

**CHILDREN & YOUNG**

**PEOPLE TEAM**

**ANNUAL REPORT AND TEAM PLAN  
2007 – 2008**

Children and Young People Team  
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## **Background**

New Community Schools (now known as Integrated Community Schools) were established in West Lothian following the publication of the “Prospectus for New Community Schools” by the Scottish Office in 1998. Successive administrations have emphasised continuing commitment to the values outlined in the prospectus and to establishing the concept of integrated community schools.

Following two pilot strategies, the decision was made to further strengthen the model for integrated working by the creation of the Integrated Children and Young People Support Team (now called the Children and Young People Team).

The Team was set up in 2005 and managed by a group manager with the assistance of 3 team leaders each of whom had line management responsibility for a range of operational staff which included 13 youth strategy workers, 7 education welfare officers, 8 family support workers and 3 service support staff.

All operational staff were based in schools with staff resources allocated to each cluster on the basis of need as identified by the Scottish Index of Multiple Deprivation rankings for each geographical area.

The team was established to provide services for children and families, in partnership with other with colleagues from Social Policy, Education and with appropriate partner agencies, with the intention of minimising the number of children requiring statutory intervention and enabling children to achieve their potential. While the team works with children and young people at all levels of need, it has a particular focus on early intervention and preventative strategies.

## **Summary 2007-2008**

This year has seen many changes in the team, not least of which is the abbreviated name. There have been many changes in personnel at all levels, with a number of staff moving on or retiring and consequently a new intake of staff who are enthusiastic and keen to make a contribution. Changes in management also took place with the appointment of a new Group Manager, who also has responsibility for early years and out of hours services, and a new team leader.

A major restructuring was undertaken by Social Policy senior management, in consultation with colleagues in Education, most significant of which has been the amalgamation of the posts of Education Welfare Officer with Family Support Worker to create the new post of Family Support Worker (Schools). In recognition of the need to focus more on early intervention and prevention, the decision was taken by senior managers in Social Policy and Education to decrease the number of Youth Strategy Workers in order to increase the number of Family Support Workers and to have more focus on work in the primary schools.

The location of the team members around 11 separate clusters, whilst having some value, was perceived as having a significant number of disadvantages, including inconsistency of service provision and lack of flexibility to cover for staff shortages. Consequently the teams are moving back to the original proposal of a 3-team model and we are currently in the process of seeking bases which would be suitable to accommodate the 3 teams. Staff will continue to be linked in with a particular school cluster on which they will focus their involvement, but this will be less rigid and more responsive to the perceived need at any given time.

In order to equalise the sizes of the teams, the support given to St. Kentigerns Academy was transferred to the North Team from the West Team. This means that each team now consists of team leader, 7 family support workers and 3 youth strategy workers.

In addition to the individual support given to children and their families, a number of new group work initiatives have been piloted and we hope to develop and expand on those that have been positively evaluated.

As well as analysing our own provision, we are developing greater emphasis on partnership working with colleagues from other areas of Social Policy, Education, Health, Locality Planning and other relevant groups. More group work has been run in partnership with other services and further joint working initiatives are planned.

Staff from the team participated with staff from Education services in developing a new Attendance Policy which will be presented to the respective Policy Development and Scrutiny panels during the summer. This will provide greater focus to the support role of the Children and Young People in assisting young people in identifying difficulties which are leading to poor attendance and assisting them to overcome these difficulties. A new procedure in relation to the Safe Arrivals policy will simplify the process for referring children who do not turn up for school and about whom there are significant safety concerns. A safe arrivals duty worker will be based each day in the

main office in Bathgate, supported by a duty team leader to deal with any queries and concerns

Our major focus for the coming year will be to establish a greater sense of cohesion within our new team structure, to build on the positive work in which we are already engaged, to develop new initiatives in response to need, and to strengthen our collaborative working with partner agencies.

Rosemary Howe

## **Aims and Objectives**

### Aims

To provide early intervention and preventative supports to children, young people and their families, to help maximise their potential and:

- To promote positive relationships between children, young people, their parents and school
- Along with other professionals, to identify and support children, young people and their families who may benefit from additional support services

### Objectives

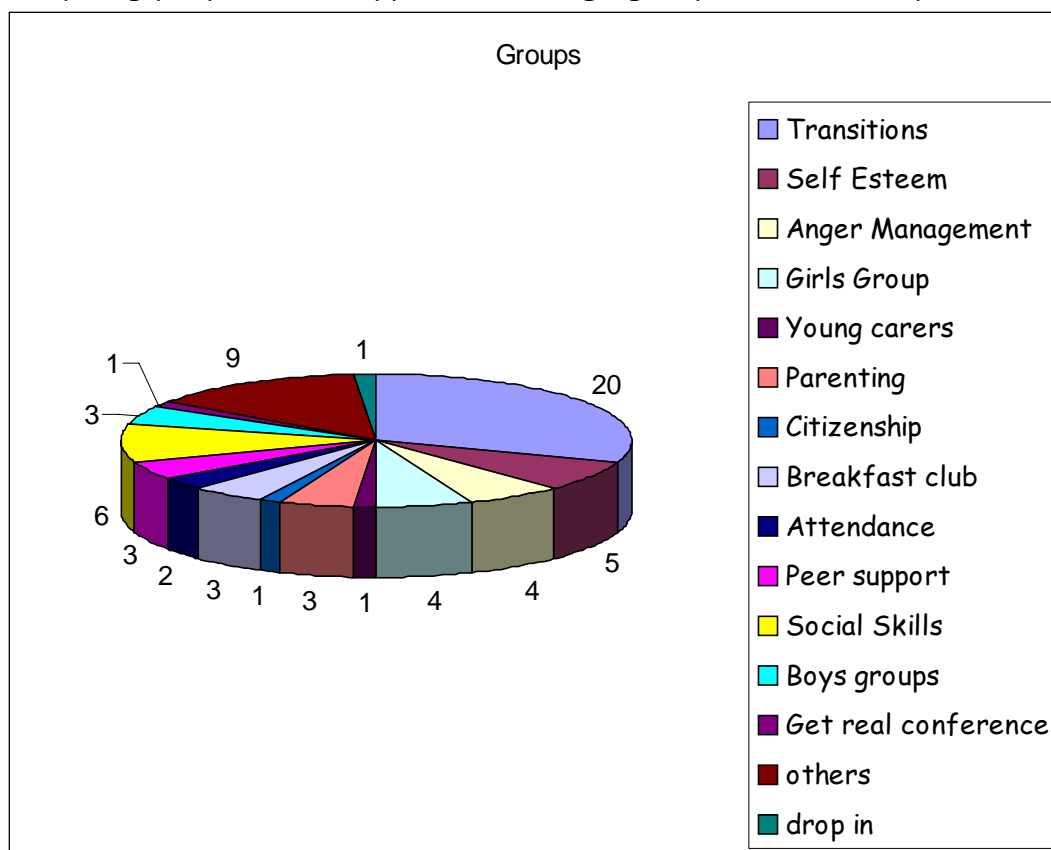
- To provide group work and individual support programmes for children, young people and their parents/carers
- To share information and practice to enable school staff to explore alternative approaches to working with children and young people
- To maintain effective communication with school staff and other professionals to identify children and young people with additional support needs
- To assist in effectively engaging children, young people and their parents in education to ensure that school attendance, attainment and achievements are maximised
- To encourage children, young people and their parents to access appropriate support services

## Service provision

January 2007 – December 2007

In 2007 we worked with approximately 763 individual young people. This includes work with families, primary and secondary children.

781 young people were supported through group work and drop in



Throughout 2007, statistics were kept by individual workers as we had no central system for collating this information. Since the end of December, the Social Policy database has been installed in most of the schools and it has therefore become easier for us to collate the information in relation to referrals. For the first 5 months of 2008, the team received 437 referrals. This information will now be collated for the financial year (April to March) and will be recorded in future annual reports.

The figures for group work and drop-in are particularly high as in some areas transition work has been undertaken in schools which has taken a broadly universal approach, with on occasions whole classes being involved. In future years, transition work will be targeted at those who are perceived as needing more support to make the transition both into primary and into secondary education. This will reduce the numbers, but should result in more focused work with those with higher or more complex needs.

## **Central Team Report**

The central team covers the Inveralmond, West Calder, St Margarets and James Young High school clusters.

Over the past year the central team has undergone significant changes with staff moves, new staff, new babies and new partners for group work.

In July team leader Lisa Macfarlane took maternity leave as did Katharine Gunn (former EWO). Sonja deRijk took over as team leader and in February 2008 two new staff members joined the team to give an almost full complement of staff for the first time in a year.

Prior to July the team was set up with 4 YSW's, 2.5 EWO's & 3 FSW's. The team has been restructured to give 3 YSW's & 7 FSW's.

As before staff have specific school clusters to cover. However there is now much more flexibility and staff are often allocated work from outwith their cluster allowing for in-house skills to be utilised to better effect.

As well as undertaking direct work to support children and their families, group work continues to be provided for both children and their parents.

During the year a number of groups have taken place across the clusters ranging from parenting groups to girls/boys anger management/self esteem groups. Groups were also run in partnership with practice team staff. The aims of the partnership working were to share skills and to facilitate better understanding of the respective worker roles and responsibilities.

### Inveralmond Community High School

Due to the refurbishment, staff have had to be relocated, the team members being based between James Young High and Deans Primary School (Family Centre base). Group work within the cluster has been innovative and produced new partners. A 16-week peer support programme aimed at reducing teenage pregnancies has been run in partnership with Sure Start in ICHS with a group of S4 girls. An excellent creative piece of work involving 3 groups of primary children took place following an anger management programme. At the end of the in-school work the 3 groups were brought together to try out their new techniques during outdoor activity sessions. This group also gave a presentation to their peers back at school to dispel the myth that you have to be bad to be rewarded with 'trips rock climbing'. Due to its success the group is being re-run this year. Team staff have also contributed to the transition programme which involved a residential for all P7 children moving on to Inveralmond.

### West Calder High School

The West Calder cluster has developed a wide ranging group work programme including transition work and an S4 outdoor group involving boys who were all underachievers within education, all engaged, gained new experiences and showed abilities to learn new skills. A group was held in East Calder primary following on from a previous P6 group on the recommendation of the educational psychologist. The pupils had difficulties in peer relationships and following instruction showed great examples of team work, problem solving and a willing to show trust.

### James Young High School

James Young cluster has encountered difficulties in coping with the volume of referrals this year mainly due to long term sickness and staff retirement. However, the Team Leader, the staff from James Young and other staff in the Central team, have worked hard to provide individual and group work support, including a successful parents' group and boys' self-esteem group. A multi-activity week was organised across the cluster in October and a rerun of the Easter Activity Programme in partnership with Community Education.

### St Margarets Academy

St Margarets cluster has continued to be creative and following evaluations of previous years transitions programme adapted the group work to suit the needs of the cluster and children involved. The team were also involved in primary self-esteem groups and worked across the whole team involved in other group work.

*Sonja de Rijk*  
*Acting Team leader*

## **North Team Report**

There have been a lot of changes in the last year in the CYPT with new staff coming in and existing workers moving their work location. The North Team has had a number of changes and we now have a full staff team. In the last year the St. Kent's cluster of schools has moved from our West Team into our North Team in order to equalise the staff numbers in each team. The North Team has 3 Youth Strategy Workers and 7 Family Support Workers. They are based in 3 offices and take referrals from 4 High Schools and 22 Primary Schools. In the last year we have had two workers off on maternity leave and both now have happy healthy babies. The North Team has a good mix of workers and all of them have a wealth of good and varied experience that they can bring to the difficult and challenging work that they do.

### Linlithgow Cluster

The team is based in Linlithgow Academy and consists of a Youth Strategy worker and 2 Family Support workers. The 3 workers also work in the St. Kent's cluster. For a large part of the last year, due to maternity leave, there have only been 2 workers but despite that they have done a lot of good work with quite a large number of young people and their families.

Last year's transition programme ran for 6 weeks in May and June and this programme of group work was designed to help the Primary 7 pupils understand and deal with their fears of moving to the High School. The group was extended into the summer holidays in order to do various activities with the group which were designed to boost their confidence and self-esteem. The team also did a separate activity group with secondary pupils, which was also designed to boost self-esteem and ran for 6 weeks throughout the holidays. The feedback from the young people and their parents for both these groups was very positive and the transition group is running in the same way this year.

### Deans Cluster

The team of 1 youth strategy worker and 3 family support workers are based in Deans Community High School. There is a new school currently being built next to the old one so by next year we will be in the shiny new building. Last year the team ran 2 transition groups for 17 pupils in May and June. The team worked with a number of these pupils when they came up to Deans after the summer.

The team also ran a challenging activity group last summer, which was over 6 days and pushed the young people to do things that they thought they wouldn't manage.

One of the team organised 2 placements for art therapy students who worked in the cluster

### St Kent's Cluster

The North Team does not have an office in the St Kent's cluster but the referrals from these schools are picked up by the 3 workers in Linlithgow and one of the workers in Deans who all split their time between the schools. Staff shortages meant that for most of the last year we did not have anything close to a full team in this cluster and this made it difficult to do groupwork. There was however, a lot of good individual work with pupils and their families. Our staff helped with the schools transition work and will identify the more vulnerable pupils to work with over the summer and when they start the high school.

### Broxburn Cluster

The team are based in the high school and consist of 1 youth strategy worker and 1½ family support workers. Last year they ran a very successful group for S2 boys with challenging behaviour. The youth strategy worker ran 2 breakfast groups on different mornings in the high school that ran for most of the year. The pupils, who had all been identified as having difficulties, came in before 8.00am for tea, toast a bacon roll and a discussion about how they were feeling that day. This helped get them in on time and prepared them for the day in school.

The team in Broxburn offer separate transition groups for each of the 4 primary schools. These are run with help from school support staff, a chaplaincy worker, a youth worker and the CRG family support worker

*Ian Colgan,  
Team Leader*

## **West Team Report**

The Children and Young People Team has undergone significant changes over the last year. The West Team - covering the West of West Lothian, namely the Armadale, Bathgate and Whitburn Clusters have seen significant staffing changes during this period. The Team had been operating with around half of its establishment of staff for the best part of the year due to a combination of staff turnover, recruitment difficulties and long term sickness absence. Despite significant changes and the challenge of staffing levels, there has been some excellent examples of work this year and the consensus from our partners seems to be that they like what we have been doing, but that there hasn't been enough!

### **Staffing**

As previously stated, staffing has been a significant factor during this period. However, the team is now at full strength due to a recruitment process, which began at the end of 2007. The West team benefited considerably from this process and as a result reached full establishment.

### **Staff Bases**

The team is split over two bases in Boghall Primary School and Whitburn Academy and we are grateful for the ongoing support we receive from both schools. We are also grateful to Blackridge Primary School and our colleagues in Community Learning and Development for the use of the Community Wing, which we vacated towards the end of last year. It is our eventual aim to have the team located together and vacating Blackridge Community Wing was seen as the first step in bringing our team together.

### **Group Work**

The staff team have been involved in facilitating a wide variety of group work throughout the year which has included Enhanced Transition, Energize Group, John Muir Award Group, Attendance Group and Citizenship Groups.

Enhanced Transition Groups are referral based groups that consist of pupils that have been identified as having additional support needs in order that they can progress to secondary education more readily. They run over 6 – 8 weeks and all clusters ran these groups, which were well received by both the primary and secondary schools.

The Energize Group was a 10-week group work programme that engaged a group of teenagers with low self-esteem and poor body image in a programme of healthy alternatives to their current life styles. This was done in conjunction with health staff in Whitburn Academy and was considered to be successful, so much so that it was due to be rolled out to the primary schools with West Lothian Physical Activity Alliance taking a keen interest in this development. To date this has not happened, but with the Children and Young People Team working closer than ever with colleagues in the Health Improvement Team we have not ruled out future developments here.

The John Muir Award Group was an 8-week group work programme which worked with pupils in Whitburn Academy that were identified as having low self-esteem. The John Muir Award is an environmental Award Scheme and encourages the discovery and conservation of wild places, in a spirit of fun, adventure and exploration. Participants discovered more about themselves and their local environment in what was a particularly creative piece of work.

The Attendance Group focused on 8 young people who were regularly late to school across both the Bathgate and Whitburn clusters over an 8-week period. Trends suggest that lateness can develop into more entrenched attendance issues and this was a piece of early intervention work that was delivered by Education Welfare Officers with a view to supporting young people around this area.

Four Citizenship groups were delivered in conjunction with Whitburn Academy staff and looked at areas such as rights and responsibilities with groups of up to 12 first year pupils. Young People with additional support needs were strategically placed in groups alongside students considered to be positive role models with the aim that they would enable each other to have a positive group work experience and gain an appreciation and understanding of being an active citizen.

### **Individual Work and Family Support Work**

In addition to group work commitments staff carry a caseload throughout the year that includes individual work and family support. This work is allocated and progress is monitored through regular support and supervision. Cases vary both in terms of the nature and scale of the problems and/or issues.

A good example of this type of work involved us picking up a case where a P5 pupil and their twin sibling were displaying challenging behaviour in their respective classrooms. Apart from giving the school cause for concern, this was having an adverse affect on family life as the pupils' mother dreaded communication from the school. A Youth Strategy Worker was able to support the pupils and the school by offering strategies to deal with feelings more effectively both in school and at home. One pupil successfully negotiated a hosting in a nearby school and is now happily engaged in mainstream education, whilst the other is still engaged at the original school. The child's mother recently completed a Getting Through The Day Parenting Group that we ran in conjunction with Sure Start and is now considering co-delivering the course to other parents. In this case we were able to engage at an early enough stage and this had a positive outcome for the children, their family and both schools.

*Dale Marsters*  
*Team Leader*

## **Training and Development**

Team members have undertaken a wide range of training, but particular congratulations must go to:

- Wilma Traill, HNC and SVQ Social Care
- Morag Grieve-Cantlon, HNC and SVQ Social Care
  
- Lesley Carr, HNC Assessor
- Michelle Strachan, HNC Assessor

Currently undergoing training for HNC and SVQ are:

- Lorna Wood
- Colette MacDonald
- Charlotte Robertson
- Helen Brown
- Gill Harvey

Other training has included:

- Child protection
- Parenting group work
- Assessment
- Lighthouse training with children who have been sexually abused
- ASSIST
- Mental Health First Aid
- Getting It Right For Every Child

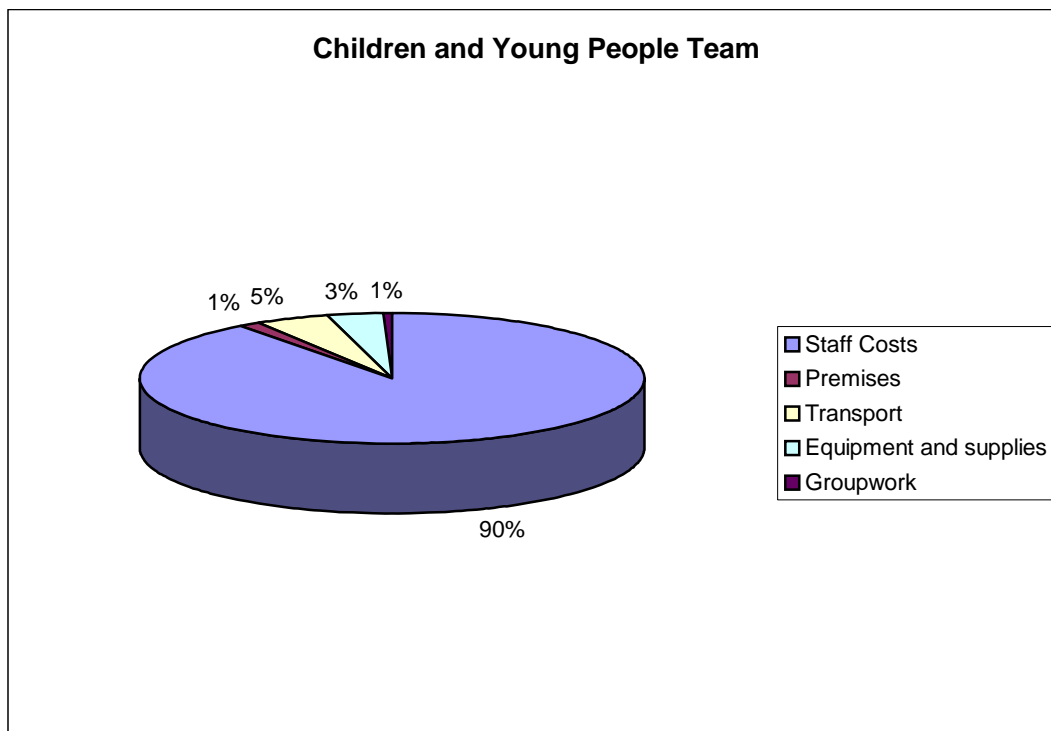
Team development is a huge priority for the team and in addition to individual personal development planning a training sub-group has been set up with representation from all 3 teams. The training sub-group will look at what is needed by the team as a whole and will play an instrumental role in taking forward team development.

## Budget

The Children and Young People Team annual budget for 2007-2008 was £1,149,720 of which £1,032,006 were staffing costs. Premises, transport, equipment and group work accounted for the additional expenditure. In addition to our core budget, additional funding was received from the Cluster Resource Groups to run specific group work programmes.

### Children & Young People Team

Staff Costs	£1,032,006
Premises	£ 15,689
Transport	£ 54,826
Equipment and supplies	£ 40,105
Group work	£ 7,094
<b>Total</b>	<b>£1,149,720</b>



## **STANDARDS**

The staff of the Children and Young People Team adhere to the mission statement and service standards of the Social Policy Children and Families Services.

### **Mission Statement**

West Lothian Council's Children and Families social policy services are based in the community and provide support, advice and guidance to children, young people and their families. We are responsible for promoting the welfare and safety of children and young people in a range of services. These include early years support, early intervention and school-based support services as well as teams which deal with children about whom there are concerns, who have, or are affected by disability, or who are looked after by the council.

The Children and Families service aims to contribute to making sure that all children and young people in West Lothian are safe, nurtured, active, healthy, achieving, included, respected and responsible. We will do this in partnership with children and young people, their families and carers, their communities and other relevant organisations. We aim to be open, honest and accountable, and to make best use of our resources through a competent and confident workforce.

### **Customer Service Standards**

We aim to:

- Treat all service users fairly, with courtesy and respect
- Respond promptly to all enquiries
- Communicate clearly with all users of our services and to encourage feedback
- Offer appointments at times and places that are suitable to users, where possible
- Consult our service users on a regular basis and report on this annually
- Respect confidentiality as far as possible without compromising the welfare of children and young people
- Respond to complaints within 1 day and resolve complaints within 5 days, where possible
- Ensure that all staff are appropriately qualified or trained for their jobs

## Children and Young People Team Service Standards

We aim to:

- Work with at least 700 children/young people at any one time
- Work in partnership with other agencies to raise school attendance
- Attend all cluster Resource Group meetings
- Review case plans every three months
- Ensure and maintain clear communication with all partners
- Deal with referrals within 14 days of receipt
- Provide 50 group work initiatives per year

## **Quality Assurance**

The children and Young People Team operates within West Lothian Council policies and procedures to safeguard and to promote the development of families.

All staff have been vetted by Disclosure Scotland to ensure that children are as safe as they can be. The majority of permanent staff are either professionally qualified, studying for a professional qualification or about to embark on a period of study to obtain a professional qualification. All social work staff are registered with the Scottish Social Services Council.

The commitment of senior management to delivering training and supervision of staff through Investors in People and Personal Development Plans is crucial in ensuring quality service delivery. All staff receive regular supervision and there is a comprehensive staff development strategy as well as opportunities for staff to undertake a range of training opportunities suited to their level of operation and training needs. A recently formed staff training subgroup is currently looking at training needs across the team.

There is a clear complaints procedure and culture within the Team which promotes feedback and participation of service users.

These processes combine to ensure that we provide a service to children, young people and their families which is:

- Open to external scrutiny
- Committed to staff development
- Focused on continuous improvement

## **Evaluation**

All group work is evaluated at the end of the session through a combination of feedback forms from participants and, where appropriate, from referrers and parents.

The Educational Welfare Officers collated information on children's attendance levels to identify the success or otherwise of their interventions. Through close scrutiny of this, we have been able to identify that our strategies were not as effective as they could be and this has contributed to the changes within our strategy to focus more on early intervention and a more focused approach to working with young people whose attendance is giving cause for concern.

A target for next year will be to have a more systematic approach to monitoring outcomes of all work undertaken and to reporting this in a more comprehensive manner in future reports

## Customer Satisfaction Surveys

All staff were asked to hand customer survey forms to every family on their case load.

48 responses were received	30 young people		18 parents		
	<b>Not well (1)</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Very Well (5)</b>
Did we treat you with courtesy & respect	2		1	2	43
Were we friendly & fair	1	2		8	37
Were we polite	1	2	1	7	37
Were we helpful	1		2	7	38

Did we give you the advice or help you wanted	<b>None</b>	<b>Some</b>	<b>Completely</b>
		18	30
Appointment at suitable time	<b>Yes</b>	<b>No</b>	
	44	4	
Did we give you info you needed	<b>None</b>	<b>Some</b>	<b>Completely</b>
	1	16	29
Was the info easy to understand	<b>Yes all</b>	<b>Some</b>	<b>None</b>
	32	11	3
Have we involved you in meetings that concern you	<b>Yes</b>	<b>No</b>	<b>Some</b>
	29	8	6
Do you know how to complain	<b>Yes</b>	<b>No</b>	
	31	14	
If you have complained are you happy with the way it was dealt with	<b>Yes</b>	<b>No</b>	
	4	2	
Do our staff wear ID badges	<b>Yes</b>	<b>No</b>	
	46	2	

## Best way to be in contact

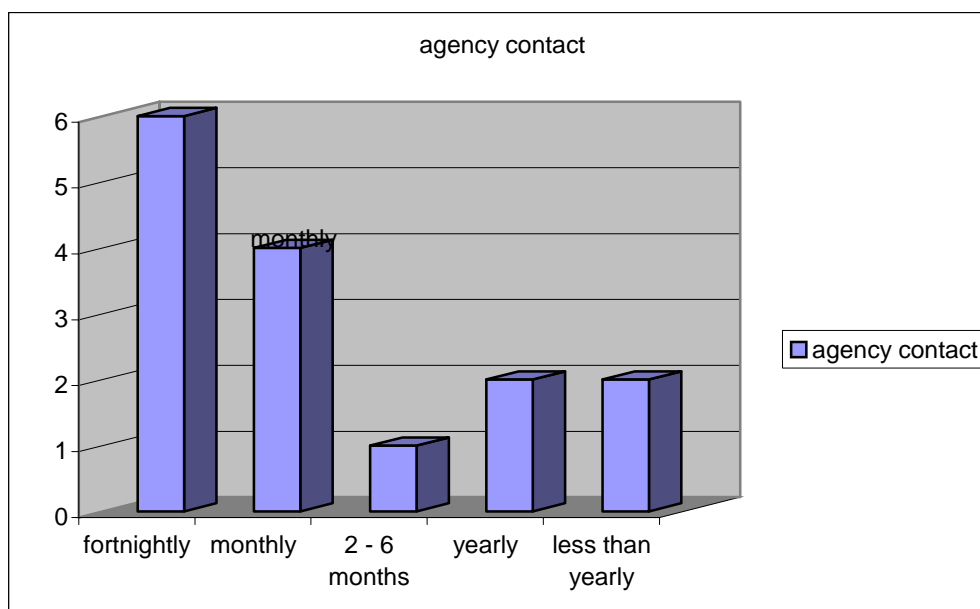
Office/school visit	21
house phone	15
mobile phone	19
text	14
website	2
email	4
letter	6
home visit	15

## PARTNERS SURVEY FEEDBACK

In May 2008 a partners survey form was sent out requesting feedback on the service. It was felt the most effective way to reach partners would be via the Cluster Resource Groups. The CRG membership includes a representative from each school, the practice teams, health and Ed Psychs and the police. This meant approximately 100 questionnaires were sent out. Two of the CRG's chose to respond as a group which takes possible returns to approximately 80.

80 questionnaires sent 15 Returned & analysed = 18%

All contact with the team was through referrals and reflected below. All referrals were for work with children & families, individual and group work.



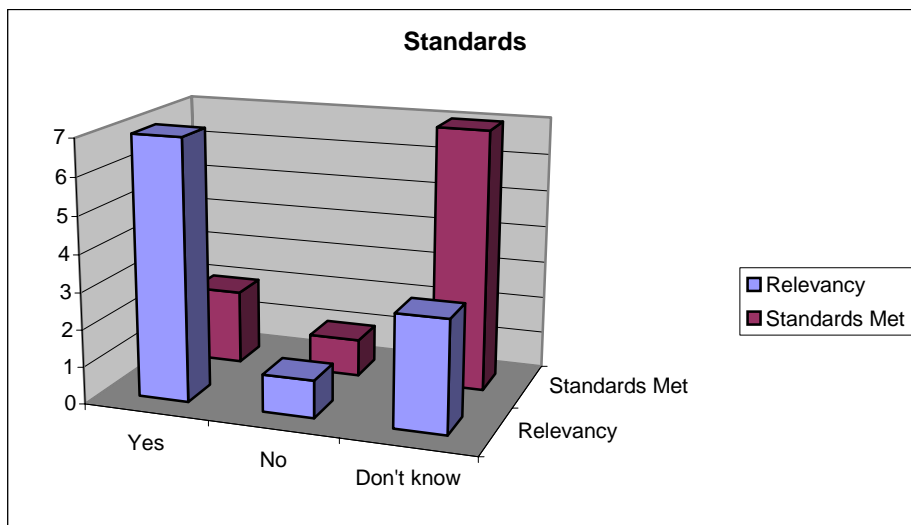
Partners were asked to evaluate service level provided to **their organisations** on the following factors

	Very Good	Good	Adequate	Poor	Very Poor
Timeliness	20%	53%	13%		
Quality	20%	53%	13%		
Availability	13%	40%	33%		
Sharing Information	40%	20%	20%	7%	
Communication	13%	40%	26%	7%	

Main contacts were made through telephone, e-mail or in person through staff members. Other feedback included

- The need for a review of the referral system
- Under – resourced - understaffed
- Positive feedback regarding individual members of staff

With regards to service standards it was felt they were still relevant although there was an overriding theme of poor communication which resulted in an inability to comment on whether the team met with the standards



Partners were then asked to evaluate **the work of the team with children, young people and families**. Most respondees felt unable to comment

	Very Good	Good	Adequate	Poor	Very Poor
Timeliness	6%	13%	13%		
Quality	6%	13%	6%		
Availability	20%	13%		6%	
Sharing Information					
Communication	20%				

No respondents were able to give comment on a comparable service

## **Team Plan 2008 – 2009**

Over the last year, we have been reviewing all aspects of work undertaken by the team through a series of meetings in-house and with partner agencies. We have examined in some detail the outcomes which were available and we have undertaken customer and partner satisfaction surveys.

Although the work undertaken by individual staff members has been greatly valued by our partners and we have received positive feedback, our systems have not enabled us to accurately identify outcomes from individual work and there has been no systematic collation of the evaluation of group work. Our customer satisfaction surveys have indicated that we are weak on communication and sharing relevant information with partners. Consequently there are several areas, both operationally and strategically, on which we aim to focus over the coming year.

Priorities for 2008-2009 will therefore include:

- Maximising the opportunities for staff to acquire new skills and develop existing skills, as identified through personal development plans and the training subgroup
- Developing resources for staff which will assist them in delivering services to children, young people and their families
- Building on the good practice which has produced positive outcomes, sharing this across the team and further developing through continuous self assessment and evaluation
- Raising awareness of the work of the team and the contribution which the team makes to improving positive outcomes for children
- Researching similar projects to ascertain what works in other areas and adapting these ideas to the needs highlighted in West Lothian
- Striving for a level of consistency across all 3 teams, whilst recognising and acknowledging individual locality/school variations
- Developing more joint working initiatives which will facilitate greater understanding of the roles and remits of other professionals and which will contribute to a more rewarding skills mix.
- Improving co-ordination with partner agencies/services to identify areas of difficulty and need and working with them to address these areas.
- Improving communication systems with referrers and partners
- Developing a monitoring and evaluation strategy

## **Staff**

Group Manager                      Rosemary Howe

### North Team

Team Leader                      Ian Colgan  
Family Support Workers        Ros MacDonald  
   Linsey Bridges  
   Caroline Scott  
   John Campbell  
   Catriona McDonald  
   Morag Grieve-Cantlon  
   Lorna Wood  
Youth Strategy Workers        Ian Tripney  
   Christine McLure (on secondment)  
   Nicola Davies-Jenkins  
   Alan Finningham  
Admin. Assistant                Anna Howley

### Central Team

Team Leader                      Lisa MacFarlane/Sonja deRijk  
Family Support Workers        Colette MacDonald  
   Gill Harvey  
   Jacquie McKenzie  
   Georgia Thacker  
   Marion Trouten (part time)  
   Karen Wallace  
   Wilma Trail  
   Katherine Gunn (part time)  
Youth Strategy Workers        Pete Dalziel-Carruthers  
   Michelle Strachan  
   Lynsey Nimmo  
Admin. Assistant                Liz Williamson

### West Team

Team Leader                      Dale Marsters  
Family Support Workers        George Henderson  
   Helen Brown  
   Charlotte Robertson  
   Stewart McLean  
   Anne Laidlaw  
   Laura Allardice  
   Fiona Gavin  
Youth Strategy Workers        Frances Austen  
   Lesley Carr  
   Vicky Scott  
Admin. Assistant                Janice McKellar

