numbers in brackets for reference)

	Details	
Same client - two placements (16,18)	in twice	2
As above but dates don't tally (17)	in twice but wrong data?	1
(7,8,11,13,21,41,52,55)	insufficient data	8
May be ongoing clients (51,53,54)	no data	3
More than one date given (24,27,28,29,31,34,35)	unclear when left	7
As above (1,38,44)	unclear when started	3
(2,13)	wrong data?	2
	Grand Total	56

*admin
issue*

Analysis based on 30 records 28 + 2 (includes 2nd placement for clients 16 and 18)

Average number of days in EA	18.86
Median days	11



Assessments

	All clients		Clients Post May 2010	
Total number of clients	56		43	
Initial Assessments				
	Number	% Total	Number	% Total
No. Initial Assessment started	21	37.50%	19	44.19%
No. Initial Assessment completed	20	35.71%	15	34.88%

Average number of days taken for assessment	24.05		23.86	
Median	21.5		22	
Longest taken (days)	62		62	
Shortest taken (days)	6		6	
Core Assessments				
	Number	% of those assessed	Number	% of those assessed
Core Assessment Started	14	66.67%	11	57.89%
Core Assessment completed	13	61.90%	10	52.63%
Average number of days taken for assessment	28.7		29.5	
Median	28		26	
Longest taken (days)	71		71	
Shortest taken (days)	13		13	

<u>Reasons for No Assessment</u>	All Clients		Clients Post May 2010	
		Total		Total
CIN referral closed	4		CIN referral closed	3
n/a	11		n/a	8
no record	5		no record	5
No referral to CTC	8		No referral to CTC	5
No referrals to CIN in 2009	1		ongoing	3

	ongoing	3	out of area	1
	out of area	1	(Assessed)	15
	(Assessed)	20	Grand Total	43
	Grand Total	56		

APPENDIX B – Collated feedback from event on 10 May 2011

Review Of Homelessness Prevention Protocol

Stage 1 – Prevention

YP presents as at risk of homelessness:

- Work with Kim's F/S (need more) going very well, this needs to be added to protocol; needs to be seamless with family mediation
- YHPF – lengthy scheme; administration; A pot of money needs to be held 'somewhere'; Housing happy to monitor the fund; CTC to hold cash; improved payment scheme
- Better access to other services TYS; more instant access FS
- Young parents not included – should they be?
- Couples to housing or CP? (and what is one is over 18)?; lack of emergency provision; choice for couples/parents; clarity needed
- Ensure good practice – why and when
- Who has the authority to assess kin/community placements and accountability; clarity re funding these options - expenses being covered; Host not being 'paid'; challenge/clarity financing affects
- If different pathway checkpoint must be informed for stats and expertise
- Advisory role? Need more input from Health; Possible drop in/sessions at checkpoint - CAHMS rep at panel
- Relationship/protocol with CAHMS; School workshops and parental education
- Review of SLA between checkpoint and Housing Options and I/A Floating Support capacity
- Training on accessing FGC/CAF/TYS
- Conference in Torbay to highlight protocol work done or a learning event/circular
- Increase awareness of protocol with other agencies
- Other providers knowledge and protocol ; training; publicity info; conference
- Info Sharing SLA Housing/checkpoint/IA floating support

Family Mediation Offered:

- Need criteria for fund
- Targets being met (mediation within 24 hours)
- Checkpoint intends to design /use as initial assessment pro forma
- Good model – needs to be a prevention tool as part of initial package; lack of compulsion for change an issue; who writes reports?
- How many actually stay at home successfully after mediation
- Better recording of mediation outcome; dynamic updates
- All clients are high need and difficult to manage caseload i.e. appointments not kept; clients need a here and now service
- Appropriate referrals to CTC for assessment from mediation process, saves time and resources; Assessment info could be better shared
- Recommend recording of outcomes; transparency; publicity

Family Group Conference:

- Need more clarity around when to refer to family group conference; how can we link in more with family group conference; does it come later in the process?
- Transparency needed; inconsistent use; should be held by Checkpoint
- Is family group conference funded by Southwark monies? Has the team got the capacity; clarity please?
- Not being utilised; clarity on funding; resource problems?

Prevention fund:

- Need to demonstrate how it saves money i.e. impact on statutory services
- Decision whether need is genuine and who is to be paid lies with..... ?; improve fund process; panel oversees this; Administrator
- Need an account TC can access where benefits have been paid into, to enable reclaim of panel fund money
- Need clear process to access prevention fund which needs to be held at an appropriate place i.e. Checkpoint – simpler? Or possibly Union House via CTC; signed off by manager

- Unsure if working; Criteria - Access and transparency especially cash; demonstrating savings; safeguarding; paying it back?

Stage 2 – Placement

Placement in emergency accommodation:

- Notification of out of hours placement
- Where ETA being used as respite for possible return home – how should rent be paid and by whom?
- Risk assessment/references still an issue
- No accommodation for high risk (Host or staff) – 2 x 2 bed houses at opposite ends of the Bay; Need specialist placement; shared house
- Revisit 'one bed' assessment unit for high risk /needs YP's
- Current process is immediate access to ETA Young Devon/ Dalmeny, recommendation is to maintain flexible direct access accommodation ; more diverse accommodation to suit more YP needs
- ETA should be 24 hours (will reduce moving up)
- ETA across all of Torbay (including Brixham)
- Food parcel to stay especially in crisis situation
- Recommendation that YD to do intention to claim currently not followed is intention to claim being done by housing (not provider)
- Recommendation – notification to parents about benefits to be included in pathway meetings
- Recommendation – Family YP leaving to be informed of change it will make to Housing benefit calculation; improve relationship with HB officers; Housing options needs info on family/household being left

Young Persons told their rights:

- Recommendation – Joint initial assessment of Homeless/ Children with checkpoint – all together in one meeting – Could this happen?
- Recommendation – Should start taking homeless applications (member of Housing Team)

- Duplication? H/O rights to include benefits advice to parent i.e. ask TP to bring an adult family member to the meeting
- Duplication – Checkpoint tell YP of their rights early on.
- Currently working – Housing options discussion now being done at the Foyer (Lia and Ben); YP explained their rights (Homeless legislation and CIN)

Pathway meeting:

- CTC – no capacity to attend; must happen if to be needs led for individual YP
- Recommendation – drop pathway – it is happening anyway through multi agency liaison. Can arrange meetings if required on case basis; move from process led to needs led
- Recommendation – Combined meeting with all appropriate agencies e.g. Rights and Pathway (include mediation /YP worker)
- Recommendation – One Lead person following and co-ordinating the Young Persons journey
- Not currently working – Pathway meeting, not happening timescales unrealistic. Recommendation – Lead professional to follow this through, increase resource in Childrens services
- Only 4 meeting have occurred – can it be combined with Housing Options meeting?
- Recommendation – Link in with Family group Conferencing

Stage Three – Assessment and Move-on

Overarching recommendations:

- Increase resource at initial phase – need Lead professional coordination assessments and move-on
- Glossary – explain terms used; Training day for multi agency working to clarify working/terms
- Description of terms; flow chart of journey for YP; better info sharing between agencies; database will record significant events which will trigger professionals to ask for more info to be shared
- Clarify language – we speak in different tongues? E.g. what is initial assessment – what does it mean to each agency? Recommend a provider workshop to produce common language

- Facilitate a session with all operational staff involved (incl providers) to ensure consistent message and goals/options

Initial Assessment:

- IA has improved multi agency working and info sharing , better contact and better outcomes
- Still lack of clarity re which legislation takes precedence at emergency temporary stage. Are they homeless? (Housing Act) Are they a child in need? (Children's Act) Legal Clarity please.
- IA pro forma would provide info readily shared between those involved in YP path and passed on; Is CP trusted to make initial assessment?
- CTC worker doing this work – results in less capacity to do on-going support for care leavers

Core Assessment:

- Provision of accommodation needs to reflect need of YP not council rules – some YP really don't want SLS
- Pipeline service – timeline and learning process in each one.
- Instead of 5 day meeting propose use FGC, mediation or arrange a meeting if required
- 5 day meeting turnaround not achievable – most of the work is done anyway as proved in stats within a multi agency context.
- Need to try to avoid duplication for YP and overloading YP with meetings; suggest notes for YP that follow them (IA starts at CP and gets built on – point of access
- More floating support capacity into projects and beyond into the community
- YP worker needs to be at initial assessment meeting to ensure YPO need sand views are met; advocacy for YP
- More multi agency training days and workshops (common understanding)
- Time frame not important – needs are
- YP do not work to our timescales especially teenagers in crisis – important thing is we keep trying
- Recommendation – review length of time to complete initial and core assessments look at other authorities and see what they do (not happening within 31 days)

Homelessness Assessment:

- Drop in services 'one stop shop' including ex-clients
- Recommendation: Option 1 Temp Accom. really short or Option 2: flexible-short into long term accommodation
- Recommendation – Homeless assessments need to take place (Housing/ Homeless legislation)
- Increase Liaison with private sector landlords

Move-on from emergency placement:

- No provision in Brixham; Young Devon are advertising
- Do we commission emergency and long term or long term only? should all be flexible; Host families are already flexible
- Continuity of support if moving on from supported accommodation

Stage 4 – Panel

Youth Homelessness prevention Panel:

- How do we review/rewrite terms of reference?; Panel looks nothing like original protocol; what should it look like? How do we decide?
- Need to review/rewrite ToR so we are clear what we are there for
- Young parents should be part of prevention panel/protocol; should be able to access prevention panel funds
- YP who went through protocol before it was fully established (people in post) – we are now seeing the fall out – YPs who should have been offered fuller service.
- YD – Block being filled by CTC (section 20's). What happens when all 10 are CTC?
- With increased transparency of prevention fund – need designated time at panel to look at monies awarded and monies requested
- Transparency about hub points and discussion about priority for named individuals
- Age – should panel include 18-21 year olds@ and eligible care leavers?

- Info from Housing to providers prior to panel to fill in redesigned table to send back to housing by Tuesday
- Review membership of panel / Chair person / administrative support
- Timely response; redesign info going out; resource issue; admin
- Strategy info to be fed down to the panel please
- Good information for sharing
- Good Attendance
- Debbie has offered regular administrator/minute taker
- Remit (age) widening to enable move on discussion and planning
- Need room to discuss where placements have not worked; why? Lessons learned? No Blame culture
- Well attended; good for networking
- Hub refusal to be discussed at panel 16-25 yrs
- More energy – consider how to involve everyone
- Need admin for minute taking. Minute taker should not be participant. Need structure to meeting and AOB
- Strategic Needs to be identified and fed back through Shelley/Ben
- Clear focus on closing cases that do not need discussion
- Need clear open discussion re YP needs in order to place appropriately and safely
- Glossary for database; access to database
- Need clear process to access emergency fund (prevention funds)
- Clear follow up of action points
- Supportive Environment; solution focused (not dwelling on problems)