

REPORT OF THE CABINET MEMBER, ADULT SOCIAL CARE AND PUBLIC HEALTH**NOTTINGHAMSHIRE HEALTHY FAMILIES PROGRAMME: 2024 AND BEYOND****Purpose of the Report**

1. This paper seeks approval to the principle of developing a co-operation arrangement between the Council and Nottinghamshire Healthcare NHS Foundation Trust (NHFT) for the design of the future Healthy Families Programme and its subsequent delivery. Under this arrangement, and subject to the satisfactory and affordable outcome of negotiation, the Council would enter into a new contract with NHFT, to be approved at a future meeting of the Cabinet.

Information

2. The Nottinghamshire Healthy Families Programme (HFP) is a public health nursing service that supports families to provide their children with the best start in life. The Nottinghamshire HFP prevents the escalation of health and wellbeing issues by identifying and acting on opportunities to intervene early. Supporting parents and carers to keep their children healthy and safe, enabling them to reach their full potential, is the key outcome of this service. The Healthy Families Programme in Nottinghamshire integrates several prescribed services which the Council has a duty to provide.
3. Behind the Council's commitment is the fact that giving children the best start in life is a fundamental part of improving health and reducing inequalities. This is because the foundations for virtually every aspect of human development – physical, intellectual, and emotional – are laid in early childhood. What happens during these early years (starting in the womb) has lifelong effects on many aspects of health and wellbeing - from obesity, heart disease and mental health, to educational achievement and economic status¹. Pregnancy and the early years offer a unique opportunity to shape the lives of our children: if a child receives appropriate support, they have a real chance of maximising their potential.
4. The Government's Healthy Child Programme is the national evidence based universal programme for children aged 0 to 19 and is its response to the strength of the evidence about giving children the best start. The government's requirements are at the heart of Nottinghamshire's HFP. It includes a universal offer for all children and families to ensure every child gets the good start they need, as well as a targeted offer, providing a personalised response and extra support for those who need it.

¹ Michael Marmot, 2010, Fair Society, Healthy Lives

5. Nottinghamshire's Best Start Strategy (2021-2025) sets out key steps towards a vision for every child in Nottinghamshire to have a good start in life. It is a priority in the Nottinghamshire Health and Wellbeing Strategy (2022-2026) and supports the delivery of several ambitions in the Council's Nottinghamshire Plan (2021-2031).
6. The current contract for the Nottinghamshire HFP ends on 31st March 2024. The current contract will continue for its remaining duration so that the Council fulfils its statutory responsibilities and sustains the delivery of good outcomes. The co-operation approach outlined in this paper, which will be set out in the new contract, will deliver and seek to strengthen those outcomes in the period beyond the current contract. The design of the new Healthy Families Programme will address the need for close integration with the Council's early help offer as it develops further over the duration of the new contract. A recommendation about entry into the new contract (including the service design for achieving this integration) will form a key decision to be brought to the Cabinet towards the end of the current contract period.

Statutory responsibilities

7. Local Authorities have a statutory responsibility, under the Health and Social Care Act of 2012, to provide public health nursing services, including the Healthy Child Programme and the National Child Measurement Programme, which weighs and measures children in school, to their local population of children, young people, and families. More specifically, five universal health visitor reviews, from late pregnancy to age 2.5 years, are mandated for delivery.
8. The mandatory delivery of the Nottinghamshire HFP is vital to ensure that children, young people, and families receive the support they need to thrive in their formative years.

Summary of the Nottinghamshire Healthy Families Programme

9. A key role of the Nottinghamshire HFP is to identify children with specific health and care needs and risks and ensure these families receive targeted, personalised care at the earliest opportunity to prevent escalation to other services. Each of the 20 Healthy Family Teams work in partnership with a wide range of services as part of a joined-up health, social care, and early year's system to build resilience in families. They are uniquely placed to intervene early, building therapeutic relationships to prevent issues escalating by identifying and supporting families in need. The Nottinghamshire HFP deliver preventative and early help work to reduce the need for specialist interventions from a range of health and social care services.
10. The service promotes early intervention by identifying and delivering targeted support to families in need. Critical to identifying opportunities to support families is the programme of health and development reviews by public health nurses. As nursing professionals involved with the families, they are able to provide guidance which is relevant and effective in supporting child development, parenting and healthy choices.
11. The Nottinghamshire HFP contract also includes the delivery of the Family Nurse Partnership Programme, which is an intensive home-visiting programme for young first-time mothers. It also includes the National Child Measurement Programme, which local authorities are statutorily obliged to deliver. This programme weighs and measures children in school at Reception and Year 6.

12. Local Authorities have a statutory responsibility for safeguarding, in partnership with health. The Children Act 1989 places a duty on local authorities. The Nottinghamshire HFP are vital in enabling the Council to fulfil this duty.
13. Safeguarding is a core responsibility for the Nottinghamshire HFP as part of the Council's statutory duty to promote and safeguard the welfare of children in their area. The workforce promotes the welfare and safety of children and families, contributing to multi-agency decision-making, assessments, planning, and interventions relating to children in need, children at risk of harm and Looked After Children. A specialist practitioner from the Nottinghamshire HFP completes a comprehensive assessment of health need prior to all safeguarding meetings led by children's social care services, to inform the development of safeguarding plans. The therapeutic relationship built between the specialist practitioner and the family supports the Council to implement these plans.
14. The Nottinghamshire Healthcare NHS Foundation Trust (NHFT) is the current provider of the Nottinghamshire HFP and is also responsible for delivering almost all community health services for children and young people aged 0 to 19 across Nottinghamshire. Delivery of the Nottinghamshire HFP requires close partnership working with these services, and some elements are also integrated with wider NHS commissioned services for children and families (e.g. integrated posts to support children with special educational needs and disability (SEND), an integrated paediatric continence team comprising of HFP and ICB commissioned staff and an integrated speech, language and communication needs pathway spanning universal support through to specialist provision). This ensures that care pathways across NHFT, and with other NHS primary and secondary care services, deliver improved outcomes and experience for children and families.
15. Further detail on the full scope of the Nottinghamshire HFP service, including the National Child Measurement Programme and the Family Nurse Partnership Programme, can be found in Appendix 1.

Performance, contract management and continual service improvement

16. The Nottinghamshire HFP contract, which commenced 1st April 2017, integrated several previously separate contracts: the health visiting service, the school nursing service, the Family Nurse Partnership Programme, the National Child Measurement Programme, and infant feeding support services. This required NHFT to integrate the 0 to 19 workforce, resulting in significant workforce transformation. The integration reduced fragmentation and introduced family-centred care, supporting the improvement of outcomes for children, young people, and families.
17. Both the quality and performance of the Nottinghamshire HFP has been excellent, consistently benchmarking well for the mandated universal health visitor reviews when compared to the England average and statistical comparators.
18. Listening to feedback, experiences and ideas has helped shape the delivery of the Nottinghamshire HFP. Service user experience is closely monitored and in response to the question 'What did we do well?' recent feedback from 2022 includes:
 - *[Name] has been an amazing Health Visitor, she picks up the tiniest details and pays attention to myself and my baby. She provides multiple solutions to any concerns. She is very hard working and doesn't take anything for granted. Thank you [Name]!*

- *I had a text conversation with a lady called [Name] who was very kind, helpful and reassuring about some concerns I had about my new-born. She listened to me and answered all my questions. I felt much better afterwards.*
- *Just always so nice and reassuring and for a new mum who has a lot on you just generally made me feel great and that I was doing a good job Thankyou*
- *On time, professional, went through my concerns in more detail and told me what help we are entitled too, overall pleasant experience.*
- *"[Name] and [Name] at the BABES group in Netherfield were absolutely fantastic! They were kind and supportive and gave us the motivation to carry on and start breastfeeding exclusively! It changed everything for us, and I am so grateful to them!"*
- *[Name] was very thorough, explained everything very clearly and as a result I feel supported and aware of what to do if a problem was to arise.*
- *[Name] was very helpful at my sons 3-year review, in helping me in all the right directions thank you.*

19. Responses to 'What could be better?', alongside other engagement activity, shapes service development and continual improvement. For example, parents in Ashfield were reporting behaviour challenges with children aged 5 to 11, generating a high number of referrals for parenting support, which resulted in a potential delay in receiving timely support. In response, their local Healthy Family Team developed a behaviour workshop for families, using evidence-based tools. Following the workshop, parents reported that they were: better informed of how to manage unwanted behaviours, more confident to put routines in place, and did not feel that they needed additional support from more formal behaviour management services. Many reported that had they not received support from the Nottinghamshire HFP, they would have sought support from other statutory services.

20. Public health commissioners have a well-established collaborative relationship with the children and young people's division of NHFT to manage the delivery of this service. Working through its public health function, the Council ensures that robust performance management and quality assurance mechanisms are in place, this includes financial scrutiny via an open book accounting arrangement with NHFT. This enables the Council to continually transform and enhance the service offer for the benefit of local children, young people, and families. See Appendix 1 for further detail.

Requirements of the Nottinghamshire Healthy Families Programme from 2024 onwards

21. The ambition for the future of the Nottinghamshire HFP is to improve outcomes for children, young people and families by maintaining the positive performance as well as continually improving and transforming the service in line with evidence and best practice. The Nottinghamshire HFP delivers outcomes which are integral to the development of Family Hubs and the early help system in Nottinghamshire. The design of the future programme must ensure that the service retains the flexibility to transform to meet the needs and opportunities of the wider system of which it remains an important and prescribed element.

22. The service specification for the Nottinghamshire HFP will describe elements of delivery that are integrated with other health services for children and families also provided by NHFT. The contract will set out clear requirements in relation to continual service improvement, maximising opportunities to explore further integration across the Council and NHS services, and the need to respond to changing policy, guidance, or emerging local need.

23. A high level of intersection and co-operation between the Nottinghamshire HFP and other Council and NHS functions is required. There are many activities and delivery areas where co-operation between the Nottinghamshire HFP and other community health services delivered by NHFT is essential, including:

- Posts that are shared across the Nottinghamshire HFP and other NHFT services,
- Integrated care pathways that operate across service areas,
- Shared triage and assessment, and smooth escalation and de-escalation of care across NHFT services,
- The management of a single clinical care record across NHFT services,
- Integrated safeguarding arrangements across NHFT services, among others.

24. This co-operation is essential to ensure that all children and young people grow up with the best health possible, are protected from harm, and can fulfil their potential, as described in the ten ambitions of the Council's Best Start Strategy.

25. The Nottinghamshire HFP will work together with the Council's children and family services and will be a core component of the early help system. Opportunities to further strengthen or integrate the provision of early help, intervention, and prevention for children and families in Nottinghamshire will be fully embraced.

Establishing a co-operation approach

26. Following a formal appraisal of the service goals and options available, the use of a contract between two public contracting authorities via co-operation ("a co-operation approach") has been assessed against competitive tender and potential contract extension. A co-operation approach enables two public contracting authorities to enter into a contract where there is sufficient evidence of co-operation between the contracting parties with a view to achieving objectives they have in common and where that is in the public interest for the delivery of their public services. The use of a co-operation approach and, following negotiation, entering into a contract with NHFT, emerged as the preferred option.

27. Co-operation and negotiation, rather than competitive tender, is recommended for several reasons:

- It enables the Nottinghamshire HFP to continue to be delivered alongside other community health services for children and young people,
- It enables integration to continue, including the integrated approach to safeguarding children across all care pathways that NHFT deliver for children and young people aged 0 to 19,
- It prevents the potential fragmentation of well-established services,
- It secures the well performing, high quality 0 to 19 service currently delivered,
- It is likely to reduce workforce attrition, when compared to the competitive tender option,
- It allows for adjustments to the budget, scope or specification of the services to be incorporated into the final contract.

28. The Health and Care Act of 2022 created a legislative framework that supports collaboration and partnership-working to integrate services to best meet the needs of the local population. A co-operative approach is fully consistent with this and NHFT have demonstrated a strong commitment to this over the life of the current Nottinghamshire HFP contract.

29. In recommending the co-operation approach, consideration has been given to the requirement to comply with the Public Contract Regulations 2015, and the need to deliver best value. Input from the Council's legal services has been obtained. There is evidence that the requirements for the co-operation approach are met in principle and so the route is, in legal terms, available for use. No procurement approach is without risk of legal challenge, therefore using the co-operation route, also carries some risk of challenge. However, this risk has been mitigated by the extensive work undertaken to ensure that both legal and procurement rules are being adhered to. As the co-operation arrangements are negotiated and developed there will be a need for further analysis to ensure that the final configuration of the agreement continues to meet the relevant legal tests for co-operation under the Public Contract Regulations.

Activities to be undertaken during development of the co-operation arrangements

30. There is a comprehensive project plan in place setting out the activities that will be undertaken as part of the co-operation process, including:

- A programme of engagement with children, young people and families, policy leads across public health and children's services, and with partner organisations,
- Joint work with the Council's children and family services to further explore opportunities to strengthen or integrate early support for families,
- A review of the evidence base and policy guidance and a refresh of the service specification, key performance indicators, outcome measures and quality monitoring requirements. These documents will clearly reflect any amendments to service design or delivery,
- Formal consultation, which will take place where required,
- Work, with input from legal services, to ensure the contract is sufficiently robust, and break clauses are included.

31. Agreeing the final service design and other matters to be included within the new contract will require a further decision from Cabinet. Before taking such a report, the Cabinet member for ASCPH will consult with the Cabinet member for CFS to ensure that the arrangements meet the requirements of both portfolios and meet and relevant statutory requirements for the services and their delivery.

32. The co-operation process will include a co-production approach that engages children, young people, and families who have lived experience of the Nottinghamshire HFP to shape, design and review the service offer and to ensure that the co-operation agreement reflects a division of responsibilities which reflects best use of each public body's knowledge, resources and expertise in order to deliver the best outcomes for people using these services.

Other Options Considered

33. A comprehensive options appraisal has been developed to consider the approaches to re-procurement of this contract that are available to the Council's commissioners. This includes consideration of both co-operative and competitive approaches (i.e., tender). Co-operation has emerged as the preferred option informed by commissioners, contracting leads, procurement colleagues and with the support of legal services. Public authority co-operation provides opportunities for integration, summarised in paragraph 23, that are not characteristic of competitive approaches.

Reason/s for Recommendation/s

34. The report recommends that the Council continues to invest in the Healthy Families Programme from April 2024 (for an initial period of five years, and up to a maximum of nine years) to continue to deliver improved health outcomes for children and young people, as this is a statutory requirement for local authorities.
35. As shown earlier in the report the Nottinghamshire HFP plays a fundamental role in giving children the best start in life and reducing inequalities. Monitoring and oversight of the NHFT provision has demonstrated excellent performance and quality.
36. In terms of the recommendation to develop the service using a co-operation approach, appraisal by colleagues within the Council has shown this will maintain the high performance demonstrated by the incumbent provider. This approach will retain the highly skilled and effective workforce, secure the continuation of integrated service delivery models for local families based on the most up-to-date evidence and current population need; and ensure value for money and delivery of high-quality care, resulting in improved outcomes for children, young people, and families.

Statutory and Policy Implications

37. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability, and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

38. The contract value for 2024-25 is currently predicted to be £14,862,418 per annum. Commissioners recommend the award of a five-year contract with the potential for an extension of up to four years. This would bring the maximum contract length to nine years, and the total potential contract value to £133,761,762. The precise values would be dependent on the negotiation and development of the co-operation agreement and further information will be provided when the matter is reported back to Cabinet for approval to enter into the agreement.
39. The 2024-25 financial envelope is based on the funding that is needed to ensure that the Council can fulfil its statutory responsibility to provide public health nursing services, including the Healthy Child Programme and the National Child Measurement Programme. The predicted funding is affordable within the public health ring-fenced grant and will continue to secure a high performing service for Nottinghamshire residents. It should be noted that this funding envelope is an indicative value which may need be adjusted according to the outcome of design work described in paragraph 6.
40. Public health services are funded via the public health ring-fenced grant, which the Council receives annually from the Department of Health and Social Care to fulfil its statutory duties to improve health and wellbeing. This is reserved for the delivery of specific public health functions. In 2022-23 the value of the grant to the Council is £43.16m. This represents an increase of 1.55% compared to 2021-22.

41. The financial implications of the proposed approach outlined in this paper can be contained within the public health grant, however it is important to note the assumptions and risks that are built into public-health forecasts for the period of the Council's medium-term financial strategy. Firstly, in lieu of information about the level of the grant in future years, the Section 151 Officer has agreed an assumption, for planning purposes, that the grant will increase by 1% annually within the period of the Council's medium-term financial strategy. Secondly, there is a degree of uncertainty about the ability of other services commissioned by public health to withstand inflationary and demand pressures within existing contract values. To manage these risks a contingency is held in grant reserves. This also ensures that use of the Council's general reserve will not be required.
42. NHS pay settlements must be paid to the Nottinghamshire HFP workforce in line with the requirements of the NHS Agenda for Change programme. Public Health has an obligation to pay NHS providers in line with Agenda for Change, including pay settlements, and the relevant funding for this is included in the public health ring-fenced grant.

In a letter dated 7th February 2022 from the Director General, Office for Health Improvement and Disparities, an obligation was placed on local authorities in the use of the Grant which stated: *The Public Health Grant will need to cover all pay pressures for 2022-23, including the impact of NHS pay settlements. Funding previously allocated to reflect the additional costs to local authorities of the 2018 NHS pay settlement is now baselined as part of the Grant.* The letter goes on to state: *The expectation is that ongoing funding for this pressure will be managed through business-as-usual arrangements.*

This means the contract value for the Nottinghamshire HFP may be subject to change in line with future pay settlements.

Consultation and dialogue with Select Committees

43. As the activity described in this paper progresses, timely advice will be taken regarding the requirement to consult. A programme of stakeholder engagement and co-production will be delivered in line with best practice, and formal consultation will take place where appropriate.
44. On 16 February 2023 members of the Adult Social Care and Public Health, and the Children and Families Select Committees received a briefing on the proposed recommissioning strategy for the Nottinghamshire Healthy Families Programme from 2024 from Jonathan Gribbin, Director of Public Health, Amanda Fletcher, Consultant in Public Health, Kerrie Adams, Senior Public Health and Commissioning Manager and Helena Cripps, Public Health and Commissioning Manager. The full draft Cabinet report had been circulated to members of the committee in advance of the meeting along with a number of appendices.
45. At the meeting, members received a full briefing that summarised the proposed commissioning approach that included information on:
- The current contract, due to end on 31 March 2024, and the work that has taken place with the provider, NHFT, over the term of the contract to transform and shape services provided by the programme, integrate into the wider early years offering, and improve performance across all services to better than regional and statistical neighbours.
 - The previous competitive tender process and the impact it had on staff and end user confidence.

- The formal options appraisal that set out the pros and cons of the three potential methods of procurement for the contract, including advice from legal and procurement colleagues, and how the co-operative approach afforded more opportunity for negotiation and flexibility within the contract, allowing service transformation to take place and to ensure that services remained cost effective.
- The national trend to move to a co-operative approach supported by the Health and Care Act 2022, allowing continued negotiation throughout the procurement process.
- The development of partnership working with the provider, for example the open book accounting allowing a high degree of financial scrutiny by the Council of the provider, ensuring budget is allocated appropriately to maximise outcomes for children.

46. Having received and considered the draft Cabinet report, its appendices and additional information around options appraisals, members of the committee took the opportunity to ask questions regarding the Nottinghamshire HFP and to consider any recommendations that they wished to make to the Cabinet Member for Adult Social Care and Public Health.

47. During the discussion members made several comments and queries including:

- What were the criteria used to categorise families as universal or targeted families?
- Were officers confident in the accuracy of data presented around health visiting statistics, specifically whether appointments took place in person or over the phone, and whether anomalies were potentially area based.
- Which professional should complete the 1-1.5-year development review assessments, a healthcare practitioner or a health visitor?
- What checks and balances were in place around the parent-led assessment model and how did practitioners ensure safeguarding issues were recognised?
- Was this the first instance of co-operative procurement that the Council has undertaken, and had external legal advice been sought?
- Concerns were raised about development of babies born through the pandemic and the impact that this had on their development as they grew up and started to access nursery settings. The Chairman of the Health Scrutiny Committee confirmed that health visiting would be considered by the Health Scrutiny Committee at its March meeting this year to look at this issue.

48. Officers providing the following responses to the queries raised:

- Families were assessed as either universal or targeted families via a comprehensive health assessment using a range of methods including the use of previous medical records such as GP records and hospital notes, and detail of previous or current contact with other agencies and/or services.

- The data submitted by NHFT had been subject to rigorous scrutiny. Officers confirmed they were confident in the accuracy of the data but would ask that it is checked again by NHFT to provide assurance to members. If the data could be broken down into district level detail this would be circulated to members. Covid restrictions were in place during parts of 2021 and checks and assessments took place in line with national guidance in place at the time.
 - 1-1.5-year development assessments may be carried out by other members of the Healthy Family Team, such as healthcare practitioners with nursery nurse and/or early years qualifications, rather than by health visitors. The checks at this age are not so clinical in nature, focusing instead on early child development, and other members of the Healthy Family Team have the knowledge and skills relevant to the kind of checks being completed. These reviews, when delivered by another member of the Healthy Family Team, are delegated and overseen by a health visitor.
 - Following on from parent-led assessment forms, families were invited into a community venue where further assessment and discussion would take place. The healthcare practitioner would ensure that the responses the parent has given on the assessment form match what they observe of the child in the community setting. This forms part of a wider system in place to support safeguarding.
 - Officers will establish if this is the first co-operative procurement approach taken by the Council and feed back to members. Legal and procurement colleagues have been involved in the development of this piece of work from an early stage and felt that it was not necessary to take formal external legal advice. They did consider the approach taken by colleagues from other Local Authorities who had undergone similar procurement routes. Legal and procurement colleagues were confident that the thresholds and criteria were met to allow the co-operative approach to move forward.
 - Officers were keen to see the issues discussed around health visiting brought to the March Health Scrutiny meeting to ensure that work could be completed going forward to develop services to best support this cohort of children as they grow up.
49. The outcome of the informal dialogue carried out was that those members of the Adult Social Care and Public Health Select Committee and the Children and Families Select Committee who were present were supportive of the proposed approach to commissioning the Nottinghamshire Healthy Families Programme 2024 and beyond. In addition, the members requested that further scrutiny activity takes place through the Adult Social Care and Public Health, and Children and Families Select committees throughout the period of service design for the recommissioned service.

Public Sector Equality Duty implications

50. At this stage of the formation of the proposals no specific impacts on particular groups are anticipated. However, as the proposals are developed, equality impacts will be assessed for consideration by Cabinet when reaching its decision on the co-operation agreement

Safeguarding of Children and Adults at Risk Implications

51. The Nottinghamshire HFP play an important role in safeguarding and promoting the welfare of unborn babies, children, and young people. These responsibilities are clearly defined in the current service specification. A co-operative arrangement will enable the continuation of the current robust governance process that facilitates an integrated approach to safeguarding children across all NHFT's community healthcare pathways for children and young people.

Implications for Residents

52. There will be no adverse impact for residents. Children, young people, and families will continue to receive a high-quality service from the Nottinghamshire HFP.

RECOMMENDATION/S

53. It is recommended that:

- a. The principle of developing a new contract for delivery of the Nottinghamshire Healthy Families Programme, for a period of up to nine years and based on the indicative costs detailed in the Financial Implications section of this report, be progressed via a co-operation arrangement between the Council and Nottinghamshire Healthcare NHS Foundation Trust (NHFT), subject to the satisfactory and affordable outcome of further negotiation and development activity described in the report.
- b. A further report be brought back to Cabinet for approval of the co-operation agreement, following development and negotiation of the co-operation agreement setting out how co-operation will operate and how each of the public authorities will deliver their respective obligations in the public interest.

COUNCILLOR MATT BARNEY

CABINET MEMBER – ADULT SOCIAL CARE AND PUBLIC HEALTH

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Constitutional Comments (SJF 06.12.22)

39. Cabinet has the authority to consider the report and determine the recommendations within it, since they are matters within the Terms of Reference of the Cabinet (Constitution Section 5, Part 2, CA.2 - page 73).

Financial Comments (DG 09.12.2022)

40. The annual contract value (commencing 2024-25) is currently predicted to be £14,862,418 per annum, which will be met from the Public Health Grant. Any inflationary increases over the life of the contract (between 5 and 9 years) will be managed within the Public Health Grant and its reserves

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Healthy Child Programme 0 to 19: health visitor and school nurse commissioning (commissioner guidance), Public Health England, 2016 (updated March 2021), available [here](#).
- Nottinghamshire's Best Start Strategy, 2015-25, available [here](#).
- The Best Start for Life, a vision for the critical 1,001 days, HM Government, 2021, available [here](#).

Electoral Division(s) and Member(s) Affected

- 'All'