



**INVERNESS  
AREA CHILDRENS  
SERVICES FORUM  
Family Support Working Group**

**GUIDANCE DOCUMENT  
FOR ACCESSING EARLY YEARS  
& SURE START RESOURCES**

**NOVEMBER 2006**

# **ACCESSING EARLY YEARS & SURE START RESOURCES IN INVERNESS**

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**Sure Start resources are available for the most vulnerable young children in our communities.  
Looked After Children & Children on the Child Protection Register are priorities for the allocation of additional support services, including Sure Start funded provision.  
Where there are concerns about the risk of significant harm for very young children they should be managed through Child Protection processes as appropriate.  
Plans for Looked After Children are managed through LAC reviews.**

## **1. SETTING THE SCENE**

### **Introduction**

This document aims to establish processes & procedures so agencies can easily & quickly access services for vulnerable families with young children. It sets out a pathway of planning and reviews and provides supporting paperwork for this work.

### **Background**

The policy agenda for the Scottish Executive is clear, that every child should be given the best possible start in life. It is recognised that there are a range of family support interventions that can make a significant impact on child and family health and well being within universal and targeted services for those who are vulnerable. These will have a lasting impact into older childhood, adolescence and even adulthood in terms of both physical and mental health and well being.

Particular focus has been given to this issue by the conclusions of the 2002 Child Protection Review whereby it was found that:

*'children experience very serious levels of hurt and harm and live in conditions and under threats that are not tolerable in a civilised society, furthermore, families did not always get help when they needed it and some children remained at considerable risk despite being known to services'.*

In addition the review of support for vulnerable families, 'Growing Support' (2003) identified the need for:

- Earlier more decisive action to support families to provide good care for their children.
- Investment across social work, health education and the voluntary sector to develop integrated family support services.
- New and creative approaches to encourage better uptake of both universal and targeted services from health and social work services by vulnerable families.

### **Sure Start in Scotland and Highland.**

The Scottish Executive launched an initiative now known as **SureStart Scotland** in December 1998. The focus of the Sure Start programme of support for vulnerable families is the promotion of personal growth and development of vulnerable, young children (0-3 years) before they have the opportunity of pre-school education.

The initiative recognises that the child develops within the family, and that the wellbeing and broad skills of parents are fundamental to a child's progress. It is aimed at providing community based family-focused resources, including high quality childcare and direct support to parents, which through a variety of mechanisms will strengthen parents' abilities to maximise their children's potential.

The broad objectives of the Sure Start initiative are to:

- Improve children's social and emotional development
- Improve children's health
- Improve children's ability to learn
- Strengthen families and communities.

In May 2004 the Joint Committee for Children & Young People [JCCYP] endorsed a SureStart framework for Highland & agreed that Area Governance Committees would receive detailed proposals as to how these proposals would be implemented in each Area across Highland.

## **The Definition of Vulnerability in Highland**

Because the concept of vulnerability is critical with regard to Sure Start funded services, which must be targeted at the most vulnerable 0 – 3 year olds the JCCYP endorsed the following definition of vulnerability that has been developed as part of the Children's Plan process, and that should be used to inform access to Sure Start funded services

- families that meet any two of the following criteria:
  - (i) Dependent on income support
  - (ii) Headed by a lone parent
  - (iii) Of more than 2 children
- Or
- Who live in rural communities, and meet either (i) or (ii) above.
  
- Those children who could be at risk of significant harm
  
- Those children who are in need because their health or development may be impaired if additional services were not provided

This definition is a significant advance on the current Scottish Executive definition of vulnerability, which uses only the first three bullet points above. It takes account of children those for whom the vulnerability may be associated with the particular stresses on young families, including where there are parental mental health issues. It also includes children from families where there is domestic violence or substance misuse.

It follows that additional Sure Start funding should be directed towards those families & communities where there is greatest vulnerability.

## **2. LIAISON ARRANGEMENTS & ACCESSING RESOURCES - INVERNESS**

Liaison Arrangements for Early Years are a key feature of a multi disciplinary response to working in Partnership with Parents/Carers where additional support may be needed.

- They will enable practitioners from a range of services to meet locally to consider the needs of young children and their families, and plan proactive approaches and early interventions to support them.
- They will identify those very young children who are vulnerable and require higher needs services, and will streamline the process of getting the right services to those children who need them.
- They will ensure the efficient use of resources, which are co-ordinated and integrated at a local level to support children with higher level needs.

### **Transition**

Liaison Arrangements will increasingly be used to support the management of transition between Early Years and Primary School (and between Health Service and Education Service responsibilities) in particular for children with additional support needs.

### **Accessing Resources**

It should be possible for resources to be provided to families without formally meeting as a group when need is straightforward & time limited. More complex needs will usually involve discussion and planning by service managers.

Existing services in the voluntary sector often receive self referrals. The Family Health Visitor should be informed of such self referrals.

- The Family Centre Manager is responsible for the coordination of Sure Start services. Requests for immediate assistance must be assessed & accompanied by a SS1 Form.
- The Senior Family Liaison Officer is responsible for the coordination of complex situations & services for 3 – 5year olds. Requests for assistance must be assessed & accompanied by a SS1.

Details of families receiving a service funded via Sure Start need to be recorded as will require to be audited in relation to FHC2 targets.
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## Deciding & requesting Liaison Arrangements

Health Visiting & Midwifery are the universal service for 0 – 5's.

Health Visitors will have most **(but not exclusive)** direct contact with vulnerable young children. The majority of requests for Liaison discussions are likely to originate from a Health Visiting Professional.

However, any person who has concern about a child or family can ask for a Liaison Meeting.

- It is essential that a person with concerns will discuss them informally with the key Health Visitor.
- It is essential that a person with concerns will discuss them with the parent.
- At this point you may seek access to resources as an emergency through the Family Centre Manager [0 – 3] or SFLO [4s].  
You will complete an SS1 form and send it to the relevant manager.  
These temporary service arrangements will be reviewed within a few weeks.
- If, after accessing these resources there are still concerns you may consider
  - a. Keeping that 'time limited' assistance for a further few weeks.  
If the additional support is kept in place for yet another agreed length of time, there **MUST** be a review of service at the end of this time.
  - b. Calling a Liaison Meeting without first agreeing to maintaining the additional service.
- The person who requests Liaison arrangements will be considered the **LEAD PROFESSIONAL**. This person will invite a small & relevant number of people – including the parent to a meeting to plan how best to respond & support the child & family.
- A Liaison Meeting will review support & modify it as appropriate.
- The Liaison Meeting can seek additional support & guidance from the Caseworking Sub Group. This should be done via the SFLO / Primary Care Team Leader.

## **Function of Early Years Liaison Meetings**

### **Note:**

***Liaison Meetings are not appropriate where there are concerns about the risk of significant harm for very young children – these should be managed through Child Protection processes as appropriate.***

***Liaison Groups are not appropriate for Looked After Children – these are managed through LAC reviews.***

Liaison Meetings for Early Years are likely to operate around Primary Care Teams and/or Associated School Groups.

The Liaison Meeting will:

- Consider requests for services of children who may have higher needs than can be managed in universal services alone.
- Decide whether multi-agency assessments are required, and who and how these will be undertaken.
- Consider assessment, develop integrated health, care & education support packages to meet needs, seek services including Sure Start provision as appropriate.
- Maintain and overview & review individual cases.
- Make referrals to the Caseworking Sub Group – CWSG.
- Identify further resource issues and unmet need.

### **Who should attend an Early Years Liaison meetings?**

The Chair of a Liaison Group will generally be a Health Visitor or Senior Family Liaison Officer. However others comfortable with chairing Meetings can be approached.

The NHS is the universal provider of care for this age group - Health Visitors & Community Midwives are key professionals linking directly with GP's regarding any clinical requirements. Accordingly, they are most likely to make requests for SureStart funded services/ wish to discuss families' needs at a Liaison Meeting.

The most vulnerable young children may already be receiving Social Work assistance; Section 22 services should not normally be provided where children have not been referred and assessed via a Liaison Group process. Accordingly, Social Work representation may also be key to the Liaison Meetings.

Providers of other care & education services from the voluntary sector or the local authority may also be key players.

The core & extended grouping around Liaison Groups might be:

Core membership (essential to attend meetings)

- Family representatives as appropriate
- Health Visitor / Community Midwife
- Senior Family Liaison Officer
- Family Centre Merkinch - Manager
- Educational Psychologist
- Community Paediatrician
- The representatives of local childcare provider

Extended membership (attend with Core Group, where relevant)

- GP / School Nurse
- Youth Action Service / CLLS
- Clinical Psychologist
- Department of Child and Family Psychiatry
- Community Psychiatric Nurse / Drug and Alcohol Agencies
- Police
- Housing Provider
- Voluntary Organisation
- Worker from Social work Service

## Adopting a solution focussed approach

It is recommended that a '**SOLUTION FOCUSED APPROACH**' is adopted at Liaison Meetings.

The main assumptions of a solution focused approach are:

- ✓ People generally want things to get better
- ✓ It's not necessary to explore causes of problems to develop solutions
- ✓ Everyone brings their own 'resources'
- ✓ Everyone has their own style of co-operating
- ✓ There are always exceptions to the problem
- ✓ It's generally best to use a 'client's' own view of possible solutions
- ✓ Once you know what works --- do more of it

There are 10 Principles for Solution Focussed work

1. If it works, do more of it; if it doesn't work, do something different.
2. A small change in any aspect of a problem or failed solution can initiate a solution
3. People have the necessary resources to make changes.
4. A focus on future possibilities & solutions enhances change.
5. No sign up – no change
6. Co-operation enhances change.
7. The problem is the problem ; not the person
8. Possibilities are infinite.
9. People have unique ways of solving their problems
10. Keep one foot in pain and one in possibility.

## STRUCTURES AND RESOURCES

Below is a brief overview of the structures and staff in The Highland Council & NHS Highland, followed by details of voluntary organisations.

### **Structures**

In the Highlands, the council, NHS and other agencies are committed to working closely together to try and help all children get off to a good start.

The **Joint Committee on Children and Young People** is responsible for taking decisions on how services are organised and oversees our Children's Services Plan (*For Highland's Children*).

The **Highland Family Resource Alliance** is a forum that brings together a wide range of agencies involved in services for 0-14 year olds and their families. Its work includes meeting the aims of two national programmes – The Childcare Strategy and the Sure Start programme and it will address Scotland's forthcoming Integrated Early Years Strategy.

A local **Childcare and Family Resource Partnership** operates in each Highland district, as a forum for all those involved in working with children and families. The Partnership advises the local Area Children's Services Forum.

The **Area Children's Services Forum** is a core group of managers from Social Work, Health and Education in each area of the Highlands, responsible for meeting the needs of children, young people and families.

Each area of Highland has a **Children's Champion**, who is a councillor with a specific interest in the needs of children and young people.

**Highland Childcare Information Service** provides information on a wide range of childcare, family support and early education services through a telephone line 0845 6011345 and a website: [www.childcarelink.gov.uk/highland](http://www.childcarelink.gov.uk/highland)

### **Childcare & Early Education Service**

The service is responsible for supporting services for 0-14 year olds outwith formal schooling. It is home to the Highland Childcare Information Service, the Senior Childcare and Family Resource Officer, the Early Education team, the early years Health Development Officer and the Play Development Officer. Research into antenatal and postnatal maternal health and wellbeing is also based here. Contact: Old School, Clachnaharry, Inverness, IV3 6RB Tel: 01463 711176.

**Childcare & Family Resource Officers** are based in each part of Highland, working with the local Area Children's Services Forum and supporting the local Childcare & Family Resource Partnership. They offer advice and support to people running or starting up services. Contact: Old School, Clachnaharry, Inverness, IV3 6RB Tel: 01463 711176.

**Early Education Development Officers** support pre-school education providers. They operate a quality assurance scheme for pre-school centres, offer advice on practice development and arrange a comprehensive training calendar. Contact: Old School, Clachnaharry, Inverness, IV3 6RB Tel: 01463 711176.

**Social Work Services** work with children and families in difficulties. Specific areas of responsibility are: child protection, fostering and adoption and children who are looked after by the local authority. In some areas *community early years workers* and *family support workers- early years* have been appointed, whose work with vulnerable families is directed by Social Work Services and Health Visitors.

**Pre-school Teaching Service for Children with Additional Support Needs** is available across Highland through eight teachers, who work with families where children are experiencing early problems. Children are referred through the Highland Council Education Service's Psychological Service.

The Early Bird programme runs from time to time, for parents whose children are on the autistic spectrum. Tel. Barbara Simons, 01478 613697

**Play Highland** is a forum supported by Highland Council, which has developed the *Highland Play Policy*. This commits the statutory agencies to recognising the importance of play in its own right (as well as promoting health) and to developing opportunities to play. For more information: Play Development Officer Tel. 01463 711176

## **Environmental Health Officers (EHOs)**

EHOs, based in each council area, are able to offer advice on a range of topics, including injury prevention and food hygiene. Details of childcare and pre-school education providers are sent to EHOs for inclusion on their register of local services.

Tel. Highland Council HQ on 01463 702000 for your nearest EHO.

## **Library Services**

### ***Bookstart, Bookstart+ and Treasure Chest***

Programmes providing free books for young children, to encourage early enjoyment of listening and reading. Health Visitors deliver the Bookstart bag to children at around 9 months. Bookstart+ (for 18 month olds) and Treasure Chest (for 3 year olds) will provide further packs.

Senior Librarian – Young Children and Families Co-ordinator:

Michelle Gowans tel. 01463 251269

### ***Family Bookshelf***

Each library now has a **Family Bookshelf** dedicated to resources on a wide range of topics, including child development and parenting.

## **Adult Literacy**

The Highland Council service offers information and awareness-raising sessions:

Adult Literacies Co-ordinator: Mary Rhind, tel. 01463 251276

## **Lifelong Learning**

For details contact your local Community Learning officer or a Highland Council Service Point.

**General Practitioners**

All communities in the Highlands have access to GPs, based in local Health Centres.

**Health Visitors and School Nurses (or 'Public Health Nurses')**

Health Visitors work principally with children and families from 0-5 and together with School Nurses and are the main source of community-based health advice. They are able to offer support to groups as well as individuals. For the name of your nearest Health Visitor(s), contact your local health centre or:

NHS Children's Services tel. 01463 701318

**NHS Highland Health Promotion Department**

This offers advice, support, and training on all aspects of Health Promotion.

Contact: NHS Highland Health Promotion Department, tel. 01463 717123

**Health Information and Resources (HIRS)**

This is part of the Health Promotion Department and provides leaflets and posters, but also teaching packages, videos and books on all aspects of Health Promotion.

Anyone who registers with HIRS can access these materials, which will be sent out to you.

Contact: tel. 01463 704647 or email: [hirs@hnb.scot.nhs.uk](mailto:hirs@hnb.scot.nhs.uk)

**Health and Hygiene**

The Public Health Infection Control Nurse provides up to date advice on a range of issues, including prevention of infection guidance, head lice, E.coli, meningitis.

Contact: NHS Highland, tel. 01463 704886

**Health Promoting Schools Development Team** encourages schools to develop healthy approaches, assists them to work towards accreditation and supports School Nutrition Action Groups.

Contact: NHS Highland, tel. 01463 717123

## **Parenting skills**

Courses and sessions to help parents develop their skills are available at different times and places across the region. For information on what is available in your area, contact your Health Visitor/ School Nurse or Childcare & Family Resource Officer (see chart for telephone number).

Families of all children born from August 2002 receive the *play @ home* booklets. In most areas, baby massage instruction is available.

## **Child Protection**

### **Highland Child Protection Committee**

The committee comprises representatives from The Highland Council, Northern Constabulary, NHS Highland and the voluntary sector. It produces the Highland Inter-Agency Child Protection guidelines.

Contact: Principal Officer, Looked after Children and Child Protection,

The Highland Council

tel. 01463 703408

*Child Protection training is available through the Early Education Staff Development Programme.*

### **Keeping Children Safe (KCS)**

Formerly the Highland Voluntary Sector Child Protection Forum and now constituted formally as an independent organisation. KCS is developing training programmes for all voluntary sector providers with a responsibility for children's safety.

Training and Development Officer: tel. 01463 235285

Email: [highlandkcs@aol.com](mailto:highlandkcs@aol.com)

### **Safe Strong and Free**

The Safe Strong and Free Project believes that every child has the right to grow up safe, strong & free and that preventing sexual assault and exploitation of children is the responsibility of the whole community. The Project aims to reduce the vulnerability of young children to abuse and assault. A proactive approach is taken involving children in their pre-school year, parents, carers and pre-school staff to prevent children developing

bullying behaviour, being victimised by their peers, abducted or sexually abused by adults. Awareness raising workshops for parents are held initially, followed by three workshops for children, which covers how to react to bullying an approach by a stranger and an unwanted or inappropriate approach by a person the child knows. The main methods used in the children's workshops are talking with the children, listening, problem solving and puppets. The programme has been available in Inverness, SE Ross-shire, Nairn, Badenoch and Strathspey. By 2006 it should be available throughout the Highland Council area.

Telephone/Fax: 01463 712669 or [www.ssf-project.org.uk](http://www.ssf-project.org.uk)

### **Family support and childcare organisations**

In addition to health, education and social work services departments, many voluntary organisations work in the Highlands to support families with children. Some operate in specific areas, others are Highland-wide. Families can contact organisations directly, or may be referred by agencies such as Social Work Services or Health Visitors. Support groups for children with additional needs can be found via CHIP (see below).

#### **Early years providers can contribute to this support network by:**

- Being aware of resources available to help families
- Publicising contact information
- Building links with voluntary organisations

Contacts for main organisations are below. If you require more information, please contact your local Childcare & Family Resource Officer (see earlier chart for telephone numbers).

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#### **NCH**

UK wide organisation which provides a range of support to families using paid, trained staff. (NCH no longer operates children's homes).

Services include home visiting, group work, crèches, and pre-school play sessions.

Currently in Inverness (Smithton Family Project and Building Blocks playgroup in Merkinch), Ainess and Lochaber.

NCH Co-ordinator

tel: 01463 794404

Email: [LizT@nch.org.uk](mailto:LizT@nch.org.uk)

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### **Care and Learning Alliance**

Umbrella group for voluntary pre-school groups, including playgroups and most parent & toddler groups. HPS also supports playgroups commissioned to provide pre-school education sessions for 3 & 4 year olds.

tel. 01463 703033

email: [info@careandlearningalliance.co.uk](mailto:info@careandlearningalliance.co.uk)

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### **Direct Childcare**

Direct Childcare is an innovative service for the Highlands that provides safe, professional crèche and sitter services through three mobile facilities. Initially services will cover Caithness, Sutherland, Ross-shire, Skye & Lochalsh, Inverness & Nairn. Services can be provided for conferences, training programmes, education courses, family support groups and all types of meetings and seminars. Staff are suitably trained and checked and sourced from the Highland Pre-school Services staff bank.

tel. 01463 703036

Email: [info@directchildcare.co.uk](mailto:info@directchildcare.co.uk) and [www.directchildcare.co.uk](http://www.directchildcare.co.uk)

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### **Comhairle nan Sgoiltean Araich CNSA (Gaelic Pre-school Council)**

Umbrella organisation offering help, support and advice to all types of voluntary Gaelic medium pre-school groups, including commissioned partnership centres providing pre-school education for 3 and 4 year olds, playgroups and leader-led parent and child groups (0-3 year olds) and their families on pre-school, Gaelic issues and Gaelic Medium Education.

tel. 01463 225469

Email: [failte@cnsa.org.uk](mailto:failte@cnsa.org.uk)

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### **Out of School Care Federation**

Umbrella body for out of school care providers for children aged 3-14 years old in the Highland and Islands, offering training, support and assistance

Tel. 01463 717855

email: [office@ooscfed.org](mailto:office@ooscfed.org) and [www.ooscfed.org](http://www.ooscfed.org)

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### **Scottish Childminding Association**

Umbrella group providing training, resources and support for registered childminders.

New childminders applying for a start-up grant from Highland Council must take the SCA pre-registration course.

Tel. 01463 715545

email: [HighlandCMA@cwcom.net](mailto:HighlandCMA@cwcom.net)

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**Highland Children's Forum** is a parent/carer led organisation that seeks to hear the voice of children in need and that of their parents/carers and to have that message influence the design and delivery of services.

Contact: Calum Munro tel. 01463 223000 or [calum.munrohcf@btconnect.com](mailto:calum.munrohcf@btconnect.com)

Or Gillian Newman, [gillian.newmanhcf@btconnect.com](mailto:gillian.newmanhcf@btconnect.com)

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### **CHIP+** (Children in the Highlands Information Point)

Provides information about additional support to families, children and professionals.

email: [chip.birnie@ukgateway.net](mailto:chip.birnie@ukgateway.net)

tel. 01463 711189

and [www.childreninthehighlands.com](http://www.childreninthehighlands.com)

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### **The Janny's Hoose, Inverness**

A healthy living centre aimed at families with young children, based in the refurbished former janitor's house at Merkinch Primary School.

It offers a programme of drop-ins, sessions on health topics and other activities, a resource library and a meeting space.

tel. 01463 226348

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### **MP33, Inverness**

Community project that includes sessions for teenage parents, based in Merkinch.

tel. 01463 717639

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### **HAPIS**

Highland Ante/Postnatal Illness & Depression Support (HAPIS) is a voluntary group offering advice, information and a chance to link up with others.

[www.hapis.org.uk](http://www.hapis.org.uk)

and

Helpline 0775 468 7423

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### **Highland One World Group**

Provides resources and support to help children appreciate our fast-changing world and to encourage good communication and co-operative skills based on positive self-esteem and respect for others. A bank of resources can be loaned termly, including books, posters, photographs, instruments. Highland OWG also offers in-service workshops and library resources for childcare students.

tel. 01349 863441 (Tuesdays) 01381 621265 (Other times)

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### **Toy Libraries**

Kids OK toy library is for under 5's in the Inverness area who are visually impaired or have learning difficulties. A catalogue is sent out to members to choose toys which are then either posted out or delivered by outreach workers. Based at Highland Vision Service, Ardconnel Street, Inverness.

Contact: Tracey McMorran tel. 01463 233663

Highland Mobile Toy Library runs Monday to Thursday 9 - 4 and covers a 45 mile radius in Inverness-shire. Based at the Family Resource Centre, Limetree Avenue, Dalneigh, Inverness.

Contact: Helen Anton, tel. 01463 716886

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### **Churches**

Some churches run family support groups and out of school activities.

For details, please contact your local churches.

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### **One Parent Families Scotland**

National organisation with helpline, useful publications and website.

[www.opfs.org.uk](http://www.opfs.org.uk) and tel. 0131 556 3899

Free Helpline 0800 018 5026 (Tues-Fri 11am-1pm, 2-3pm, Thurs 12.30-3.30pm)

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### IACSF Family Support Working Group Membership Details

<b>Name</b>	<b>Title</b>	<b>Company/Service</b>	<b>Address</b>	<b>Tel. No.</b>
<b>Mairi Morrison - IACSF FSWG Chair</b>	<b>Acting Area Children's Services Manager</b>	<b>HC, SW Service</b>	<b>Town House, High Street, Inverness, IV1 1JJ</b>	<b>01463 724315</b>
Ann Brady	Chief Executive	Care and Learning Alliance	C/o Highland Council, Dochfour Drive, Inverness, IV3 5EB.	01463 703033
Sam Brogan	Senior Childcare & Family Resource Officer	HC, ECS Service	Old School House, Clachnaharry, Inverness, IV3 8RB	01463 711176
Christine Bunker	Education Psychologist	HC, ECS Service	11/13 Culcabock Avenue, Inverness, IV2 3RG	01463 233494
Maureen Davidson	Health Visitor	NHS	Fairfield Medical Practice, 22a Abban Street, Inverness, IV3 8HH	01463 715574
Morven Gabriel	Manager Merkinch Family Centre	HC, SW Service	Old School House, Clachnaharry, Inverness, IV3 8RB	01463 711176
Sandra Harrington	Development Officer	HC, ECS Service	Old School House, Clachnaharry, Inverness, IV3 8RB	01463 711176
Alan Humphries	Senior Family Liaison Officer	HC, SW Service	Carsegate House, 31-33 Glendoe Terrace, Inverness, IV3 6ED	01463 724040
Margaret Kinsella	Integration Manager	HC, ECS Service	Suite 7, Upper Mall, Grampian Road, Aviemore, PH22 1RH	01479 812965
Fiona Morrison	Childcare and Family Resource Officer	HC, ECS Service	Old School House, Clachnaharry, Inverness, IV3 8RB	01463 711176
Patricia Morrison	Public Health Practitioner	NHS	Community Nursing Base, 60 Ardroy Road, Croy, IV1 2PL	01667 493734
Sylvie Nichols	Senior Family Liaison Officer	HC, SW Service	Carsegate House, 31-33 Glendoe Terrace, Inverness, IV3 6ED	01463 724040
Sue Roddick	Senior Family Liaison Officer	HC, SW Service	Suites 5 & 6, Culloden Shopping Centre, Keppoch Road, Inverness, IV2 7LL	01463 791338
Rikki Selkirk	Senior Family Liaison Officer	HC, SW Service	Suites 5 & 6, Culloden Shopping Centre, Keppoch Road, Inverness, IV2 7LL	01463 791338
Helen Sharp	Early Education Development Officer	HC, ECS Service	Old School House, Clachnaharry, Inverness, IV3 8RB	01463 711176
Marlene Stewart	Support Services Officer	HC, ECS Service	13 Ardross Street, Inverness, IV3 5NT	01463 663807
Linsey Webster	Childcare and Family Resource Officer	HC, ECS Service	Old School House, Clachnaharry, Inverness, IV3 8RB	01463 711176