

Family Group Conference – Trust the Process

“Families Making Decisions”

Principals behind Family Group Conference

- Every family is unique. Every family has its own culture, personalities, personal dynamics and history. Only the family members themselves can know this. A Family Group Conference uses the family's own skills, strengths and personal knowledge to resolve difficulties. It is an ideal forum to make plans for children/young people in need of care and Protection. Using the family's own expertise and ensuring the family's involvement in the planning of the Family Group Conference, means that it is a tool that can effectively be used by diverse communities to make safe and culturally sensitive plans for children.
- Families sometimes need support from formal agencies in order to meet their children's needs. The Family Group Conference process goes some way to redress the power imbalances that are experienced by children/young people and their families in these situations and encourages working in partnership.
- Agencies that work with families need to share some of their power if they are to work in realistic partnerships.
- Families are able to make safe, effective and creative decisions for the care and protection for their children/young people given the opportunity and the information to do so. They have the right to be acknowledged as key decision- makers in the Family Group Conference process.
- Involving the wider family and friends can make planning for children/young people more effective. Family's ability to care for their children/young people will be encouraged and supported by family decision-making.
- Children/young people have the right to have their families fully involved in planning for their future.
- In order to make good decisions families need clear information and to have their own knowledge, skills and values respected.
- Families have the right to a supportive, safe and private environment to make plans.
- Families have the right to have safe plans agreed and resourced.
- Children/young people are best looked after within their family group.

The Background to Family Group Conference

Family Group Conference (FGC's) originated in New Zealand from the Maori people.

Maori groups had made it clear to the Department of Social Welfare in New Zealand that they were unhappy about the impact of child welfare decision making on their traditional way of life. There were high numbers of Maori children in State Care compared to the rest of the child population; often in culturally insensitive placements. There was a lack of involvement of families in decision making about the care of their children.

New Zealand passed the Children and Young Persons & their Families Act 1989 which introduced Family Group Conferences as the statutory process for working in partnership between the State and the family group.

The FGC is recognised as the key process in New Zealand by which family groups make informed and responsible decisions, recommendations and plans for their children and young people.

The FGC aims to empower families within the States systems for decision making & planning to:-

- Make sure the child or young person will live in a safe environment and develop their potential as an individual.
- Draw on the family's knowledge and experience to decide what is best for the child or young person.
- Encourage the child or young person to take part in the decisions that directly affect them.

Family Group Conferences in this country & in Milton

Keynes

Unlike New Zealand and Eire, which have introduced a legislative mandate for FGC's in certain circumstances, FGC's have not been introduced into legislation here. It is however recommended before Care Proceedings in the Ministry of Justice, Public Law Outline 2008.

Family Group Conferences are consistent with, and promote the key principles of the current legal framework for the welfare and protection of children established by the Children Act 1989. This has been added to in Children Act 2004 and the 5 outcomes of the Every Child Matters agenda. E.g.

- **Family Support Services** to promote parents and their family in the care of children in need is consistent with the FGC model where the expectation is that services are provided to support the agreed family plan.
- **Parental responsibility** - parents are recognised not only as responsible for ensuring their children are safe and well cared for but also as key decision makers for their children.
- **Partnership Working** to promote children's well being to be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing. Parents and the extended family have the biggest influence on young children and are of critical importance to the achievement of these outcomes. Research indicates that a

positive working partnership between the family and the local authority is key to the successful protection of children. FGC's promote this.

- Treating children, young people and their families with respect and having their **ethnicity, language, religion and cultural identity recognised**. FGC's are empowering of children, young people and their families, enabling participation and family ownership of their meeting and their plans.
- **Safeguarding children** – FGC's are recognised in Working Together to Safeguard Children 2006 as an effective mechanism to address concerns and find solutions for the child within the family network wherever possible. In Milton Keynes families are being offered FGC's to address risk to children prior to child protection processes where safety allows.
- **Children remaining within the care of their family network and promoting contact**. FGC's are an effective process for exploring safe placements within their wider family and friends network rather than becoming or remaining Looked After by the Local Authority. Where children and young people are looked after FGC's can enable wider family to remain in contact and support young people into independent living. (White Paper 2007, Care Matters: A Time for Change)

There is a wealth of research confirming that children, young people & their families value this way of working and that Family Group Conference make safe, effective and lasting plans.

For more information access our reading list.

www.milton-keynes.gov.uk/FGC

The Key Element of Family Group Conferences

- The term family is widely interpreted and includes family, friends and other significant people. It does not imply one particular type of family.
- The role of the Independent Co-ordinator is vital in negotiating attendance and informing all participants about the process involved. The role is separate and independent from other professional involvement with the family. Where possible the Co-ordinator is matched for ethnicity, culture, religion and language with the family. The starting point for this is a discussion with the family about what is important to them.
- The attendance of family members is facilitated by the Co-ordinator through practical and financial assistance with travel, choice of venue, availability of interpreters, childcare etc.
- The Co-ordinator has the responsibility of identifying and addressing issues of culture, ethnicity, gender, language or religion and to respond positively to any particular needs that a family may identify. The Family Group Conference is held in the language of choice of the family.
- A child/young person who attends needs to be helped to identify a supporter, preferably from within their own network. In some circumstances an advocate may be provided from the agencies involved i.e. voluntary organisation, foster carer.

Careful thought needs to be given to this because of the impact this can have on the private family time. Careful consideration needs to be given to the advocacy needs of children and vulnerable adults by the Co-ordinator.

- The family is the primary planning group. The role of all the agencies is to share their assessment, information and knowledge with the family and to answer any questions the family may have. It is ***not*** to present a plan and seek family agreement to this.
- Private decision making and planning time is an essential element for the family.
- The family plan should be agreed by the referring agency unless the plan is thought to place the child/young person at risk of significant harm. In such situations it will be necessary for the agencies to explain the specific concerns they have regarding risk to the child, and what will happen if the family cannot make a plan. The family may then be offered another opportunity to plan to manage the risks in partnership with the agencies.
- When the family have made their plan the agencies need to say at the meeting whether they can provide the resources requested by the family to support their plan. If there are going to be delays, then the family needs to have been informed of the process. Decisions need to be made quickly.
- The family plan needs to be clear about how they and the agencies will monitor the plan and what to do if it is not working e.g. contingency plans.
- The presumption is that all the family will be invited to the Family Group conference. In some exceptional circumstances it may be necessary to exclude a family member. Alternate ways of contributing to the meeting will be explored by the Co-ordinator e.g. through letters or tapes.
- The decision to exclude rests with the Co-ordinator if there are safety issues. The decision needs to be clear and to be put in writing to the family member. Family members need to be made aware of the complaints procedure.
- Research and practice evidence suggests that families are able to prepare a plan in the majority of situations. Children's Services, Education, Health and other agencies providing information need to be clear with families what is likely to happen if they are unable to prepare a plan.
- The Co-ordinator will offer the family the opportunity of a review Family Group Conference at the initial meeting so that the family can check that their plan is working, that the resources requested have been provided and to update the plan if circumstances have changed. The family may request more than one review.

Roles and Responsibilities

For the Family Group Conference to be effective, it is important that everyone is clear about his or her roles and responsibilities within the process.

The following is an outline of the key responsibilities of all those involved in the process.

Role of the Family

- To be prepared to look at what needs to be different to meet the needs of the child/young person.

- To identify the key people who need to attend the Family Group Conference and to take part constructively and with respect of each other.
- To request the information they need to make good decisions.
- To develop a plan that meets the needs of the child/young person in partnership with the agencies involved.
- To identify contingency plans.
- To write up the plan (with assistance of the Co-ordinator if they choose).
- To make monitoring arrangements to check that the plan is working.
- To make arrangements to review the plan and update it is necessary.
- To carry out the plan as agreed.

Role of the Referrer

- To carry out any necessary assessments and ensure the child's/young person's safety.
- To offer the family the opportunity of a Family Group Conference and to make a referral to the Family Group Conference Service.
- To initially prepare the family for what to expect from a Family Group Conference.
- To provide clear, good quality information to the Family Group Conference about the assessment, preferably in writing.
- Discuss what needs to be said with the main family members beforehand and obtain permission for what will be shared in writing.
- To provide balanced information, building on the family strengths as well as point out what may need to change.
- To keep information free of professional jargon.
- To give realistic information about family support services available to support the family plan.
- Include the assessment of the child/young person's needs. Be clear about your professional opinion.
- To be clear about **care and protection issues**; stating what needs to change and in what timescales?
- Include information on "The Bottom Lines".

If there are **safeguarding issues**. What will Children's Social Care, Education, health and the other agencies do if the changes are not made? For example with behaviour difficulties in school this might be information on likely exclusion if changes are not made.

- Encourage and support the family to do their own planning.
- To provide answers to questions from the family network during the Preparation Stage.
- To keep in regular contact with the Independent Co-ordinator to prepare for the questions the family have at the meeting.
- To let the Co-ordinator know of any significant changes that may affect the Family Group Conference.
- To make sure that all the agencies involved are clear about each other's roles and responsibilities so that the family is given clear information. To meet with the other agencies beforehand if there are issues that need to be resolved between the agencies.
- To be as flexible as possible about the timing of the meeting – it belongs to the family.
- To provide clear, realistic good quality, verbal information at the “Information Giving” stage of the Family Group Conference.
- To agree the family plan (with line manager) if it keeps the child/young person safe from “significant harm” or meets the school's bottom lines to restore relationships and enable the child/young person to access education.
- To keep to the referrer's part of the plan and be clear with all the family if this is not possible.
- To contact the Co-ordinator/Family Group Conference Service when the family need to review their plan.

Role of Managers

Research indicates that this is a **key role** in ensuring the success of Family Group Conferences as a mode of working in partnership with families to improve outcomes for children/young people.

- To actively encourage, agree to and support the referrals to the Family Group Conference Service.
- To assist the referrer to be clear about Children's Social Care position and to make a clear statement to the Family Group Conference.
- To make sure that the referrer is clear about resources and whether they are available.
- To positively support the re-sourcing of family plans in the least intrusive way.
- To agree the family plans if they keep the child/young person safe from significant harm and are lawful. To give detailed information back to the family where the plans do not.
- To make sure that the support agreed by the referring agency for the family plan is implemented.

Role of Other Agencies

Much of this is similar to the role of the referrer. In essence:

- To carry out assessments.
- To provide information to the Family Group Conference either verbally or in a clear jargon free report as agreed with the Co-ordinator.
- To take part in the information stage if requested to by the family.
- To provide services to the family plans and ensure that they are provided as agreed.

Role of Foster Carers/Residential Carer

- To positively support the child/young person throughout the process.
- To remain focused on the needs of the child/young person in helping them prepare for the Family Group Conference.
- To assist the child/young person to be clear of their views, and how to express these for the Family Group Conference.
- To be available if requested to support the child/young person at the Family Group Conference (this will usually mean being available to the child/young person if they leave the private family time).
- To carry out any assessments necessary for the meeting.

Role of the Co-ordinator

- In the preparation stage to ensure that all the family are well informed about why the Family Group Conference is being held.
- To identify, prepare and invite all the participants in the Family Group Conference in advance.
- To manage and discuss any conflict in this process.
- Be clear with everyone about his or her roles and responsibilities in the Family Group Conference process.
- To support agencies to prepare for the Family Group Conference. In particular to enable information givers to provide information to families that is accessible, based on strengths and is solution focused.
- To share the referrer's report with the wider family after checking that the child/young person and parents have agreed that the contents can be shared.
- Identify any issues relating to ethnicity, language, gender or religion and respond positively to particular needs requested by the family.
- Identify and request the information the family needs in order to make good decisions. Make sure this information is clear and jargon free.

- Establish the wishes and feelings of the child/young person and how best to inform the meeting of these.
- Identify and prepare advocates for their role with the child and other vulnerable adults. To be clear with all participants at the meeting about the role of the advocate.
- To arrange a time and venue for the meeting that suits the family. Support practical arrangements for transport to the meeting, childcare, food etc in consultation with the family.
- To prepare family members to take part constructively and with respect for each other.
- To keep all participants focussed on the issues and purpose of the Family Group Conference.
- To chair the information giving stage.
- To facilitate the family going into private planning time.
- To help clarify and record the family plan. Ensure that the plan contains monitoring, contingency and reviewing arrangements.
- To seek the view of the agencies about whether the plan provides for the care and protection of the children and if the resources requested can be provided.
- To pass the plan to the referrer and other family members.
- To pass back to the referrer any identified Child Protection issues for decision/clarification.
- To advocate for families in presenting their plan to other agencies if requested by the family.
- To arrange Family Group Conference reviews.
- Seek the views of families and referrers about the service and develop it accordingly.

How It Works – the Process in Practice

The Family Group Conference (FGC) is an empowering approach to planning and decision-making rather than a one off meeting. There are several aspects of the process, which will be looked at in more detail. These are:

- Referrals
- Preparation
- Information giving
- Private family time
- Agreeing the Plan
- Monitoring and Reviewing

Referrals

- In discussion between families and the referrer and the FGC Service, agreement is reached that a Family Group Conference will be pursued. Children's Social Care and

Children & Families Practices staff will usually undertake to refer to the Family Group Conference Service. It is planned to extend to other agencies in the future.

- It is hoped that as the service develops in Milton Keynes that other agencies will also take on the role of referring families and supporting their planning in line with the Every Child Matters agenda.
- An Independent Co-ordinator is appointed (they are independent of the case management and decision-making).
- Research and practice knowledge suggests that families benefit from being given the opportunity to have a Family Group Conference in order to express their view and children/young people value the opportunity to be heard and take part in their families process of decision making.
- The Independent Co-ordinator should reflect the ethnicity and culture of the family and share the same first language if possible. The process is undertaken in the family's first language if requested and where necessary the professionals use interpreters.

Preparation – Stage One

- When the family has been referred for a Family Group Conference, it is important that both the family and the agencies are clear about the purpose of the Family Group Conference.
- Of absolute importance is the issue of clarity. The family needs to understand what the issues are from the perspective of the agencies, in order to be able to act upon it. The information needs to be jargon free and respectful. In Milton Keynes the aim is for this information to be provided in the form of a brief report from the referrer who will have previously discussed the contents of the report with the main family members.
- The adults with Parental Responsibility and the child/young person must see the contents of the report by the referrer agreeing to share the information contained within it with other family members; otherwise the Family Group Conference cannot occur.
- The Co-ordinator in consultation with the child/young person with support from their immediate carers identifies the family network. This may include relatives and/or significant family friends. One of the Co-ordinators tasks is to prepare these people for the Family Group Conference.
- Immediate carers refers to those offering care to the child/young person, either from the family network, or professionals such as foster carers, residential workers or health professionals. The Co-ordinator will also need to consult with those who have parental responsibility for the child/young person.
- The time the referral to the Family Group Conference being held can be very variable and depends upon a number of factors associated with each individual family. The principals used to gauge this are that the child/young person and their family set the pace for their meeting. However, this principal may be superseded by the need to make safe plans for children quickly and could be directed by the family court.
- The Co-ordinator then makes contact with the relevant agencies network to organise their attendance at the meeting and to clarify that they have prepared the information

about their concerns. Information supplied to the family will depend upon the nature of the referral.

- The referrer and their line manager's will need to be clear at this stage of the process, what will happen if the family are unable to produce a plan which keeps the child/young person safe from significant harm. This can be referred to as the 'bottom line' and is the agencies 'non-negotiable' position, e.g. Child Protection proceedings or Care Proceedings.
- Where education is the main focus of referrals for example the "bottom line" may be about unacceptable behaviour or school attendance.
- There will be times when there is no "bottom line" merely agency information to support better outcomes for the child/young person.
- The Referrer will also need to provide information to the family group about the type of resources available and the likelihood of accessing them.
- The Co-ordinator will involve the family in planning a convenient date, time and venue for the meeting. Preparing family members to participate and focus on the issues is a key responsibility for the Co-ordinator at this stage. It is important that the family group acknowledges there is a need for a plan about the child/young person's welfare.
- The Co-ordinator has the right to exclude individuals if absolutely necessary. The grounds for doing so should be explicitly stated, (e.g. proven likelihood of violence, or too drunk to contribute) and the family member should have the right to appeal and/or contribute in a different manner.
- The Co-ordinator in consultation with the family determines who attends the Family Group Conference.
- The starting point is that all members of the family network are invited and are given a copy of the report for the Family Group Conference, ensuring that everyone is aware of the purpose of the meeting.
- If the child/young person is placed with foster carers or in residential care then these carers will need to be prepared for the Family Group Conference so that they can offer appropriate support to the child/young person during the process. The Co-ordinator also needs to inform and involve the fostering support worker.
- Further preparation work may be needed with other agencies who may be requested to attend the Family Group Conference to provide information to the family, such as school staff, health visitors and voluntary organisations etc.
- The Co-ordinator will assist all those involved in the process to be clear what the issues are, with the importance of remaining focussed on planning for the child/young person, as the main purpose of the Family Group Conference. The Co-ordinator is responsible for ensuring that clear information is available for all those involved at the earliest opportunity to prevent unnecessary delay.
- Family members who are unable to attend must be supported to contribute in other ways.

Information Giving – Stage Two

- This part of the meeting is 'chaired' by the Co-ordinator. The aim is to keep all participants focusing on the purpose of the meeting, the needs of the child/young person and the future planning.
- At the start of the meeting the agencies are invited to share their information with the family group. **The assumption is that there will be no new information from the agencies at the meeting.** The family will be using this stage to clarify the information.
- Only those agency staff directly involved and/or holding significant information should attend the Family Group Conference.
- Special consideration needs to be given to families who have English as a second language and/or where there are communication difficulties.
- The Co-ordinator addresses the need for the child/young person to have an advocate within the meetings. This can be successful when a member of the family group undertakes this role. The Co-ordinator will help establish how the use of an advocate can be most beneficial.
- The referral agency must be clear about what decisions the family can make, and what decisions have already been made.
- The family must be given relevant, non-judgemental and jargon free information about the following:
 - The circumstances of the child/young person
 - The referrer's assessment of what needs to be different
 - Statutory duties and responsibilities if applicable
 - The families rights and responsibilities
 - Resources available from Children's Services, Education, Health and Voluntary Organisations
 - The Complaints procedure
- Other agencies that have information for the family to consider when making their plan will address the Family Group Conference at this point.
- The family can clarify the information and ask any questions they might have.

Private Family Time – Stage Three

- The Co-ordinator and the agencies then withdraw leaving the family group to plan in private. The family has 3 basic tasks:
 1. To agree a plan that meets the best interests for the care, protection and needs of the child/young person
 2. To agree contingency plans
 3. To agree how to monitor and review the plan
- The family may take as long as they like, taking short breaks as and when they please, also being able to refer back to the Co-ordinator should the family need any clarification or additional information.

- Independent advocates, immediate carers such as residential workers/foster carers may also be called upon to wait with the Co-ordinator to offer support to the child/young person; should the child/young person need to withdraw from the meeting.
- The Co-ordinator remains available to the family throughout their private family time.

Agreeing the Plan – Stage Four

- Once the family agrees a plan, the Co-ordinator re-joins the meeting. The Co-ordinator assists the family to clarify, fine tune and record their plan. The Co-ordinator will ensure that the family has included contingency plans, reviewing arrangements, and responsibilities for monitoring.
- The level of monitoring will depend upon the reason for referral. The family will need to be clear about their monitoring arrangements and will need to know about the agencies responsibilities for monitoring. The success of the plan will depend upon the family and agencies working together and informing each other about the progress of the plan.
- The family will be aware before the private planning time, when their plan will be validated. The aim in Milton Keynes is to inform families whether their plan is accepted at the end of the meeting. The family will have been informed beforehand by the appropriate agency if there will be any delays to giving agreement to the family plan and when they will receive a response.
- As far as possible, the Co-ordinator will encourage the family to discuss with the relevant agency beforehand their requests for resources, or potential plans so that the agencies are able to give a response at the meeting.
- The family plan should be agreed if it does not place the child/young person at risk of significant harm. The only reasons for not agreeing the family plan is if it places a child/young person at risk of significant harm or if the plan is unlawful.
- If the family plan is not accepted because it fails to keep the child/young person safe from significant harm, then the family will be told that every clearly and specifically by the referrer and/or their line management. The family will be given another opportunity to plan if they want it.

Monitoring and Review

- The family will be offered a Review Family Group Conference at their initial meeting. The time and date for this is agreed and written into the family plan.
- The family will be asked at the initial Family Group Conference to identify a family member, or ideally 2, who will take responsibility for informing the referring agency if the plan is not working and/or needs adjustment.
- The Review Family Group Conference enables the family and the Referrer to be satisfied that what was initially agreed is being done and to adjust the level of resources or support if necessary.
- Where any decision, recommendation or plan is made by a Family Group Conference, it is proposed that these plans be reviewed at least once. The Review Family Group Conference is arranged on the same principles as the original meeting i.e. with 'private time'.

- Review Family Group Conferences are offered within 12 weeks of the initial Family Group Conference plan being validated. This can be sooner if the family wish.
- It will be the responsibility of the referrer at the Review Family Group conference to update the family group of the current situation in relation to the child/young person, or any significant changes that have occurred since the initial meeting.
- Any changes to the family plan arising from the Review Family Group/Conference will be agreed and circulated in the same way as the initial family plan.

Summary

- Internationally, research shows that Family Group Conferences are an effective and respectful way of planning for children that family's value.
- "Family systems that are adequately resourced and properly informed, that are allowed the "mana" of self determination and are respected by professionals as valued partners in the process, can and do make safe decisions, and formulate plans that promote the well being of the child." (Mike Doolan. Formerly the Chief Social Worker in New Zealand).
- In Milton Keynes, the Family Group Conference model is being used to successfully address the identified care and protection needs of children and young people. The process provides the family with an opportunity to develop their own Care and Protection Plan.
- Family Group Conferences are used as early intervention to help families to sort out:
 - Where a child/young person will live
 - How to keep children/young people safe and healthy
 - Problems with exclusions, attending school and/or addressing youth crime
 - How the family can cope better and improve relationships
- The Family Group Conference model needs good public relations especially in these early stages of embedding it into services for Children and Families. Nothing succeeds like success and having families share their experiences and tell their own good news stories is a powerful approach. If you have a success story you wish to share please contact us.
- The FGC Service currently receives most of it's referrals from Children's Social Care and Children's & Families Practices. Priority is given to children and young people who are at risk of becoming looked after by the Local Authority or risk of significant harm. Preferably prior to statutory processes being initiated to give families the opportunity to work in partnership with the agencies to find their own resolution. The new court protocols for Care Proceedings are recommending that families are offered a Family Group conference prior to the Local Authority initiating Care proceedings (where safety allows).
- Families regularly tell us that they would have liked this service earlier rather than later. Therefore, the FGC service has ringed fenced Co-ordinator availability for Family Group Conference in early intervention.

- In line with the Every Child Matters agenda, the team around the child and the development of the lead professional role the FGC Service subject to funding provision aims to offer other agencies the ability to refer children/young people and their families.

Appendix 1 - The Family Group Conference Model

1. Referral
2. Preparation
3. The Conference
 - a. Information giving
 - b. Private family time
 - c. Clarifying the plan
 - d. Presenting and agreeing the plan
4. Putting the Plan into Action
5. Reviewing the Plan

Appendix 2 Coordinators Values

Co-ordinators have the following values:

1. We believe that the FGC process provides the best framework for families* to work in partnership with agencies
2. We believe that families have the right to clear and appropriate information about the FGC process
3. Families have the right to be involved in the planning of the FGC
4. Family members have the right to a safe and supportive environment to make plans
5. All participants have the right to a safe and supportive environment to make plans
6. Families and young people have a right to the involvement and participation of their wider family and friends in the process. Co-ordinators will have a commitment to the empowerment and inclusion of extended families including children and young people
7. Families have a right to expect the service they receive will respect and value difference
8. Families have a right to confidentiality unless this will place someone at risk

****Families' always refers to wider family and friends**

Testimonials

“Everyone was able to talk openly and honestly.” Grandparent

“The family came up with a support package to save the child, something to work with” Aunt

“Things have moved on more than I would’ve thought, which was encouraging” Parent

“After initial strained emotion from both sides able to come up with a plan.” Grandparent

“Good to talk and listen too.” Young Person

“Dad still want to cuddle me that was nice” Young Person

“Problems regarding communication sorted.” Family Friend

“It had given the information to make progress.” Brother

“Strengthened the already strong bond between us.” Step Parent

“Things were difficult at first but when all families put their difference aside, it went very well.” Aunt

*“All sides were able to put their side across for the child’s benefit. Family able to work together now and for the future – no one walked out as expected.” **Family Friend***

*“The family group conference has given them the opportunity to help themselves and their children before the children are taken into care. Has this conference not taken place I feel the outlook for this family would not have been good. I do wonder why this is not part of Social Services Department as a lot of families would benefit from this, it should be standard procedure but may be done before things get to the worse point as it was in this situation.” **Family Friend***

“I think things were difficult at first, but when all family members put their feelings aside, it went fairly well” **Grandparent**

“No rash decision – room to review – all had valued contribution – Sharing of information by professionals. Previously had massive knowledge gaps” **Friend**

“We managed to talk over our difficult subjects – never really argued and was expecting to – I like the plan because it’s something we can work on together.” **Aunt**