Nottingham Family Mentor Service

("Small Steps at Home")

Making a real difference

"Without my Family Mentor I wouldn't be the parent I am today" (Bulwell mum)

Making a Difference – Foreword

"We are delighted to share this impact report of the Family Mentor Service which we are immensely proud of. As you will read, the Family Mentor Service has made an enormous difference to expectant parents, babies and children in the four Small Steps Big Changes (SSBC) Wards in Nottingham over the last decade. Commissioned by SSBC and delivered by voluntary sector organisations who know their communities, and by local people who know their families, the evidence based Small Steps at Home approach has helped raise outcomes for many thousands of children whilst having a positive impact on their families and wider community.

SSBC is one of 5 National, A Better Start, National Lottery Community-funded 10-year programmes. SSBC aim to improve the life chances of babies and very young children by changing the way services are commissioned and delivered, involving parents as equal partners. One of the SSBC's major investments was the Family Mentor Service which has been delivered through a collaborative commissioning partnership with local Voluntary delivery partners, the learning and impact speak for themselves as the Service has come to its 9th year.

The providers remain committed to working with commissioning and funding partners across the local and national system to sustain the service and share the learning to influence policy.

We've therefore collectively put this Impact Report together which captures the essence of the Family Mentor Service and the impact it has had – and to help ensure many more children and families benefit from its far-reaching positive effect in future"

Family Mentor Service Delivery Partners
(Framework, Bulwell Toy Library and Home Start Nottingham)







Family Mentor (FM) Service – what difference has it made – in summary

Set-out below are the critical areas where the FM Service has made a positive difference to the lives of children, their parents, families and the wider community. Each is cross-referenced to the evidence base contained within the report

Improved Age
and Stages
Questionnaire
(ASQ) scores at
12 and 24 months
(Nottingham Trent
University Evaluation –

page 11)

Improved a
number of Early
Year Foundation
Stage (EYFS) scores
& Children's
Health indicators
(EYFS scores and Health indicators – pages 12

and 13)

Had a significant positive impact on the lives of children and their parents

(2 year survey results – pages 14 to 16)

Is helping families to manage their lives much better

(Feedback from families, partners and in depth case studies – pages 17 to 21)

Is helping keep children safely at home and out of the care system

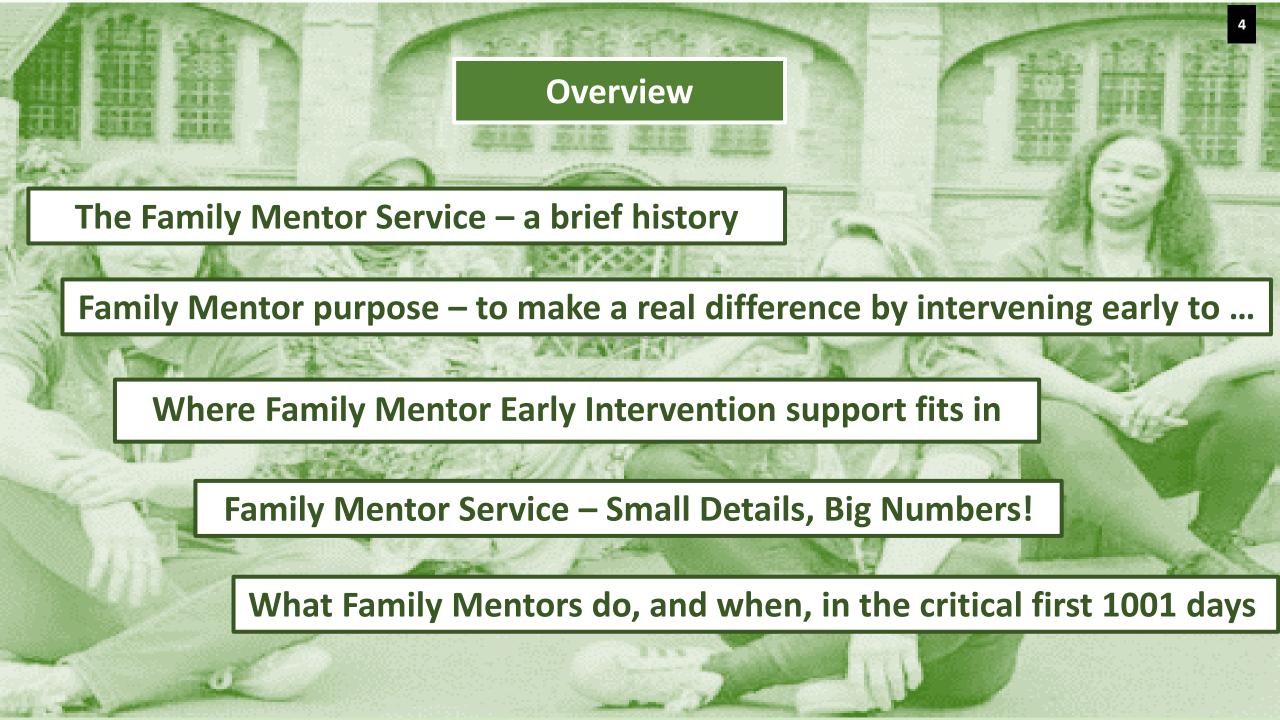
(Analysis of current caseloads – pages 23 and 24)

Is helping
to avoid much
greater wider
"system" costs now
and in the future
(Comparison of FM costs
against the cost of later

intervention – page 25)

Has helped connect people together and create Social Value

(Family, Family Mentor and Volunteer feedback, – pages 27 to 31)



The Family Mentor Service – a brief history

- Set-up in 2015 as a key part of the Small Steps Big Changes programme
- Building adult capacity and capability to improve children's outcomes
- · Paid peer workforce from local communities with lived experience
- Family Mentors are all parents or grandparents themselves
- People with an understanding of what life is like for families
- Getting alongside parents and speaking their language
- A universal service delivered in the four SSBC wards
- Conceptualised by Nottingham parents themselves

Oct 2023 – 4,000th baby to have received FM support

Dec 2022 – Small Steps at Home Handbook republished

Jan 2020 – first graduation of a child supported by a FM from birth to 4 years old

Family Mentor
Service
Journey
2015 – 2024

Feb 2017 – 1000th baby to have received FM support

Jan/Feb 2016 – first babies supported by FM Service in Aspley & Bulwell

Oct 2015 – first FMs recruited from local Aspley & Bulwell communities (pictured)



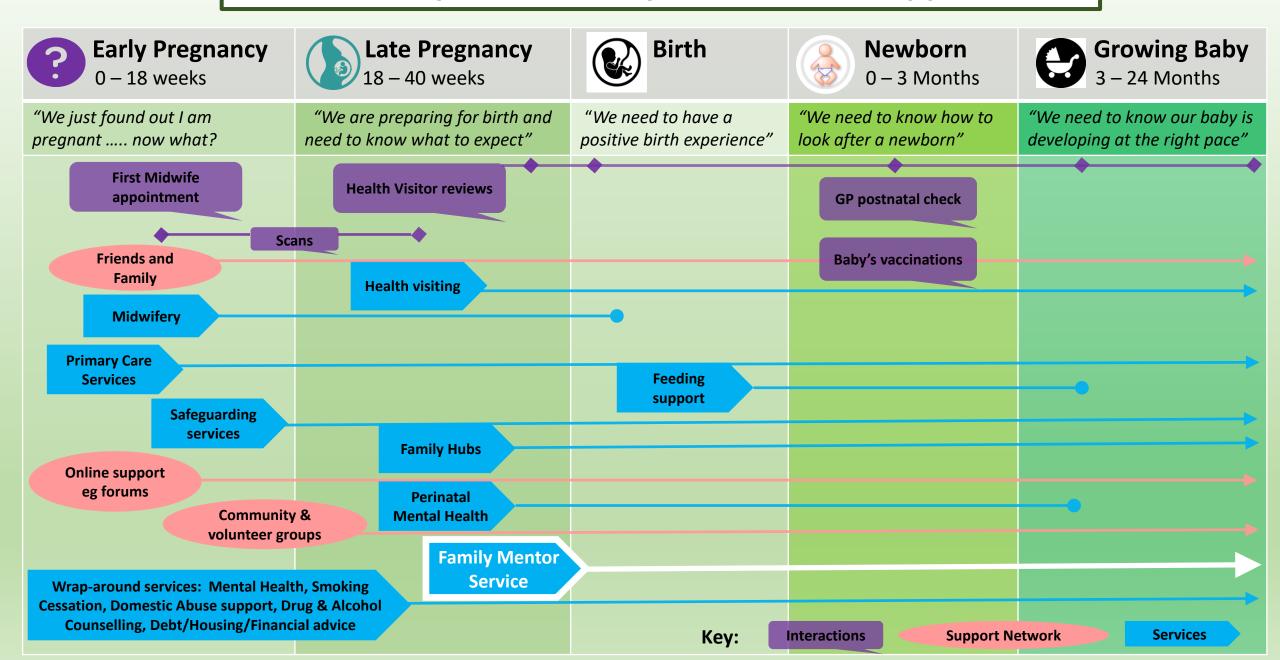
Aiming to give
Nottingham's
children the best
possible start in life

Family Mentor purpose – to make a real difference by intervening early to ...

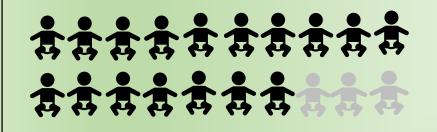
Help improve children's Help improve communication and children's nutrition language and eating habits Help keep Help children's children and their behaviour and families safe and social emotional secure development

Make sure families access all the support they need from other professionals, experts and agencies

Where Family Mentor Early Intervention support fits in



Family Mentor Service – Small Details, Big Numbers!



4,023

Children signed up for Small Steps at Home

73%

of those children living in top 10% most deprived areas in the country



99,323

Small Steps at Home visits by Family Mentors











160,631 Small Steps at Home Activity Sheets delivered



10,248 Signposts to other services such as Foodbanks, Housing, Debt Advice, Early Help, Social Care, GPs

What Family Mentors do, and when, in the critical first 1001 days



The first 1,001 critical days life are a unique period for a baby that sets the foundations for lifelong emotional and physical wellbeing. Over the last 9 years, the Family Mentor Service has played a significant part in helping over 4,000 children during their own first 1001 days

- Bonding and attachment
- Communicating with unborn baby
- Breastfeeding / Feeding choices
- Healthy eating
- Keeping active
- Smoking cessation
- What to expect
- Healthy relationships
- Getting home ready for baby
- Where to get support

- Bonding and attachment
- Regulating temperament / emotional refueling / healthy relationships
- Breastfeeding / feeding choices
- Weaning / First foods / The Eat well guide / Oral Health
- Talking to baby / Baby communication / First sounds
- Sleeping well
- Play / reading / baby brain development
- Tummy time / Baby massage
- Tracking development
 - Where to get support

- First steps
- Routines
- Healthy relationships
- Talking to baby / Baby's wonderful word store
- The eat well guide / Oral Health
- Sleeping well
- Play / reading / keeping active
- Managing behaviour / supporting boundaries
- Tracking development
- Where to get support

... and what's even better, support from the Family Mentor Service doesn't end after 1001 days – it's currently available for another 730 days – right up to when children reach the age of 4 years!



Keeping children and Families safe.

Evidence of impact

Nottingham Trent University's (NTU) Key Evaluation Findings

EYFS and Children's Health Key Performance Indicator comparisons

2-Year Survey Headline results and feedback from families

What families have said about Family Mentors' headline impact and about their own Family Mentor

Joanne and Noretta's personal stories on how FM support changed their lives

What other agencies and knowledgeable friends have said

Nottingham Trent University's (NTU) Key Evaluation Findings

NTU have provided SSBC with leading edge evaluation support from May 2018 to October 2023.

During this period, NTU have conducted various studies, using a range of proven evaluation methods, to identify the impact of the Family Service on the lives of children

"Children from SSBC wards who participated in the program for 18 months or more had the highest mean 24-month ASQ scores (excluding problem-solving domain) and "overall scores"



"There was a strong, positive association between the number of SSAH visits and 12-month Communication scores. That means, an increase in the visits led to an increase in the 12-month Communication scores "

"An increase in the visits of SSAH led to an increase in the 12-month Gross Motor Scores, which was statistically significant"

"An increase in SSAH visits led to an increase in the 24-month Fine Motor Scores, which was statistically significant"

Early Years Foundation Stage (EYFS) scores compared*

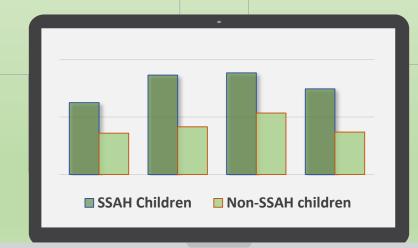
Small Steps at Home (SSAH) support delivered by the Family Mentor Service has had a "proven impact across different genders and ethnicities" in terms of EYFS scores

SSAH Children are more likely to achieve a better "Good Level of Development" assessment (62.5% compared with 57.2%)

SSAH male children, in particular, achieve better "Good Level of Development" assessments – almost 10% higher than non-SSAH male children (58.3% compared with 48.4%)

Higher %'s of both English speaking and non-English speaking SSAH Children achieve better "Good Level of Development" assessments

Non-English speaking SSAH children, in particular, achieve better assessments – 7.5% higher than non-SSAH Children (64.9% compared with 57.4%)



Across all ethnic groups, SSAH
Children achieve better "Good
Level of Development"
assessments

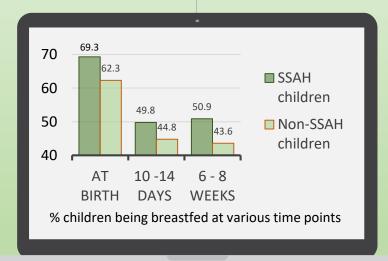
Asian or Asian British SSAH Children, in particular, achieve better assessments – 7% higher than non-SSAH Children (67.7% compared with 60.7%)

* EYFS scores for children who have had high levels of contact with the FM Service, compared with children who have had low/no contact with the FM Service

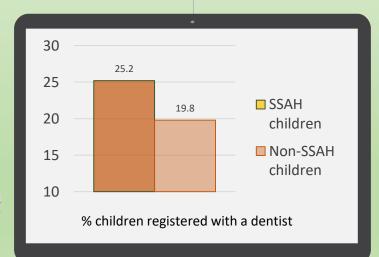
Children's Health Key Performance Indicator (KPI) comparison*

Small Steps at Home (SSAH) support delivered by the Family Mentor Service has "help improve children's physical health" across a range of Children's Health KPIs

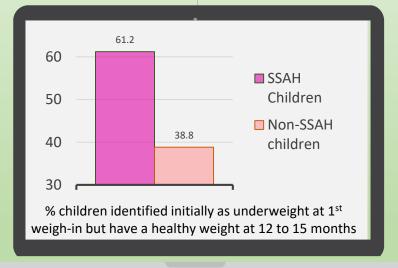
SSAH children are more likely to gain from the health benefits of being breastfed



SSAH children are more likely to be registered at a dentist

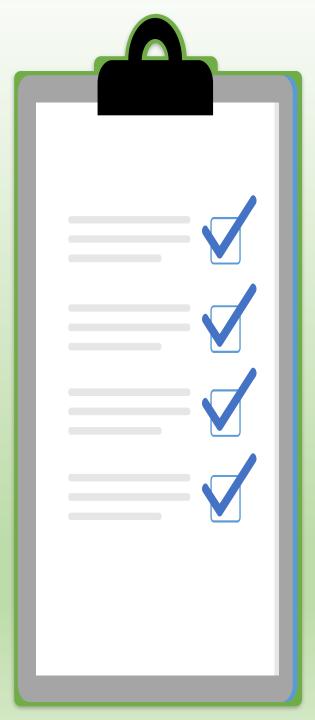


SSAH children are more likely to have a healthy weight at 12 to 15 months



* Children's Health KPIs for children who have had high levels of contact with the FM Service, compared with children who have had low/no contact with the FM Service

Source: Key data-sets since start of SSBC programme in 2015 (as at 7/5/24)



Headline results of 2-year impact surveys (1)

% of families reporting either "quite a difference" or " a big difference" OVERALL as a result of having a Family Mentor

92% % of families reporting either "quite a difference" or "a big difference" to their CHILD'S DEVELOPMENT a result of having a Family Mentor, their: 87% **General development** 84% Confidence 83% Health and wellbeing overall 82% **Behaviour Communication and language development** 82% 81% **Eating Habits Ability to better understand their emotions** 81%

* Results exclude "not applicable" responses (on average 9 per question)

Headline results of 2-year impact surveys (2)

% of families reporting either "quite a difference" or "a big difference" to how PARENT'S FEEL as a result of having a Family Mentor*

Less lonely or isolated		90%
Able to ask for help when you need it		90%
Less stressed about being a mum, dad or carer		89%
More able to cope with everyday parental pressu	res	89%
Happier as a family		89%
Better about your relationship with your toddler		87%
Better about relationships with other people		85%
Happier in themselves		85%
More connected as a family		83%
More confident		83%

Headline results from 2-Year impact survey (3)

Responses to the question "How do you think things might have been if you HADN'T had a Family Mentor?"

"I'd have probably lost my marbles, having a child and trying to maintain your mental health is a hard job"

"I don't think I would have got the help I needed if it wasn't for my Family Mentor. My son's speech would have suffered"

"Helpless"

"Without the consistency of my FM, I wouldn't have been the parent I am today"

"It would have been very difficult and put us through a lot of worry during the last two years"

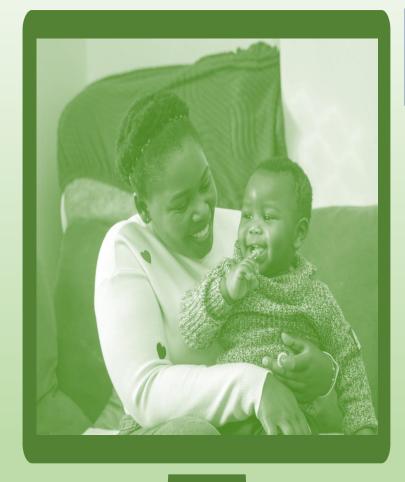
"Without my FM, I would have struggled a lot mentally"

93

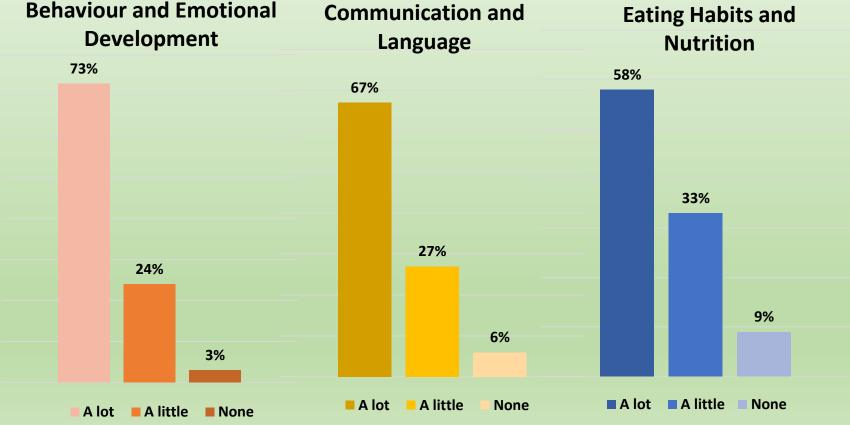
"It is certain that my mental state, without conversations with my FM, would be in a very bad condition"

"My son would be behind in his speech and I would still have severe anxiety with taking my son out to places"

What families have said about Family Mentors' headline impact



Over the last 4 years, just before children are about to graduate, families have been asked how much difference their Family Mentor had made in the 3 main SSBC outcome areas. This is how they responded:



What families have said about their Family Mentor

"My FM is brilliant, she was there for me and supported me, it was not like talking to a professional she made me feel at ease, like a friend. She took time with me and my whole family. I am really going to miss her a lot"

"My FM is amazing, and I can't fault her. She's been extremely supportive, professional, kind and friendly. She's been there whenever I needed to vent, help or support and has been my guide through raising my kids. She's helped me in ways that I can't even put into words"

"The support extended by my FM cannot be described in words. Here presence made a significant difference to the growth of my child"

"My FM was there to compensate when other services stopped. She really helped me when I wanted to stop breastfeeding. I would highly recommend the service to other families"

"It has been amazing having a FM and sharing the first 4 years of my child's life with her. The good the bad and the hilarious. Knowing I could ask her anything without her judging me has been great. She has given me some amazing tools and tips to being a fantastic parent that help me in years to come. So, thank you!"

"I have had a wonderful 4 Years with my FM and I'm so grateful for the support as I didn't have this support with my first child, and I ended up depressed. But this time it is a case of happy mum, happy baby"

Joanne's story – how Family Mentor support changed her life

How things were (Jun 2017)

- Family on verge of eviction
- 6 children with 7th on the way
- In lots of debt
- Lack of trust of professional services due to bad experiences in the past
- In an abusive relationship
- Subject to Social Care intervention
- Didn't engage with services

Help provided along the way

- FM support over last 6 years
- Supported 3 youngest children and family overall
- Over 100 Family Mentor visits, including joint visits with Social Care to help build trust
- Support with: rent arrears, housing, debt, domestic violence/refuge, food banks, food fuel, school
- Signposting to: Family Support Workers, Social Care, Foodbank, Triple P, Housing, Crisis Support, Police

How things are today (as at March 2023)

- All 3 younger children progressing on key development measures
- Stabilised housing position
- Debt issues in control
- Older children all in education
- Being actively support with relationship affected by DV
- Risk to children minimised
- Happy home environment

Some of the things which mum said about Patricia

Pat, the kids love your visits and you have always gone above and beyond to help and support us with anything and everything

Jake's speech development suffered during lockdown, but improved with help as soon as Pat was able to start visiting us at home again

Amazing

Voice message from mum



How things could have been today without Patricia's support (quotes from mum)

"Probably still in a hostel, with my children in care"

"Stuck in a highly abusive relationship with no

support"

"Stuck in a downward spiral"
"I'd be avoiding all professionals like the plague"

Noretta and Frankie's story – how FM support changed their lives

How things were (Dec 2020)

- Isolated, with very limited contact with others
- Mum feeling unsupported and suffering from depression
- Frankie was well behind on all key development measures
- Frankie didn't like being in a room with others at all
- Feeling that Frankie was different, but with no idea why, and no support to help

Help provided along the way

- FM support over last 2 and ½ years
- Supported Frankie and family overall
- Around 40 Family Mentor visits
- Support with: food banks, food hampers, fuel/energy costs, attending groups, nursery placement
- Signposting to: Home Talk, Speech and Language Therapy, Child Pediatricians

How things are today (as at March 2023)

- Mum no longer feeling isolated or depressed
- Mum and Frankie have lots of contacts with others: Frankie now attending nursery
- Frankie still behind key
 development targets but
 improving all the time with
 the support of Family Mentor
 and specialist services
- Clear diagnosis imminent

Some of the things which mumhave said about Szilvia

An absolutely beautiful person inside and out and a credit to her profession

Her support and kindness over the past few years is irreplaceable

Szilvia has helped give me and my son the opportunities to learn, have new experiences and have the support we both deserve and needed

Video message from mum



How things could have been today without Szilvia's support (quotes from mum)

"It would have been a real struggle for me, particularly mentally"

"Without Szilivia recognising that Frankie required more specialist help, I would have struggled to accept that my son may be different"

"I couldn't imagine how the last few years would have been without her support, kindness and knowledge"

What other agencies and knowledgeable friends have said

"The FM Service has enabled local families to receive additional support, particular to vulnerable families who wouldn't normally engage with services. They've ensured that they receive the right support at the right time. The joint working with Early Help teams have ensured that more support is able to be offered. The 1:1 support offered to families in their homes plus the variety of support offered, which is often a struggle for other services" (Early Help Manager)

"I think for those parents who are single parents with limited support networks the practical support is invaluable. I think the fact the support you have been able to offer is long term, is also an important factor for many families, because they often have professionals supporting them for a short period of time and then they leave. Having longer term support really helps to build up a trusting relationship and the parents and children can really get to know their worker"

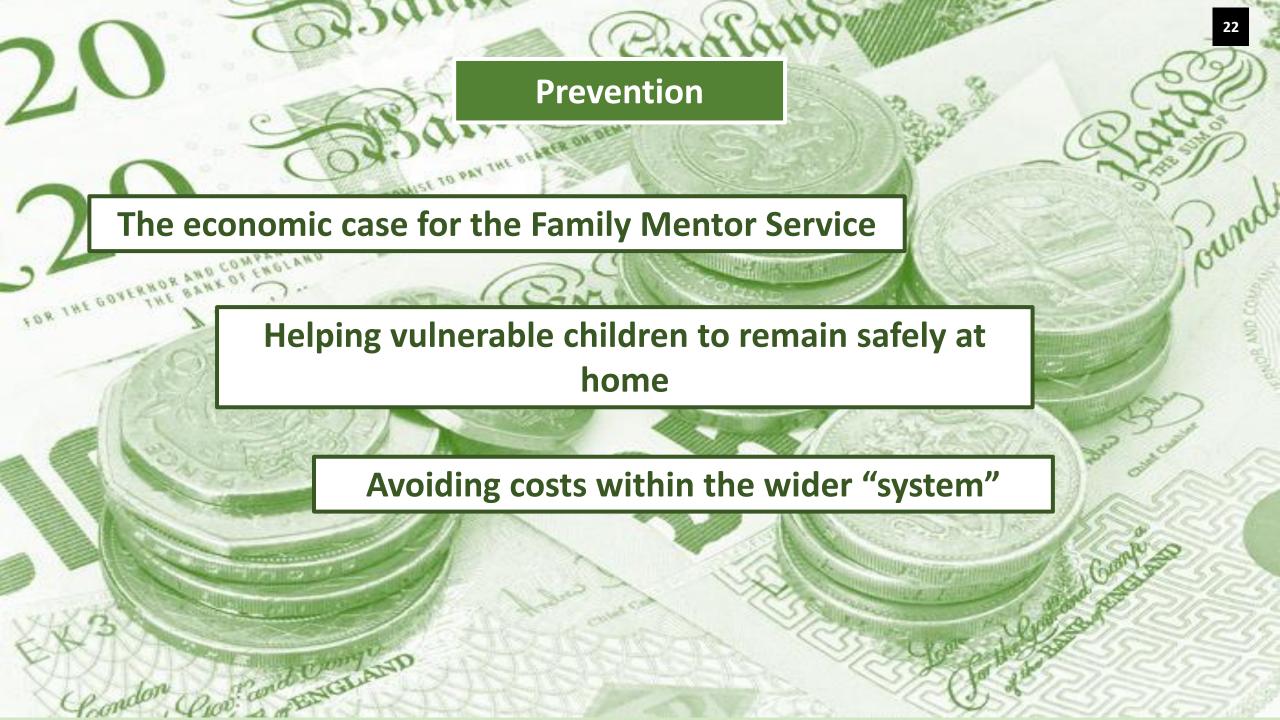
(Specialist Practitioner Healthy Little Minds)

"The FM scheme has been a huge success and crucial part of life in Bulwell. This scheme was an entirely new way of tackling some of our long-standing challenges. Rather than doing services to communities it puts local people in charge and demonstrates that services delivered by those who know the community and are known by the community are better than ones delivered nationally or even at a city level. They are part of the fabric of our community and I hope they stay part of the town for as long as possible"

(Alex Norris, MP Nottingham North)

"This service stands out as it's holistic, individualised, and long-term, and because the staff are both highly skilled and trained, and approachable and relatable as people with lived experience. They are committed to meeting each child and family's needs, and able to be flexible to do that because of the service model and ethos. I have always found FMs to be committed to partnership working with other services, and knowledgeable about the families they work with and about services and community resources. The FM service is a huge asset for Nottingham and it is crucial that they are sustained beyond 2025 as a legacy from SSBC"

(Manager, Home Talk)



The economic case for the Family Mentor Service

"Stopping the spiral of costs of care and worsening outcomes for children and young people requires targeted investment in early intervention services"

Stopping the spiral
Probono Economics (July 2022)

".... a move towards (earlier)
more relationships focused
approaches to care"
The independent review of
children's social care (2022)

- These are quotes from two reports in 2022 and 2023 strongly advocating the need for much more investment in Early Intervention Services – to avoid the much higher cost of Late Intervention
- Nottingham is identified in the "Stopping the spiral" report as currently having one of the lowest levels of investment in Early Intervention across all Local Authority areas
- The following pages are designed to illustrate working in conjunction with other system partners – the potential "avoided costs" associated with Nottingham's Family Mentor Service
- Page 24 provides specific details of three families from current caseloads which indicate that the Family Mentor Service (in conjunction with other services) is playing an important role in helping vulnerable children remain safely at home. There are several other cases of this type in the FM caseloads and a likelihood that a number of historic cases will have had similar characteristics
- Page 25 places an estimated financial value on this in terms of comparative costs, along with two other example scenarios where the FM Service (again in conjunction with others) is likely to result in significant costs being avoided

Helping vulnerable children to remain safely at home

Family A

Between them mum and dad had previous 4 children removed into care

Child number 5 born summer 2021

Child subject to an Interim Care Order after birth. Parents given full Parent Responsibility a year later

Family supported by Family Mentor from Jan 22 to March 24 (continuing)

Social Care intervention ended July 23

Child now 2 ^{1/2} years old, started nursery and is developing well at home with parents with continued FM support

"I honestly think she wouldn't be in our care today if we didn't have our FM for support. She would have been in the care system so we are so grateful for our FM and all the support we get".

(mum, March 2024)

Family B

Dad had a number of children removed previously. Now in new relationship with mum, her first pregnancy.

Unborn child on Child Protection Plan for 3 months and then CIN for 3 months

Child born summer 2022

Family supported by Family Mentor antenatally through to March 2024 (continuing)

Social Care intervention ended Nov 22

Child now 1 1/2 years old, and is developing well at home with parents with continued FM support

Family C

3 Children previously removed into care. 2 into Foster Care. 3rd Child removed at birth due to significant domestic abuse from father of children to mother

Child number 4 born late 2022 Child Protection Plan in place

Family supported by Family Mentor from Feb 2023 to March 2024 (continuing)

Child Protection Plan lifted April 2023. In March 24, Social Care considering ending involvement in near future

Child now 15 months. Mum and child doing very well and engaging fully with services. Have a strong bond and mum is very in tune with child's needs and safety. Child developing well and attending groups and engaging well in visits

Source: Current Family Mentor caseload (as at 31/3/24)

Avoiding costs within the wider "system"

It is not suggested that support by the Family Mentor Service would alone result in avoiding the costs illustrated here. There is clear evidence however (as contained in various parts of this report) that the work of the Family Mentor Service has the potential to make a measurable impact in doing so.

estimated total cost of family experiencing perinatal anxiety



Estimated total cost of family with a child preventable conduct disorder

Estimated cost of Foster Care placement over 2 years

of FM support to a family over 2 years





Social Impact

How the FM Service has helped build social connections

Chinyere's story – how things have changed for her and her family

How the FM Service has improved access and opportunity for diverse communities

How the FM Service has helped create Social Value amongst its workforce and its network of volunteers

How the FM Service has helped build social connections

Here are examples of where support through COVID and running community groups have made a difference

Preventing social isolation and loneliness

Opportunity to talk to someone different and on a regular basis welcomed and has helped reduce sense of being alone

(Key theme 1 from COVID wellbeing visits)

Additional well-being support from FMs very welcome and making coping with lock-down and isolation easier (Key theme 2 from COVID wellbeing visits)

"Meeting other mums helps my mental health and gives me energy to keep going"

(Quote from Mum)

Enabling people to make long and lasting friendships

"Parents valued the social elements of the sessions and the chance to meet other parents" (NTU Final Report 2023)

"I have made a friend (also Polish) and my child has been able to socialise from a young age with other babies" (Quote from mum)

"Groups helped me make new friends and get ideas to use at home" (Quote from mum)

"FMs were as an important source of social contact and support, improving parental wellbeing"

(NTU Final report 2023)

Helping children to develop their social skills

"... sessions benefited children's social and emotional development, especially after the lockdown period" (NTU Final Report 2023)

"... attending groups has made a massive difference. Can see a massive change in my child's development"

(Quote from mum)

"...she is now more confident to play with other children"

(Quote from mum)

Chinyere's story – how things have changed for her and her family

Moved to UK from
Nigeria with her husband
and 2 year old daughter
in late 2021.
Family knew no-one
apart from settlement
liaison representative
"We were so lonely and
isolated before Emma
came along "





confidence and friends.

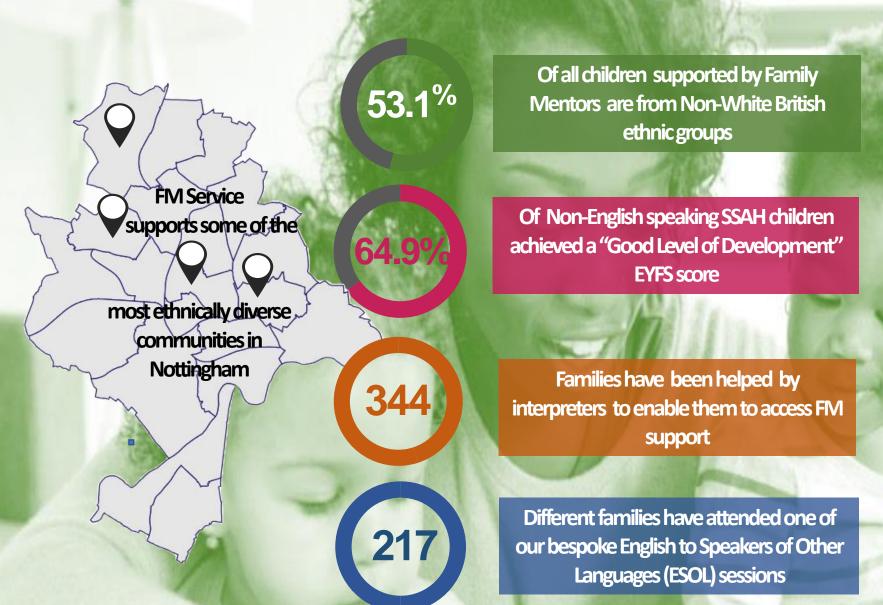
I have my life back"



Source: Family interviews April 2024

without Emma's help"

How FM Service has improved access & opportunity for diverse communities



Non-English-speaking
families in one of
Nottingham City's Primary
Care Networks rates Family
Mentor Service as one of the
services most easy to access

Our FM publicity documents,
Community Groups
Timetable and Social Media
content produced in main
community languages

Our FM workforce ethnicity profile closely matches that of the diverse communities which it supports – helping to creating a fully accessible, highly inclusive service

How the FM Service has helped create Social Value (1)

Gaining new skills, qualifications and greater **confidence** – benefiting from an extensive ongoing training programme, work experience and most recently NVQ Level 2 Accreditation

Targeted opportunities for local people with "lived **experience"** - 94% of Family Mentors are parents themselves. Nearly half of them live in a SSBC Ward

A proven pathway to new employment opportunities in the **future** – a number of our Family Mentors have now moved into new higher paid, jobs (many still within the child care sector)

Our Family Mentor Workforce

non-english languages

spoken by our current

group of Family Mentors

Providing the chance to increase household income – before becoming a FM, 41% of FMs did not have anyone else in their household earning an income from paid work

Stacey's story

- No formal qualifications before starting work as FM
- Started as FM in 2016, promoted to FM supervisor a year later and then to FM **Assistant Manager in 2019**
 - Promoted again to FM **Service Manager in 2022**
- Now qualified as a Level 5 **Chartered Manager**
- Additionally coaches and delivers training for Framework

Patricia's story

Family Mentors

- Volunteer for Home **Start Nottingham**
- Became a Family Mentor as part of first cohort in 2015
- Promoted to role of Team leader in 2021

Winner of **Social Value Award at Nottingham**

We have employed 116

Family Mentors including

those from diverse

backgrounds.

and Nottinghamshire **Health and Care Awards in Oct 2023**

Kirsty's story

- **Unemployed Mum** of 3
- Started volunteering as a SSBC Parent Champion in in September 2015
- **Became a Family Mentor in Nov 2016**

Hayley's story

- Mum of 2, supported by member of Bulwell **Family Mentor Team**
- · Encouraged, and supported by her, to apply to be a Family Mentor
- Family Mentor within **Aspley Team for 7 Years**
- Became a Family **Support Worker for NCC** in mid 2023

for 7 years

How the FM Service has helped create Social Value (2)

Gaining invaluable experience and skills as volunteers to help move into paid employment – 22 of our current Family Mentors were previously volunteers! Playing an important part in helping support the Family Mentor offer, in particular Community

Groups – working alongside Family Mentors

Making a real difference to

the lives of children, families

and communities

Helping increase volunteers'
confidence and self-esteem –
providing development
opportunities, meeting new
people and dealing with
different situations

Our network of willing volunteers

Over

16,000

Volunteer hours provided helping support SSBC families

41%

Of our current FM workforce who were

Sheryl's story

- Registered blind but still independent, started being supported by a FM 3 years ago
- Encouraged by her FM to start volunteering, became a Community Group volunteer and now supports SRT groups and events
- Participated in Equipped2Succeed
- Recently offered a job in a local school.
 - Amazing!

Sally's story

Volunteers

57

- Volunteer for Home Start Nottingham for 4 years
- Became a FM in 2022
- Sally is so committed to helping families, she still volunteers for Home Start Nottingham on her days off!

"Volunteering has been great for my personal development. Working with people and the routine of coming in to volunteer have built my confidence" "I always wanted to get back into work, and I feel that being a volunteer and feeling more confident helped me look for work. I now work as a support worker and really enjoy it."

"I feel so much more confident around new people, and it has helped me build up my self-esteem. I do feel less anxious around people and new situations, and this is something that I didn't think I would be saying"

Making a Difference – A few final words

"This report captures the experience of the three local community organisations involved in delivering the Small Steps Big Changes (SSBC) Family Mentor Service since 2015. Bringing together the results of independent reviews, national data, surveys and feedback, this report demonstrates the value of the Family Mentor Service and the impact it has had on the lives of families, children, babies, individuals and communities in Nottingham.

The SSBC programme is now reaching its final chapter and the evidence-base built since 2015 clearly shows the difference the Family Mentors and the Small Steps at Home programme has had on child development outcomes and on building community capacity within Aspley, Bulwell, Hyson Green and Arboretum, and St Ann's.

We are proud of the commitment of everyone involved in this programme in developing a truly innovative approach to supporting families, babies and children in Nottingham.

I would like to thank all of the parents, Community and Voluntary Organisations, Family Mentors, partners and the SSBC team who together have made this possible"

Karla Capstick, Programme Director – Small Steps Big Changes

We would like to acknowledge the generous funding made possible by The National Lottery Community Fund ten-year 'A Better Start' Strategic Programme in supporting Small Steps Big Changes since 2015 and for helping give Nottingham families, babies and children the best start in life.

We would also like to thank all of the parents, partners, local authority teams, health services, community and voluntary organisations, staff, volunteers and teams who have been part of the Small Steps Big Changes partnership programme over the last ten years, for their commitment and support.