



Llywodraeth Cymru
Welsh Government

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Families First: Programme Guidance

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Contacts

For further information about the Families First programme please contact familiesfirst@wales.gsi.gov.uk or phone 029 2082 3053

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Section 1: Purpose of the guidance.

This Families First programme guidance, prepared by the Welsh Government's Families First team, is to enable Local Authorities and their partners to:

- understand Families First, its purpose and key aims, and what is expected of applicants;
- make appropriate proposals for funding; and
- contribute to and access learning from Families First.

In providing guidance on Families First we are seeking to strike a balance between prescribed elements that **must** be contained within your proposals and local discretion and flexibility to meet locally-identified needs. The guidance reflects that balance; you should use it to ensure that your funded activity is, and continues to be, in line with the key aims and expectations of the programme and continues to take account of emerging learning and best practice.

The guidance is not available in printed format, but will be available on our website. It is part of a suite of information that will be updated periodically to include case studies, reports, links to research and other communications from the Welsh Government.

The team will be pleased to answer any specific questions you may have and to offer early views on your draft Families First plans.

Financial administrative guidance with more technical and practical information for the management of the grant will issue separately to local authorities.

We aim to make Wales a country where people want to live and work. Our commitment to the principles of sustainability, inclusivity and social justice runs through how we deliver our policies. We promote Sustainable Development through all that we do. Our policies consider social, economic and environmental issues at local and national levels.

We are firmly committed to a fair and just Wales, engaging the whole population as citizens, including and supporting those who are marginalised from society. Our policies are designed to deliver for all the people of Wales, regardless of race, disability, gender, religion, age or sexual orientation. We emphasise social justice, and aim to empower people to rebuild the social, economic and cultural fabric of their communities. This includes engaging positively and purposefully with community representatives. Working towards the continual improvement of local services, we aim to make them more efficient and bring them closer to the citizens of Wales.

Section 2: An Introduction to Families First

What is Families First?

In essence, Families First is an innovation programme that promotes the development by local authority areas of effective multi-agency systems and support, with a clear emphasis on prevention and early intervention for families, particularly those living in poverty.

Families First is a key response to the Welsh Government's Child Poverty Strategy. The strategy has three strategic objectives, and Families First is an important driver to achieving these objectives:

1. reducing the numbers of families living in workless households;
2. improving the skills of parents/carers and young people living in low-income households, so they can secure well-paid employment; and
3. reducing inequalities that exist in health, education and economic outcomes for children and families by improving the outcomes of the poorest – with a focus on supporting families to achieve better outcomes for children.

What do we want Families First to help achieve?

We will make a significant contribution towards meeting the objectives of the Child Poverty Strategy by driving improvements to preventative and early interventions in family support, its structure, design and delivery. We aim to reduce the numbers of families developing more complex needs and requiring more intensive and costly interventions. Specifically, we aim to:

- act as a spur to local area system redesign and implementation;
- improve and innovate universal and other services to lead to better, measurable outcomes for families, particularly those living in poverty;
- promote effectiveness, efficiency and improved long-term outcomes through an 'invest to save' approach, investing, particularly, in preventative and early intervention approaches;
- throughout the programme, encourage the development and sharing of learning about how best we can achieve the above and better support children and their families; and
- using evidence from the above, see an increasing mainstreaming of activity in order to provide greater stability and longer-term planning.

Families First must demonstrate that it can improve population outcomes in relation to tackling child poverty; as a result five national programme population outcomes have been identified:

- i. low income and disadvantaged families have the support they need to progress towards, and to secure, employment and progression within employment;
- ii. children from low income/workless households reach health, social and cognitive development milestones;
- iii. children, young people and families are healthy and have good levels of well-being;
- iv. the impact of poverty on aspiration and educational attainment is reduced and children from low income/workless households reach their full potential; and
- v. disadvantaged young people from low income households have the support they need to stay on in education or training or to secure employment.

Each local authority will need to consider the ways in which they can deliver Families First and provide evidence of a contribution to achieving the five national programme outcomes. At the delivery level providers will need to establish a process for identifying the ways in which local programme outcomes contribute to the national programme outcomes.

We will also be developing a series of outcome indicators for Families First measuring both the outcomes being achieved at the population as well as the programme level. These indicators will sit within an overall Programme for Government in which the key aims of the administration are set out in indicators to which the Families First programme can be demonstrated to contribute. Local authorities will select the relevant indicators, as appropriate to their action plan, from the outcome indicators within the Programme for Government (which will issue from the Welsh Government in the early autumn 2011).

Families First Principles

To develop an integrated approach to family support in Wales we think services, which must have regard to bilingual needs, need to be organised so that the support provided is:

- **family-focused**, taking a whole family approach to improving outcomes;
- **bespoke**, tailoring help to individual family circumstances;
- **integrated**, with effective coordination of planning and service provision across organisations, ensuring that needs assessment and delivery are jointly managed and that there is a seamless progression for families between different interventions and programmes;
- **pro-active**, seeking early identification and appropriate intervention for families;
- **intensive**, with a vigorous approach and relentless focus, adapting to families' changing circumstances; and

- **local**, identifying the needs of local communities and developing appropriate service delivery to fit those needs, with particular regard for the opportunities to link with, for example, the Flying Start and Communities First programmes.

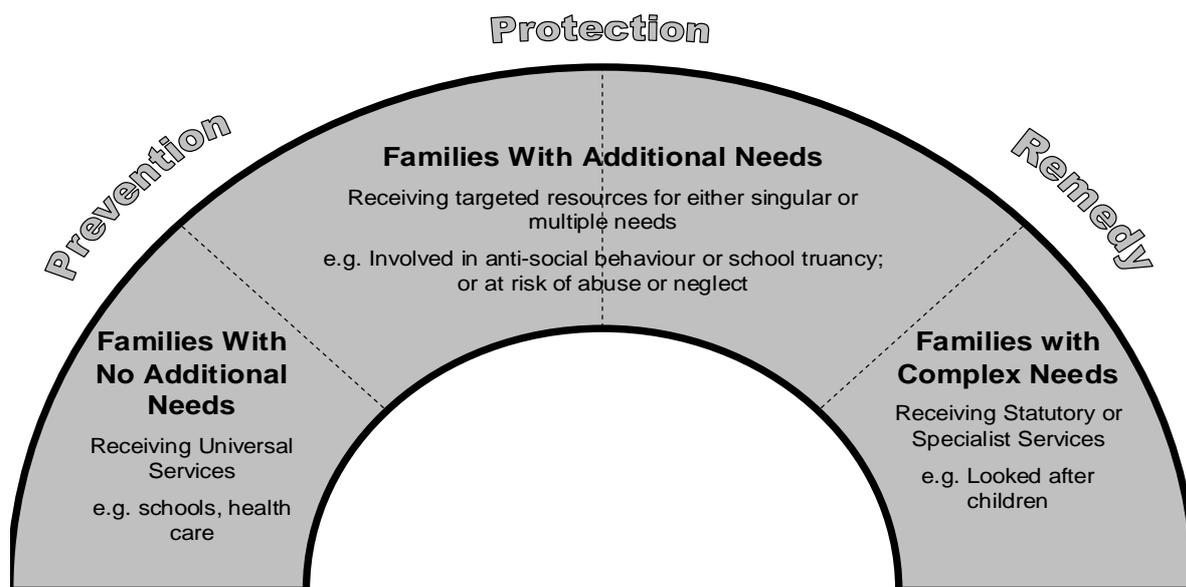
Where does Families First fit in the continuum of support?

Families First is part of a continuum of support that includes a broad range of needs. A loose classification of approaches to supporting families suggests three typical areas:

- prevention – an approach that takes account of the wider family needs in pre-empting or addressing those of the individual through a broad range of programmes/interventions;
- protection – an approach that aims to identify and support families which, without such intervention, may reach crisis; and
- remedy – provides support for families at or near to crisis point, typically through intensive, fully integrated support and Integrated Family Support Service (IFSS) type interventions.

The rainbow model¹ below places Families First in its ‘prevention’ and ‘protection’ segments. There will always be families that need interventions at critical/remedy levels. Through Families First, we want to drive the development of structured ways to pre-empting, identifying and addressing problems at the earliest possible opportunities using the most appropriate interventions.

¹ This model was adapted by the Welsh Government from a diagram produced for the CWDC (2007) Common Assessment Framework for Children and Young People: Managers’ Guide by the UK Government’s then Department for Children, Schools and Families.



We want to stop early-identified needs from worsening and escalating towards the remedy end of the model. Similarly, we want to identify systems and services that, when taken together, can help stop families from swaying perpetually back and fore across the model.

Our aims sit across a range of policy interests: health, education, social services, and economic. **To achieve those aims it is vital that we look outside typical organisational boundaries.** We will need to demonstrate that a joined-up, whole system, approach is being taken.

How does Families First relate to plans and programmes?

Families First, Flying Start, Communities First and the Integrated Family Support Service will help deliver our vision for a citizen model of accessible, seamless service delivered in the community by skilled people working together to ensure better matching of provision to individual needs.

Together, they will deliver on a number of elements of Welsh Government policies and strategies. They will also link and promote access to services available more widely to disadvantaged families and communities including those provided through Flying Start, Community Safety Partnerships, Youth Justice and the Probation Service.

Action plans and governance arrangements should build on existing or developing structures and plans if they are relevant and supportive of Families First:

- you will have conducted a communities-based needs assessment to establish priorities for your current strategies and plans. You will need to consider how this assessment is reflected in your Families First plan;
- your Child Poverty Strategy and Children and Young People Plan or your Integrated Plan, where this is in place or being developed in place of separate statutory plans should provide a solid basis for your Families First planning;
- authorities should also take account of the Welsh Government's Structure of Education Review in shaping their Families First plans;
- You should also consider how Families First links with other programmes, including Flying Start, Communities First and the IFSS.

Families First should link seamlessly to the Early Years Flying Start programme. **Flying Start** is a programme for families with children who are 0-3 years of age; it is targeted at our most deprived areas. The programme encompasses free childcare, parenting support, intensive health visitor support and support for early literacy.

The **Communities First** Programme aims to address the needs of families and children living in our most deprived (Communities First) areas, experiencing multiple deprivation. There is a wide range of work being undertaken targeted at supporting children and young people through Communities First and the programme exists to provide local people with opportunities to play an active role in shaping the future of their community and engage mainstream services such as Families First proposals.

As part of the broader support for disadvantaged families with complex needs, **IFSS** is a statutory service to provide targeted support through multi-agency teams of highly skilled professionals, using evidence based interventions and techniques with children and families where there is some level of risk or welfare concern for the child. The main aim of IFSS is to provide intense support to families to stay together by empowering them to take positive steps to improve their lives. Initially, IFSS is receiving referrals for alcohol or drug dependent parents (or prospective parents) of children at risk or in need. The aim is to extend this service to other families with complex needs resulting from parental mental health problems or mental illness, learning disabilities and domestic violence.

We are aware that Families First is being developed during the reform of public services in Wales, such as the rationalisation of plans and partnerships and regional scale commissioning of services. Consequently, Families First will need to respond and adapt to any changes announced during the Families First term. The Welsh Government will work with the authorities to assist this process.

Literature review conclusions

A literature review² of effective practice in family-based and preventative approaches has been undertaken to support the evaluation of the initial Families First Pioneers

² GHK & Arad Research (2011) Learning from the Early Implementation of the Families First Pioneers.

stage. The review identifies the following 10 features of effective practice which authorities must consider when developing action plans:

- i. **taking a whole family approach:** interventions that focus on all of the family, rather than the individuals in isolation, are a more effective way of improving their outcomes. In considering a whole-family approach, practitioners should think critically about what counts as 'a family'. Despite an increasing policy and practice focus upon whole-family approaches, they remain in their infancy;
- ii. **a strengths-based model:** evidence suggests that effective practice is strengths-based – recognising the strengths and resources within the family rather than taking a deficit-based approach that only identifies needs;
- iii. **appropriately skilled and trained staff:** evaluations of effective practice consistently identify the importance of highly trained, qualified and skilled staff with knowledge of referral pathways and locally available support;
- iv. **co-ordinated multi-agency working:** holistic, responsive provision requires co-ordination. Systems and services for families are complex and fragmented. Integrated services and common assessment-based approaches required joined up working and inter-agency cooperation that can only be achieved with co-ordination;
- v. **early intervention:** earlier interventions produce better and more sustained outcomes for children and families. Evidence also suggests that in the long-term this is cost-effective. Nonetheless, late intervention is better than no intervention;
- vi. **easily accessible services and preparatory outreach work:** services that 'reach-out' to families and offer multiple referral routes are better at getting, keeping and engaging families. A combination of approaches to targeting and engaging families is required;
- vii. **services that take time to build trusting and supportive relationships:** trust, openness respect and responsivity are features of supportive relationships that are necessary for effective practice. These features are developed through an approach that treats families as partners in problem solving, and identifies family strengths as a starting point for designing interventions;
- viii. **an informal, empathic and non-judgemental delivery style:** as fear of stigmatisation can act as a barrier to the uptake of services, practitioners should take a non-judgemental and participatory approach to working with families;
- ix. **responsive and multi-method programmes of support:** families need and value services that are tailored to their strengths and needs. Effective practice often features multi-method programmes of support with different combinations of interventions designed and co-ordinated. Informal support can also help to engage families;
- x. **quick wins:** being able to provide practical support and early, demonstrable progress, helps to encourage and support engagement;

Section 3: Planning Requirements

The key elements to be included in your Families First proposals.

Your Families First plan **must** have in place or be able to give robust evidence of a clear path towards developing and implementing a:

1. Joint Assessment Family Framework;
2. Team Around the Family model;
3. coherent set of strategically commissioned, time limited, family-focused services or projects (in response to your Community Based Needs Assessment);
4. an inter-authority Families First learning set; and
5. proposals to improve support for families with disabled children and young people.

Developing and embedding systems takes time. Our initial focus, particularly in the first two years of the programme, will be on getting those systems and structures right. Through on-going evaluation and shared learning, we will develop an evidence base of what works well and why that is the case.

The Welsh Government has re-affirmed its commitment to supporting the most deprived communities across Wales through the expansion of the Flying Start and continuation of the Communities First programmes. Your proposal should reflect the contribution and opportunities being developed through the new proposals for Flying Start and Communities First within your area.

Each of the constituent elements of your action plans is dealt with in more detail in section 3 but you must also consider the literature review conclusions which are listed in Section 2 when formulating your action plans.

Planning Cycle

Families First rolls out across Wales in April 2012 with an initial lifespan of five years to encourage strategic thinking and provide greater stability and continuity and therefore want to see five-year plans. The team will offer support to you in preparing your plans.

We will work with you on the basis of your approved plans and the Welsh Government will monitor and assess performance. We will then formally review the plans and outcomes, or progress, annually.

As this is an iterative process we expect authorities to regularly review plans to assess whether they remain fit for purpose. If you need to amend your plan, for example to reflect changing circumstances, learning you have gained, or to provide a sharper focus on a particular part of your plan, you will need agreement in writing from the Families First team.

Funding

Funding, based on allocation by funding formula (the Children's Personal Social Services Indicators within the standard spending assessment formula, 2010/11 version) will be released on approval of your Families First plans. Indicative allocations for the next two years, until the end of financial year 2014, will issue separately over the summer along with the financial administrative guidance.

The Welsh Government will monitor and expect to see robust and effective arrangements in place for the appropriate, timely, effective and efficient deployment of funding.

Governance Arrangements

We will expect you to have Families First Delivery Groups in order to plan and deliver your programmes, but these may be based on existing structures and reporting arrangements. For example, some pioneer areas have based their arrangements for Families First on IFSS boards, with appropriate changes in membership made to involve non-IFSS areas and to include other, non-statutory partners.

We would expect to see a broad multi-agency inclusion on your delivery groups, taking in where appropriate statutory and non-statutory partners. You should include local health boards, and others such as police authorities, education consortia, third sector representation (probably on an 'umbrella' basis), information providers and a voice for families and young people.

Sub-regional delivery groups have been deployed during the pioneer stage, and local authorities may consider this as an option.

The Families First team will be able to attend delivery groups and will offer support throughout the programme.

Your plans should provide detail of your governance arrangements, composition of delivery groups and initial schedule for meetings.

Consideration should also be given to the development of new arrangements for the Communities First programme and an integrated structure may be appropriate in some areas.

Your Local Service Board views on your plans will be helpful to you.

The plans should be submitted to the Families First team for approval by 28 October 2011.

Monitoring and Evaluation

Families First activity and expenditure will be continuously monitored, with formal annual assessments conducted by the Families First team and auditors.

The programme will be supported by a long-term evaluation project.

Action plan layout

A template for your action plan, which will be based on Results Based Accountability methodology, is under development and will be circulated to local authorities during the summer of 2011. We will be expecting plans to identify:

- the local outcomes you are seeking based on your needs assessments;
- the relevant timelines and milestones;
- the proposals for developing and implementing the five key elements outlined in section 4;
- the resources necessary including co-ordination, for effective delivery;
- the governance arrangements and partners who will be involved;
- a cost breakdown.

Section 4: The Key Elements of Families First

1. Joint Assessment Family Framework (JAFF)

Effective early assessment that brings together a range of agencies, and their expertise, has a key role to play in the identification of need and the most appropriate way/s to address it.

The majority of local authority areas already have in place protocols for joint assessment, many of them using the Common Assessment Framework (the CAF) or variants of the CAF.

Families First requires demonstrable **innovation** around these systems to ensure that they adopt a family focus consistent with the aims of the programme. While there needs to be flexibility around local arrangements the 'portability' of your JAFF with neighboring authorities, which share local health boards and police authorities, is strongly encouraged.

The focus of the assessment should not solely be on the child. Where possible, assessments should take account of the family, considering, for example, the broader context of parent/s and siblings.

We will need to ensure that this does not add to bureaucracy, but instead that we can develop evidence around innovative ways of ensuring information is accessible, meaningful and useful.

Systems should be developed that give full consideration to issues of engagement with the family, exploring and developing best practice around building trust and relationships. Similarly, system design should start from the basis that the family, not the system, is at the centre.

Typically that will mean employing a single point of access to the family, ensuring that families are not deterred from engaging because they feel overwhelmed or that the service is inaccessible to them. We will be looking for evidence that thought has been given to the language and terms used, so that there is a clarity between professionals and, also, for families.

To coordinate successful JAFFs will require an appropriate level of resource. Your plans will need to take account of the capacity needed to operate a JAFF and to ensure workforce training and buy-in can be achieved, with due regard to bilingual requirements.

JAFF: completing the Families First action plan

As part of your plan, we will need the following:

- a description of the model that you will develop and implement;
- a clear identification of the ways in which you will innovate around, or refocus existing practice – what will you be doing *differently* as a result of Families First funding;
- an explanation of how your model pre-empts or responds to family needs;
- the outcomes you expect to see as a result of your JAFF;
- an exploration of capacity, coordination and workforce development issues – the relevant inputs and outcomes;
- you should also evidence other models that you have considered in developing your own; and provide
- an assessment of the funding that you are seeking to implement your model.

2. Team Around the Family (TAF)

Families First will deliver and move towards Team Around the Family models.

Closely allied to your JAFF, you will need to develop a TAF model built on similar principles. It will need to ensure that a broad range of support can be delivered in ways that suit family, and not solely the child's, circumstances and needs.

Accordingly, the composition of your TAF model, possibly based around existing structures, will need to reflect the breadth of need and should include necessary range of appropriate partners.

TAF models should not respond only to acute, high-end needs, but be sufficiently broad or flexible to pre-empt or respond to emerging 'prevent' and 'protect' needs.

Many Authorities currently operate Team Around the *Child* models. Principally, these fall into two general types: fully integrated services and multi-agency teams.

Fully Integrated Teams

These usually involve highly specialised, often co-located teams, to identify families/family members with *acute* needs, who, without intensive support, could place their own health and well-being, or the well-being of others, at risk.

The form of intervention in this model is usually intensive support over a limited period. Many of the approaches employ key workers to work intensively with families. The intensity of support often results in a limited number of cases being handled.

Multi-agency teams

The development of multi-agency teams is probably more consistent with the Families First approach. Teams in these models typically focus on identifying family members (often children and young people) who are demonstrating a broader variety of needs and orchestrate cross-public services responses to meet needs and stop them becoming more acute.

Multi-agency teams often co-ordinate, target, and tailor provision towards need, rather than direct service provision, although some teams do have outreach workers. The advantages of a tailored approach include the right forms of support being targeted at the problems where they are likely to have greatest impact.

Both models would need to stretch to complement or integrate with existing systems, in order to identify and meet need across the range of circumstances.

Your model will need to be based on delivery to meet family, as opposed to professional, needs and circumstances. You will, of course, need to give careful thought to the coordination of your TAF to ensure its success, with due regard to bilingual requirements.

Information is a key component of multi-agency teams. Family Information Services (FIS), for example, can play an important role in ensuring that families and

professionals are more aware of, and sign-posted to, the correct services. Information services for 11-25 year olds are also important. At a national level Clic Online provides this service, supplemented by local arrangements in relation to bespoke local information. We would like to see a clear involvement of the FIS, and other local information services, in your plans.

TAF: completing the Families First action plan

You should provide the following:

- a brief narrative description of the model that you will develop and implement, and the rationale;
- a clear identification of the ways in which you will innovate around, or refocus existing practice – what will you be doing *differently* as a result of Families First funding; and
- an assessment of the funding that you are seeking to implement your model.

We will expect to see:

- the outcomes you expect to see as a result of your TAF;
- key roles and lines of accountability for each member of the team;
- workforce development issues – the relevant inputs, accountability and outcomes.
- evidence of other models that you have considered in developing your own.

3. Strategic Commissioning

Families First supports individuals and population based interventions. Generally, we have not set 'themes' for Families First activity. Instead, a significant amount of flexibility is provided to local authorities allowing you to identify the particular needs of your communities. There is also flexibility for authorities to identify how those needs will be met. However, your support must be organised to deliver for families, particularly those living in poverty, through prevention and early intervention.

We expect to see a coherent approach to meeting local needs and a coherent set of projects rather than an uncoordinated and *ad hoc* commissioning.

The services, projects and any interventions you commission must bear a clear and demonstrable relationship to your community-based needs assessment. They must be set against clear outcomes for delivering on that assessment.

You will need to give thought to the degree to which small-scale, low-value projects, particularly those with apparently disproportionately high administrative costs, are able to deliver against your identified needs.

We expect to see smaller numbers of large-scale projects, sufficiently flexible to meet the particular needs of individual families, rather than large numbers of small-scale bespoke projects. Any projects funded must be time-limited, with a clear exit strategy within the life of the programme to avoid a continued culture of dependency on short-term grants for support of delivery of service.

We will also expect to see evidence that projects have been commissioned across agencies. The expectation for joint commissioning extends to cross-authority boundaries and your plans **must** include proposals for such projects.

The third sector is clearly important in the delivery of many local, regional and national projects. It is important that you give thought as to how the sector is engaged in this process and account taken of workforce development needs.

Strategic Commissioning: completing the Families First action plan

We will expect to see:

- a brief description of the projects that you will develop and implement, and the rationale for running them;
- a number of jointly-commissioned projects, including those commissioned on a cross-local authority basis;
- evidence of a clear link of all projects to your community needs assessment;
- a description of how the projects, when taken together, work towards meeting specified short and medium-term outcomes; and
- a named officer to ensure delivery of Families First funded projects.

4. Learning Sets

Families First includes a commitment to shared learning at local, regional and national levels. We think that all authorities can benefit by drawing on the positive early experience of the learning sets established by the pioneers.

We will support the dissemination of information and best practice through a website and the establishment of national learning sets for the key elements of Families First. These interactive learning tools will enable us to identify, analyse, refine, and apply best practice across Wales.

Authorities will be expected to operate learning sets, possibly drawing on and developing existing structures at local, regional or national level. Multi-authority and agency sets will provide a structure for reflective learning throughout the life of the Families First programme around a number of key themes including, for example, the transition from Teams Around the Child to Teams Around the Family approaches. Learning from the sets will feed into the national arrangements.

Our evaluation team will continue to work with pioneer areas and will, more generally, provide information on developing learning sets and frameworks for reflective learning and case studies.

We expect **all** local authority areas to be actively involved in learning sets, and will want to see evidence of accessing, applying and contributing to shared learning. A commitment to active engagement in this process is a requirement for Families First funding.

Learning sets should:

- Comprise a broad membership, enabling both **managers and practitioners** to share information about, and perceptions of, developments across local authorities. The learning sets should provide a forum in which to share experiences, identify commonalities and difference, and to take action on the basis of learning from the set. Learning sets will therefore be **participatory** and all members will take an active role within a shared and open forum;
- Identify particular activities or a broad workplan to **provide a focus for learning set discussion**, taking account the aims of the overarching Families First plan;
- **Identify the learning to emerge** from discussions, noting how this learning can be used to the benefit of all partners. This learning will depend upon the collection and sharing of **evidence**, and should be fed back to your Families First delivery group;
- **Meet regularly**, ensuring that regular feedback and progress reporting can be shared among group members and appropriate action taken to inform the learning programme; and
- Be **facilitated and led** to stimulate reflection and learning and provide challenge and support. This will require participants to provide data and other resources prior to each meeting so they can be well planned and thus maximise the opportunity to share and learn together.

Learning Sets: completing the Families First action plan

We will expect to see:

- your commitment to participating and engaging in an identified multi-authority learning set;
- the intended frequency of meetings, and identification of a named officer with responsibility within your authority;
- the focus of your intended initial learning set activities (for example around the JAFF and TAF, or specific elements, such as workforce development and information sharing); and
- the outcomes for your learning sets

In developing your plans, you will need to consider the resource implications of your involvement.

5. Disability Focus

Families with disabled children and young people, and those with young carers, must be seen as an intrinsic part of the Families First programme, and not as a bolt-on. Their needs should be taken into account when designing or commissioning all services.

Sometimes, however, a distinct focus is required to ensure that the specific needs of families with disabled people are provided for and that services and activities take these needs fully into consideration.

There is *additional* funding available through Families First specifically to provide a distinct and sharpened focus on disability.

Again, we are looking for innovative solutions to meet families' needs, with due regard to bilingual requirements. Activities within the Disability Focus should be consistent with the aims of Families First and with identifying effective ways of working and providing services that meet identified local need.

Appropriate areas of focus that you and your partners may wish to concentrate on include:

- improved coordination and integration of services;
- income maximisation and awareness of welfare rights;
- improved access to employment, education and training;
- supplementary provision of short breaks and respite;
- training for specific child care provision;
- training and other support opportunities for parents; and
- increased access to play and leisure, including pre-school play provision.

Current Families First pioneers have already started work on the Disability Focus and will be willing to share information about their current activity. Additionally, the Disabled Children Matter Wales Campaign is able to offer additional, local support in the development of your plans.

Disability Focus: completing the Families First action plan

Plans should include:

- a brief narrative description of the activity you will develop and implement, and the rationale;
- a clear identification of the ways in which you will innovate around, refocus, or add to existing practice – what will you be doing *differently* as a result of Families First funding;
- evidence of a multi-agency approach to the Disability Focus;
- ideally, a regional or multi-local authority commitment; and

- a breakdown of the indicative funding to be deployed in delivering your activity

Your action plan will set out the:

- the outcomes you expect to see as a result of your Disability Focus;
- the inputs and accountability, including a named individual with overall responsibility for the Disability Focus; and will include information on
- workforce development issues – the relevant inputs, accountability and outcomes.