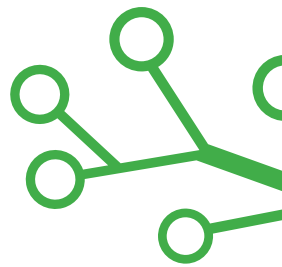




ANNUAL
REPORT
2010-2011



Delivering a
high quality
Childminding
experience to
children and
families



Contents

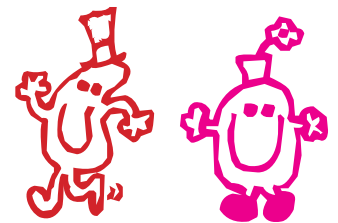


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Chairperson's Report

It is amazing how quickly the year goes by and how quickly children grow and develop into the independent, happy and fulfilled people that childminders all help to shape.



The work of childminders is so important to the children, families and communities with which they work and they occupy a special position of trust and respect.

2010 has seen NICMA influence a sea change in thinking on childcare by government and recognition by the Northern Ireland Assembly that childminding is a crucial part of providing a balanced, accessible and affordable service to parents who are working. However, with this recognition will come accountability and challenges and NICMA is working hard to ensure that childminders are all equipped with the tools and skills required to meet the challenges.

The success of the Rural Childminding Project has created a sound template for further projects of this kind and the NICMA team are availing of all opportunities to build on this success for the membership. Opportunities to update training, undertake recognised qualifications and fine

tune the skills that childminders possess will ensure that a quality service is available to all families.

NICMA met the financial constraints of the past year with a calm, reflective and common sense approach which has resulted in the organisation being able to maintain the level of service to all stakeholders and I commend Bridget and her team for their exemplary work.

I look forward with interest to the next 12 months and feel confident that NICMA will ensure the childminding sector will lead the way in creating a vibrant, responsive and child-centred service for all families.

Liz McCorkell
Chairperson



Director's Report

It gives me great pleasure to present NICMA's review of activities for the year 2010-11. A year which has seen a focus on highlighting the continuing issues facing the development of the Childminding sector as well as much good work at grass roots level to deliver a high quality Childminding experience to children and families.

Rural communities have been high on the agenda this year as we continued to roll out the 'Promoting Accessible Rural Childminding project' with funding through DARD's Rural Childcare Programme. The project targets were ambitious from the outset but at year end we achieved our target of **developing 134 new Childminders** with a corresponding **400+ new Childminding places**. This will go a long way to addressing the serious shortages of childcare in rural areas and to helping rural families manage their work responsibilities.

Whilst awaiting the development of a new Childcare Strategy, we have continued to flag up those important issues facing the Childminding sector: **lack of access to affordable, high quality childcare** which continues to be a barrier to many parents wishing to enter or stay in employment; **delays within the Childminding registration process and the skills deficit across the sector**. We welcomed the setting up of an Early Years review group to look at the registration and inspection function and await the completion of the group's report.

The **Childminding Network model** has continued within eleven of the SureStart programmes and the launch of NICMA's evaluation on 'The Role of the Childminding Networks in supporting the SureStart Programme' has highlighted the positive impact on outcomes for children. We were very disappointed therefore that a decision was made by both Horizon and Coleraine SureStarts to withdraw home-based childcare as a service for families.

Towards the end of the year, we were advised of the **realignment of functions in respect of Childminding and daycare provision** from the Department of Education to the Department of Health, Social Services and Public Safety. It is intended that this will help to ensure a more coherent approach to policy and statutory functions, although it still does not resolve the issue of one lead department with responsibility for childcare which NICMA would advocate to take forward the Childcare Strategy.

In March of this year, we welcomed the announcement by the Northern Ireland Executive that it is to **invest £12 million in childcare provision and support** between 2011 - 2015 and we are currently developing a response to that announcement which will outline the key issues facing the Childminding sector and present effective solutions to tackle the main problems.

As always, an organisation is only as good as its staff and support mechanisms; in NICMA we have a **dedicated staff team** who all believe in the value of home-based childcare for young children. Our work is guided by our membership so that we are aware of, and can address those issues facing providers at grass roots level - the **Childminding Advisory Council** represents the voice of Childminders from right across Northern Ireland. Our **Board of Trustees** ensures that we are both supported and are accountable for our strategic and operational plans. Thanks go to all of those individuals who have contributed to NICMA throughout the year.



Bridget Nodder

**Bridget Nodder
Director**

Childminding Development

NICMA currently employs seven Childminding Development Officers across Northern Ireland who aim to promote the development of children, families and communities by supporting quality home-based childcare.

Key Objectives and Achievements in 2010-11

Increasing Childminding Provision in areas of need

Table 1: Number of Childminding Places

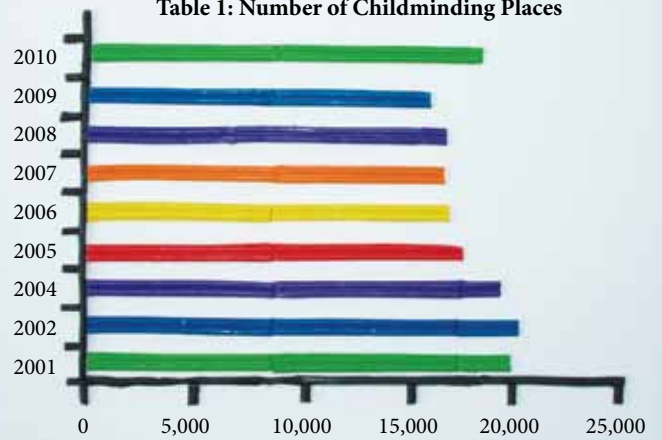


Table 1 indicates that over the period 2001- 2009 there was a **19% drop** in the number of childminding places available in Northern Ireland, hence the need for ongoing recruitment to meet parental demand for childcare. In year, the number of available **childminding places increased by 2,424 [15%]** which is an encouraging development.

Table 2: Number of Registered Childminders

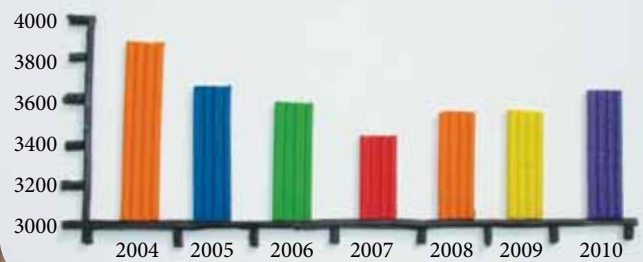


Table 2 indicates that during the period 2004 - 2007 the number of registered childminders fell by 13%. However numbers increased by 163 [5%] over the period 2007 - 2009 with a further increase of 115 [3%] to March 2010.

Childminding Recruitment and Publicity

99 Childminding Information sessions were delivered in year with **841** potential childminders offered a one-to-one mentoring service during the registration process and up to the end of their first year in business. **300** of those individuals offered mentoring were registered by the end of March 2010. **120** individuals dropped out for various reasons including registration delays.



A range of articles were submitted to local newspapers, newsletters and various websites to publicise the need for registration and to encourage individuals to consider childminding as a career.

21 Pre Registration training sessions and **7** NICMA 'Introduction to Home-based childcare' courses were delivered via the team to **598** prospective childminders.

Key Issues Impacting on Childminding Recruitment included;

- An **increased interest regionally in childminding** as an employment option due to the current economic downturn
- An **increased interest in rural areas** due to the development of NICMA's Rural Childminding project
- The NICMA media campaign highlighting the **unregistered childminding** issue and promoting the benefits of registration
- **Limited capacity within some Trust Early Years teams** to cope with the increased demand leading to registration delays of up to 1 year in some areas

Sustaining and Improving the Quality of the Childminding Workforce

- **14** short training workshops were delivered on various topics including understanding child development, child observations and programme planning
- **2** new Childminding support groups were developed in Larne and Dromore
- **134** peer support group meetings were facilitated in year.
- **£17,120** was secured through group fundraising, and applications to various funding streams to facilitate an annual programme of events including training, facts and fun days and the purchase of toys and equipment.



Providing a Local Community Based Childminding Information and Advice Service

Each Childminding Development Officer is based within their own geographical area which allows for a local advice service for both parents and childminders. **170** individuals were provided with information and advice on childminding issues and signposted to childminding vacancies with nearly **1,000 calls and email enquiries** facilitated.

Childminding

w e e k

2010



Childminding Week 2010 ran from 3 - 7 May 2010 with the theme of: 'Promoting Children's Physical Development in a Home-based Environment'

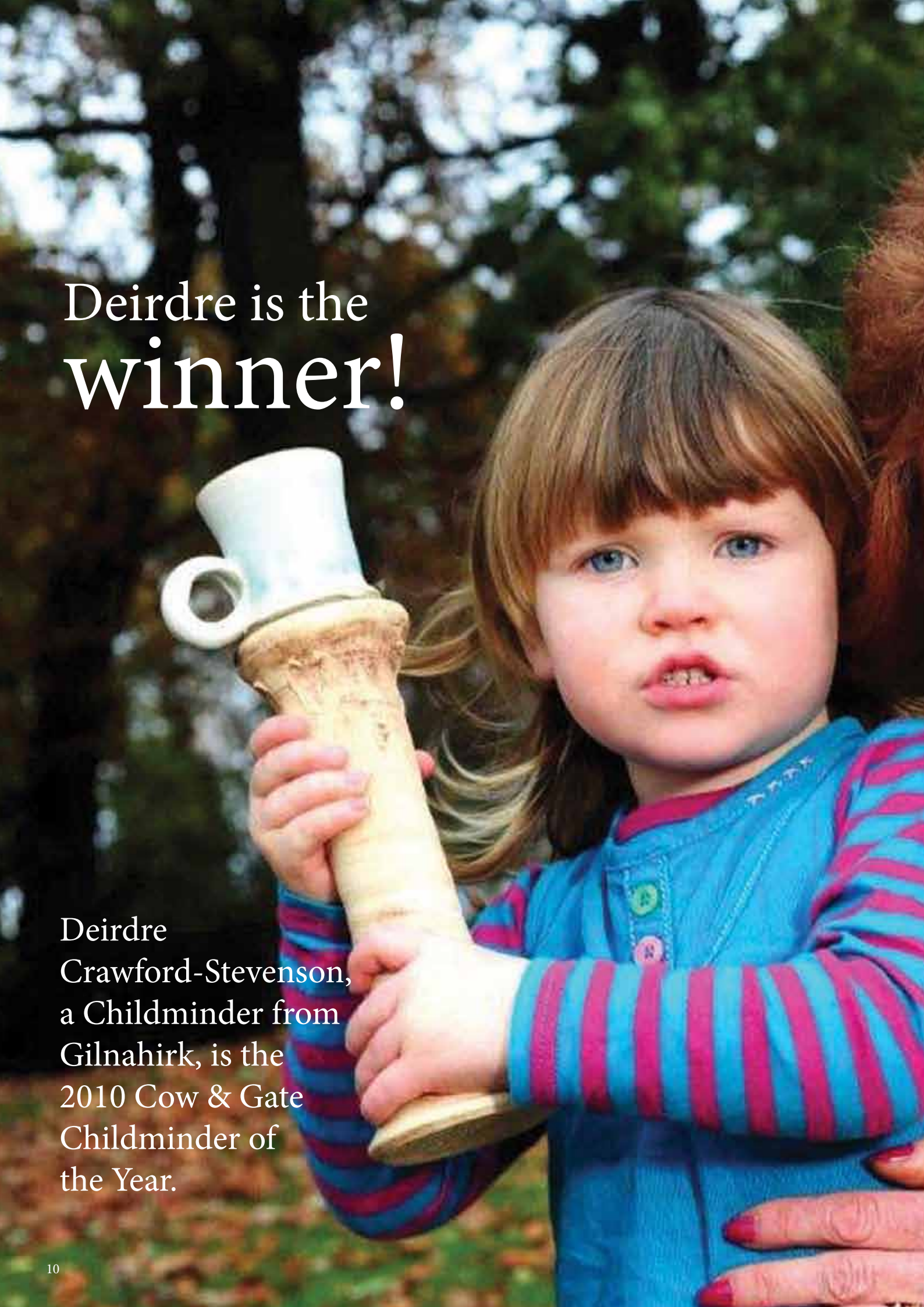
All 24 peer support groups and 10 childminding drop in centres rose to the challenge organising a wide range of activities for their minded children. Activities included several 'Teddy Bear Picnics', sponsored 'Teddy Toddles' and visits to Adventure Play Centres where children of various ages enjoyed playing on the slides, tunnels and diving in and out of the ball pits.



Children and childminders from the Crumlin area took advantage of the good weather and visited Tanaghmore Open Farm. The children were given the opportunity to stroll around the farm, feed the animals and the older children enjoyed travelling at high speed on the zip wire in the outdoor play area.

Members of Banbridge Childminding support group took a stroll with their children and 'Trixi', a childminders pet dog, to the Crosier House Care Home. The purpose of the visit was to disseminate a range of toiletries and to provide a varied programme of entertainment for the residents. The visit was thoroughly enjoyed by the residents, the children and childminders.





Deirdre is the
winner!

Deirdre
Crawford-Stevenson,
a Childminder from
Gilnahirk, is the
2010 Cow & Gate
Childminder of
the Year.

Deirdre was chosen from six finalists at an event at Malone House in November. The judges of the awards, the Chair of NICMA, Liz McCorkell and the BBC's Sarah Travers chose Deirdre as the Childminder who best represented all that's good about registered Childminding in Northern Ireland.

Deirdre was nominated for the award by Liz Smyth whose two sons Noah (4) and Luke (3) Deirdre looks after. Liz says, "Both the boys absolutely love Deirdre and really enjoy their time with her. She is very inventive and creative in the activities she involves them in and is so thoughtful in remembering family birthdays with a lovely card and cake made by the boys."

She is brilliantly organised and totally unfazed by the complex arrangements between different schools and nurseries". Alison Hanna of Cow & Gate, sponsors of the competition said, "Congratulations to Deirdre for having been selected the Cow & Gate Childminder of the Year. At Cow & Gate we are very proud of our association with NICMA and support its aim to have Childminders recognised and valued as skilled, qualified professionals."

Having been presented with her trophy and a cheque for £500 by Cow & Gate, Deirdre said, "I am absolutely delighted to win this award just for doing a job I really love. I'd like to thank Cow & Gate for sponsoring the award and NICMA for all the support given over the years. Also thanks to my family who all help make my job a lot easier. Without the help of my family I couldn't be so stress free which, I think, helps the parents."

"I've childminded now for 32 years and looked after children for 40" she added, "but I hope I'll be Childminding for a lot of years yet."

"Deirdre is essential to making our family life function with minimum stress."



Quality Improvement

NICMA believe that due to the autonomous, often isolated nature of Childminding, all new Childminders should have access to training and quality assurance opportunities.

Each year NICMA's Training department applies to various funding providers to ensure that this training can be free or at least heavily subsidised. With the economic challenges facing everyone today securing funding for training can be very difficult and time consuming. However, despite the economic downturn NICMA are delighted to report that this year we increased the amount secured to enable Childminders to access free training and quality assurance opportunities to a total of **£105,134**

Training was delivered across all 5 of the Health & Social Care Trust areas to a total of **1,036** established and newly registered Childminders. A sample of the type of training attended is shown in the table below.

The table highlights the courses delivered throughout the year. We would encourage Childminders to be aware of the need to continually develop their practice and we regularly ask members to tell us their training needs so that we can respond appropriately with funding applications.



“The course (Introduction to Home-based Childcare) was really of a very high standard and pitched at a great pace...although it was hard work”.

Course participant

Course Title	Courses delivered	No. of learners
Programme for 2 Year Olds Course	6	92
Introduction to Homebased Childcare course	20	321
Start to Play	6	63
Quality Business Start	14	134
Paediatric First Aid	16	168
Child Protection	9	85

Developmental Programme for 2 year olds

70 registered Childminders from across Northern Ireland recently completed an innovative new training programme on working with two year olds. **The Developmental Programme for Two Year Olds**, delivered by NICMA was funded by the Department of Education.

The programme stresses the importance of listening to two year olds and giving them as much independence as possible. One childminder who has adopted the approach wholeheartedly is Lana Stewart. She looks after three toddlers at her home in south Belfast.

“I no longer tell the children ‘Now we’re going to play with X and Y toys’” she says.

“I have a rough idea on any day of what we might do, but I’ll give the kids a choice – and if they want to do something completely different, we’ll go with that instead.

“They’re much happier as a result because they’re doing what they’re really interested in, and they’re not having to take part in something that doesn’t really engage them.

“And it’s had a positive impact on their behaviour – they’re much calmer and there are fewer tantrums.”

The programme also stresses the importance of using basic materials and objects which can be found at home or outdoors, rather than buying expensive toys.

NICMA’s Training and Quality Co-ordinator, Susan Anderson, says “It’s easy to assume that a two year old can’t think for themselves and needs to be ‘occupied’ with adult-led activities all day,” she says. “But if you take the trouble to find out what your child wants to do, and to allow them to lead their play, you’ll find they get much more absorbed in what they’re doing and get much more out of it.”

So far, only a limited number of Childminders have been able to take part in the course, but NICMA has just secured further funding from the Department of Education to enable a further 75 registered Childminders who reside within SureStart areas to receive this training free of charge in the coming year.





Childminding Networks in partnership with SureStart

This year NICMA employed Childminding Network Co-ordinators in partnership with **10 of the SureStart programmes**. A Network, managed by a Childminding Network Co-ordinator, aims to recruit, assess, train and monitor a formal group of registered Childminders within the SureStart area. In addition to this the Network:

- promotes registered Childminding as a form of high quality childcare for parents to assist them to return to training or employment
- matches Childminders to families to ensure that the family needs are being met
- offers opportunities for the self employment option for individuals (mainly women) to set up their own small childcare business

Registered Childminders on Networks	145
Places for children within the Network Childminding settings	434
Respite and /or daycare placements made	194
Network Childminders working towards or holding Quality First accreditation	94
Drop in sessions held for Childminders and children	245
Training sessions/courses & attendance	75 sessions/courses with 520 places filled

Unfortunately due to funding changes we have lost 2 Childminding Networks in the Northern Health & Social Care Trust area.

Transforming lives



Jeanette, who lives in Rathfern near Belfast, is legal guardian to an often delightful little boy called Cameron, who is now aged four. But Cameron has multiple medical conditions which result in very challenging behaviour which started driving Jeanette to despair when he reached toddlerhood.

“I was finding I couldn’t even get out to the shops,” recalls Jeanette, “because there was a real risk Cameron would just wreck any shop we went into. His medical problems led to serious sleep difficulties which not only meant I wasn’t getting enough sleep but also made his behaviour during the day even worse. I was just stressed out and completely exhausted.”

Fortunately for Jeanette, there was a SureStart centre in her area, and Jeanette had been making use of the opportunity to go with Cameron to baby and toddler sessions there. One day, the centre’s childminding network co-ordinator, Maria Kelly, approached Jeanette and asked if she would like a network member to provide her with respite care.

At first, Jeanette was wary of the idea but eventually she decided to give it a go.



For most parents, looking after any toddler can be exhausting, but for Jeanette Murray it was to be an acutely stressful experience.

“I thought I can’t let my child go to respite – that’s not fair on him,” she says. “But the childminder was a lovely lady and my fears quickly vanished. I found myself really looking forward to my afternoon off. It was great to have complete peace of mind that Cameron was being really well looked after.”

Jeanette is one of a number of parents who have received respite care through the Abbey NICMA/SureStart childminding network, which serves a series of sprawling postwar estates to the north of Belfast which suffer from a relatively high level of social and economic deprivation.

The childminding network, which is run jointly by NICMA – the Childminding Association and Abbey SureStart, has just celebrated its fourth birthday. The network’s co-ordinator, Maria Kelly, is proud of its achievements during that time.

“We’ve almost doubled the number of registered childminders in the area served by Abbey,” she explains. “So it’s now much easier for parents to access work and training opportunities if they wish.

“And I like to think we’ve really changed people’s perceptions of childminders in this area. People here had a tendency to view childminders as little more than babysitters. Now they’ve seen the training and support we offer at Abbey SureStart, I think many of them now appreciate much more how much skill and effort goes into high quality childminding. By providing good quality childcare, childminding networks can help low-income families lift themselves out of poverty, and can help children to fulfil their potential”

The Abbey network places a big emphasis on enhancing quality, and all network members commit to completing NICMA’s Quality First accreditation, which is a kitemark that recognizes a standard of childminding practice.

“We’ve almost doubled the number of registered childminders in the area served by Abbey,” Maria explains.

“So it’s now much easier for parents to access work and training opportunities if they wish.

Promoting Accessible Rural Childminding project

Families in rural areas face particular difficulties in accessing high quality childcare that allows them to return to work or education.

This was identified in the Rural Childcare Stakeholder groups report '**RURAL CHILDCARE – Investing in the Future 2008**'. As a result of this report, NICMA submitted a successful bid to the Department of Agriculture & Rural Development's **Rural Childcare Programme** to develop registered Childminding

in rural areas. In November 2009, we were awarded funding for a 16 month project which has allowed **134 individuals** to successfully complete a special training programme, designed and managed by NICMA, and who are now in the process of being registered as Childminders. The project was designed:

- To make childcare provision more accessible to rural families
- To improve the quality and safety of rural childcare provision

Project Location

NICMA identified **15 rural areas** as being most in need of new Childminding provision and targeted those communities to recruit new registered Childminders.

Through local advertising, **Childminding Recruitment Information sessions** were set up in all 15 areas to provide information to encourage individuals to consider Childminding as a profession.

In total nearly **270 individuals** attended the sessions with **over 100** of those proceeding to project application.

The project provided **Introductory training in home-based childcare**, NICMA's **Quality Business Start** workshop, **First Aid** training and the provision of **safe and stimulating indoor and outdoor play equipment and resources**.



“The support and training offered by this programme will equip our new recruits with the business skills and professional know-how they need to succeed.

“That’s important because we want to create sustainable, high-quality childcare places which parents can depend on.”

Maeve Milne
Project Co-ordinator

As a result of the project, families, communities and the local economy in Northern Ireland will benefit from the increased availability of registered Childminders in rural areas. Each of the 134 Childminders will create a minimum of 3 NEW Childminding places totalling over 400 places for pre-school and school age children.

Childminding Membership Services

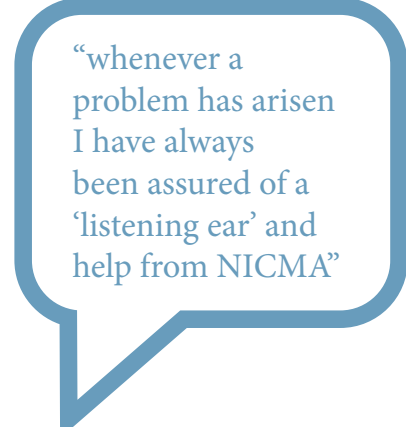
NICMA is a membership organisation and regional charity which works on behalf of the childminding sector across Northern Ireland to help children receive a high quality childminding experience. We provide a range of services for both childminders and for parents.

NICMA's childminding membership at year end had increased by 2% on the previous year. Although it was only a small overall increase due to a number of non-renewals, we were nonetheless delighted to welcome **596 new members, of whom more than 100 were as a result of the Rural Childminding project.**

NICMA was also able to keep the annual membership fee frozen for the 4th year running for our existing members despite the rising running costs to NICMA. NICMA's other incentive schemes were welcomed widely with each Childminding Support Group Member benefitting from a £5 discount on their annual membership fee. A total of 163 members took advantage of this offer and our loyalty scheme proved that NICMA still has many long standing members who have supported the organisation for 10 years or more. There were 481 loyalty members on record at the end of March 2011 who benefitted from an additional £10 discount on their usual membership fee. Childminders in the Western Health & Social Care Trust continued to be supported further with an additional £12 discount as a result of the Trust subsidy.



"I am getting constant enquiries which is really great. another call this afternoon through the NICMA website. please pass on my thanks to whoever administers the website because it generates regular enquiries for me."



"whenever a problem has arisen I have always been assured of a 'listening ear' and help from NICMA"

	Registered Childminders	NICMA Members	% of Childminders as NICMA members	No. of Registered Childminding Places
March 2011	3,842*	2,607	68%	13,229

*Unconfirmed statistics

Childminding Information and Vacancy service



NICMA has a Childminding Information and Vacancy Helpline and on-line search facility.

Both of these provide very detailed information on childminder vacancies and services, tailored to the needs of individual parents and complemented by advice on selecting the right childminder. This service is very much a 'one-stop shop' for anybody looking for advice on childminding issues, whether parent, registered childminder or an individual considering childminding as a career. Over **25,000 enquiries** were made to this service in year with queries ranging from becoming a registered childminder, negotiating

contracts and childminding fees as well as parents searching for childcare to meet their families needs.

Childminding members now have control over their own advertising and by the end of March 2011, over **900 members** were sharing their information with other users on our site. This improved service means that parents can access this information 24 hours a day where previously they relied on the telephone vacancy service.

Great role models

Patrick Coulter is a newly registered Childminder from Mayobridge who was a joiner for many years before deciding to become a Childminder. He was persuaded to make the career change after hearing about the rural Childminding project.

“The first night of the training course, there were about 14 women, one other man and me – and some of the women definitely looked at me as if to say, ‘What’s he doing here?’, recalls Patrick.

“But they were fine once they got to know me and the course was brilliant – I learned so much.” Patrick’s next concern was whether he was going to be able to find sufficient clients or whether parents might be put off by the fact he was a man.

“Thankfully, I think the fact that I’m known through my local GAA club really helped – I coach children at the Mayobridge club so a lot of parents know me,”

“A couple of parents have come round to interview me and then just said ‘no’ – and I’m obviously left wondering if they just didn’t like the idea of a man looking after their children.

“I’m a great believer that men can look after children just as well as women – and hopefully I’m proof of that,” he says.

“My advice to any man who’s suited to Childminding and would like to try it is to go for it – I’m certainly finding childcare hugely rewarding and yet, if I hadn’t plucked up the courage to give it a go, I would have missed a really wonderful vocation.”



Financial Review

Summary of Annual Accounts and Report 31 March 2011

NICMA's financial position for the year ending 31 March 2011 is reported in the statement of financial activities indicated as follows:

During the 2010/11 financial year, the association received generous financial support from the Department of Education for both Core Services and for the delivery of the Programme for 2 year Olds to childminders. The 5 Health and Social Care Trusts also supported our development work by awarding continued funding for the childminding development posts across Northern Ireland. Ultimately, NICMA was able to continue to provide and promote these essential services to childminders, children and families.

NICMA's generated income increased by 20% in year to a total of £962,635, largely due to the continuation of the DARD project as part of the Rural Childcare Programme which ran for the full year concluding at the 31/03/11.

Investment funds also produced a healthier return than in the previous year by trebling the amount of interest we received. As the charities reserves policy is based on the equivalent of six months running costs to support the organisation, thus we aspire to achieve the ideal level of approx £350,000. The actual reserves at 31st March 2011 were £204,131.

NICMA had maintained good relationships with all of the SureStart programmes at the start of the year but sadly by year end, we had lost 2 Childminding Network programmes and the associated staff due to priority changes within those specific SureStarts.

During the year we also changed the structure of our Information and Advice Service following the retirement of the designated officer. This gave us an opportunity to review the service for stakeholders and to plan improvements for the coming year.

At year end therefore we are pleased to report a small excess of funds which will help counteract the loss reported in the previous year.

On behalf of the Board of Trustees, I would like to conclude with my thanks to all stakeholders, members, staff, volunteers, and funders for all their support of childminding, without whom NICMA would not be able to offer what we believe to be the best childcare option for our children.

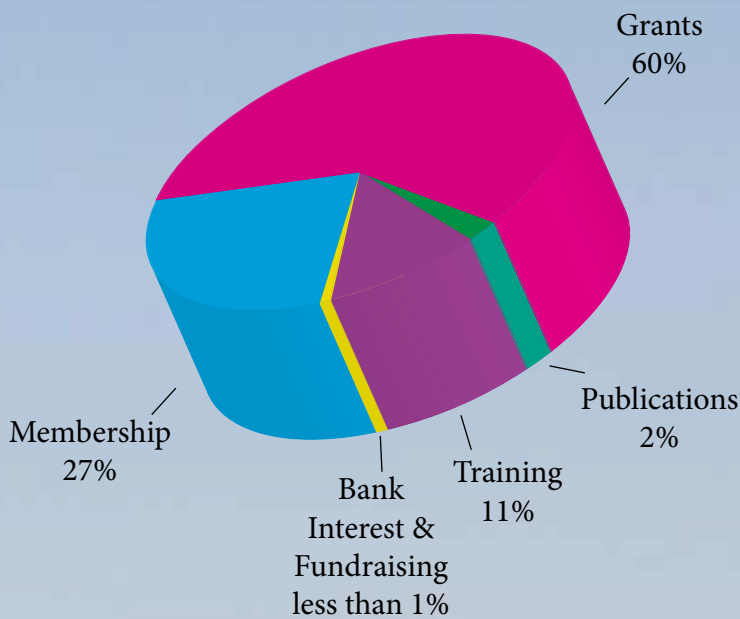


Norma Shearer
Honorary Treasurer

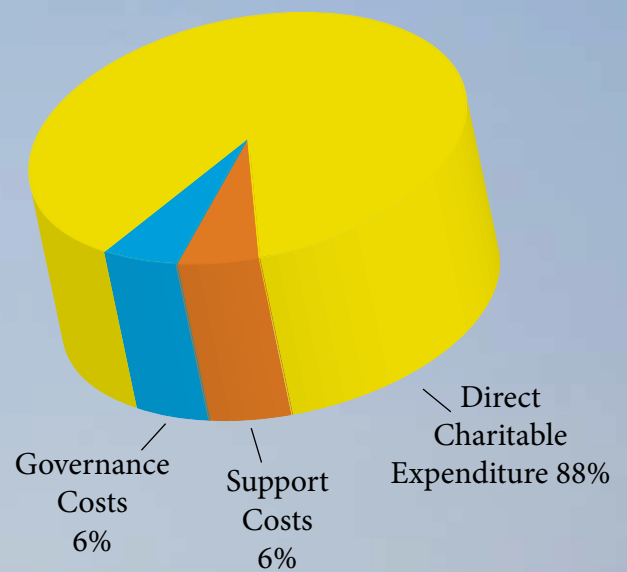
*A full and detailed copy of the accounts is available on request.

Statement of Financial Activities	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2011	Total 2010
Incoming Resources					
Grants	72,000	-	505,993	577,993	458,704
Membership & Publications	274,557	-	-	274,557	255,473
Bank Interest & Fundraising	4,951	-	-	4,951	21,444
Training	-	-	105,134	105,134	68,463
TOTAL INCOME	351,508	-	611,127	962,635	804,084
Outgoing Resources					
Charitable Activities	216,360	-	646,287	862,647	826,118
Governance	53,497	-	-	53,497	55,642
TOTAL EXPENDITURE	269,857	-	646,287	916,144	881,760
Net Outgoing Resources for Year	51,597	-	(5,106)	46,491	(77,676)
Transfers between Funds	(35,221)	-	35,221	-	-
Fund Balances Brought Forward	157,701	19,731	5,319	182,751	260,427
TOTAL FUNDS CARRIED FORWARD	204,131	19,731	5,380	229,242	182,751

10/11 Income Analysis



10/11 Expenditure Analysis



Acknowledgements

Our work would not be possible without the generous support of a large number of organisations who have funded staff posts and supported Childminding initiatives over the last year. **We would like to extend our thanks to those organisations.** In 2010/11 our stakeholders include

- Department of Education
- Department of Health, Social Services & Public Safety
- Department of Agriculture & Rural Development
- Childminding members
- NICMA Board of Trustees
- NICMA Childminding Advisory Council
- NICMA Childminding Support Groups
- Northern Health & Social Care Trust
- Northern Childcare Partnership
- Southern Health & Social Care Trust
- Southern Childcare Partnership
- Eastern Health & Social Services Board
- Eastern Childcare Partnership
- South Eastern Health & Social Care Trust
- Belfast Health & Social Care Trust
- Western Health & Social Care Trust
- Western Childcare Partnership
- Early Years
- Parenting Forum
- Clogher Valley SureStart
- Abbey SureStart
- G-old SureStart
- Shantallow SureStart
- Little Hands SureStart
- Strabane SureStart
- Horizon SureStart
- Splash SureStart
- Coleraine SureStart
- Blossom SureStart
- Arke SureStart
- Duffy Rafferty/Cow & Gate Nutricia
- Care Assessment Partnership [CAP]
- Ecotec, Grundtvig UK National Agency
- Craigavon Inter-cultural programme
- Southern Investing for Health Partnership
- Carntogher Community Association
- Positive Futures
- Training for Women Network



NICMA Staff Team

Bridget Nodder	Director
Jenny Adair	Assistant Director
Valerie Earney	Director's Secretary

Childminding Development Team

Liz Brown	Childminding Development Officer, ECCP
Fiona Clendinning	Childminding Development Officer, ECCP
Michelle Grant	Childminding Development Officer, SHSCT
Maria Magee	Childminding Development Officer, WCCP
Clare McGillion	Childminding Development Officer, WCCP
Clare McKay	Childminding Development Officer, NCCP
Fey Clark	Childminding Development Officer, NHSCT
Lyn Bradley	Training & Development Secretary

Training & Quality Team

Barbara Quinn	Training Manager
Rosemary Black	Training & Quality Development Officer
Susan Anderson	Training & Quality Co-ordinator
Claire Vitti	Training Administrator

Childminding Networks

Joanne Martin	Childminding Network Co-ordinator, Horizon SureStart
Maria Kelly	Childminding Network Co-ordinator, ABBEY SureStart
Una Leonard	Childminding Network Co-ordinator, Clogher Valley SureStart
Joanna Legg	Childminding Network Co-ordinator, Shantallow SureStart and Little Hands SureStart
Michelle Grant	Childminding Development Officer, Arke SureStart
Tina McKeown	Childminding Network Co-ordinator, G-old SureStart
Geralyn Maguire	Childminding Network Co-ordinator, Splash SureStart
Katie Turkington	Childminding Network Co-ordinator, Blossom SureStart
Clare McGillion	Childminding Network Co-ordinator, Strabane SureStart
Maria Magee	Daycare/Training Co-ordinator, Clogher Valley SureStart
Michelle McNicholl	Childminding Network Co-ordinator, Coleraine SureStart

Rural Childminding Project

Maeve Milne	Project Co-ordinator
Nicola McGrattan	Administrative Assistant

Finance & Administrative Team

Joan Hewitt	Finance & Administration Manager
Catherine Trimble	Finance & Monitoring Officer
Irene Bell	Information & Advice Officer (to Dec 2010)

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