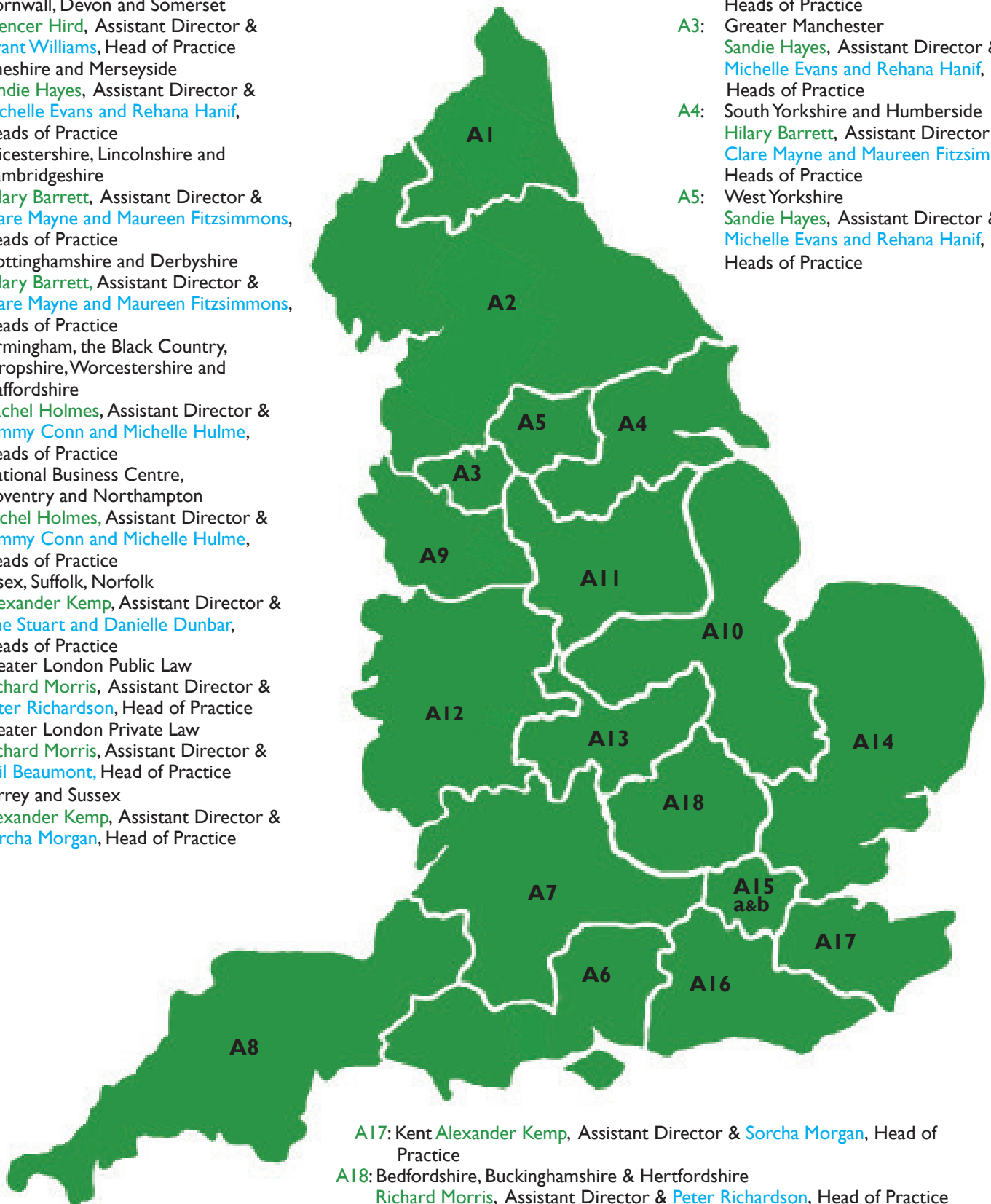


Assistant Director and Head of Practice Map

- A6: Hampshire and the Isle of Wight and Dorset
Spencer Hird, Assistant Director & Grant Williams, Head of Practice
- A7: Avon, Gloucestershire, Wiltshire and Thames Valley
Spencer Hird, Assistant Director & Grant Williams, Head of Practice
- A8: Cornwall, Devon and Somerset
Spencer Hird, Assistant Director & Grant Williams, Head of Practice
- A9: Cheshire and Merseyside
Sandie Hayes, Assistant Director & Michelle Evans and Rehana Hanif, Heads of Practice
- A10: Leicestershire, Lincolnshire and Cambridgeshire
Hilary Barrett, Assistant Director & Clare Mayne and Maureen Fitzsimmons, Heads of Practice
- A11: Nottinghamshire and Derbyshire
Hilary Barrett, Assistant Director & Clare Mayne and Maureen Fitzsimmons, Heads of Practice
- A12: Birmingham, the Black Country, Shropshire, Worcestershire and Staffordshire
Rachel Holmes, Assistant Director & Tammy Conn and Michelle Hulme, Heads of Practice
- A13: National Business Centre, Coventry and Northampton
Rachel Holmes, Assistant Director & Tammy Conn and Michelle Hulme, Heads of Practice
- A14: Essex, Suffolk, Norfolk
Alexander Kemp, Assistant Director & Jane Stuart and Danielle Dunbar, Heads of Practice
- A15A: Greater London Public Law
Richard Morris, Assistant Director & Peter Richardson, Head of Practice
- A15B: Greater London Private Law
Richard Morris, Assistant Director & Phil Beaumont, Head of Practice
- A16: Surrey and Sussex
Alexander Kemp, Assistant Director & Sorcha Morgan, Head of Practice

- A1: Tyneside and Northumbria
Marie Gittins, Assistant Director & Sue Simpson and Suzanne Armstrong, Heads of Practice
- A2: Durham, Teesside, North Yorkshire, York, Cumbria and Lancashire
Marie Gittins, Assistant Director & Sue Simpson and Suzanne Armstrong, Heads of Practice
- A3: Greater Manchester
Sandie Hayes, Assistant Director & Michelle Evans and Rehana Hanif, Heads of Practice
- A4: South Yorkshire and Humberside
Hilary Barrett, Assistant Director & Clare Mayne and Maureen Fitzsimmons, Heads of Practice
- A5: West Yorkshire
Sandie Hayes, Assistant Director & Michelle Evans and Rehana Hanif, Heads of Practice



NIS: Sarah Parsons, Assistant Director and Principal Social Worker, Lolita Gerald, Head of Practice
 Policy: Helen Johnston, Assistant Director
 National Commissioning Team: Carole Goodman, Assistant Director & Volker Buck, Head of Practice
 Business Services and NBC : Steve Kerr, Head of Business Services