

Norfolk Review of Unregulated Alternative Provision

Name of Provider	The Elite Studio EA Ltd
Address	19a Station Road, Thetford, IP24 1AW (previous address) 30 Bridge Street, Thetford, IP14 3AG (since October 2025)
Website	Updated: https://eliteat30bridgestreet.com/
Centre leads	Hannah Gilson and Keri Wooden
Date	<ul style="list-style-type: none"> • Online review Monday January 6th, 2025 • On site visit Thursday January 30th, 2025 • On site visit (new site) Tuesday March 24th, 2026, Sonia Walker and Gemma Hampton
Review carried out by	<ul style="list-style-type: none"> • Sonia Walker, Senior Adviser, SEN and AP Strategy and Sufficiency [SASS] • Gemma Hampton, Quality Assurance Improvement Officer, SASS (March visit)

Review purpose and expected outcomes:

- not a mini-Ofsted nor an inspection; it is to assess the effectiveness of the provision for all Norfolk pupils
- to assess the effectiveness of the institution in improving outcomes for looked after children and/or for children and young people with special educational needs and/or disabilities
- to ensure ongoing quality of alternative provision for Norfolk learners
- to provide a county-wide picture of the alternative provision for Norfolk LAC/SEN pupils
- to enable key issues which arise to be addressed with support and guidance.
- ultimately, to result in the sharing of best practice between schools to support the [Flourish - Norfolk County Council](#) ambition
- to use information acquired to maintain an up-to-date directory of AP in Norfolk

The review gathered evidence from the following:

- Analysis of data provided by the institution
- Session observations
- Discussions with senior leaders and proprietor representatives
- Consideration of commissioners' views

Context

- Elite Hair and Beauty are a working salon in Thetford, near to the rail station.
- The AP offer is new, though the salon has previously hosted placements via the Youth Justice Service, or as post-16 work placements from the College of West Suffolk. The newness of the provision means that several policies and documents were developed during this review process. Leaders were responsive to advice and guidance.
- On the day of the visit, 2 work placement young people were seen; see below.
- **MAR26:** The provision moved to Bridge Street in October 2025 to the building previously used by The Damara School. There is a main salon open to the public, massage room, office, SEN Den, training room, therapy room, technology room (3D printing).
- Young people can access up to 700 courses
- All rooms have cameras so even if a pupil has 1-1 support, leaders can see what's going on.
- Client days are Monday and Friday.
- 1 pupil should have been on site but did not attend.

Number of Norfolk pupils attending the setting by year group

YR	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	TOTAL
0	0	0	0	0	0	0	1	1			4	6

Commissioners 2025-2026

Name of school/LA	Website	Number of pupils	Year group range
NCC-Amie Phillips		1	Year 7

Amie.Phillips2@Norfolk.gov.uk		1	Year 8
NCC-Noeleen Goddard noeleen.goddard@norfolk.gov.uk		4	Year 11
NCC-Jessica Chambers jessica.chambers@norfolk.gov.uk			

01 Staffing and safer recruitment

Checklist	Response	Evidence seen?	RAG
Name(s) and role(s) of centre lead(s)	Hannah Gilson- Centre Lead, Mental Health support. Keri Wooden- Centre Lead, Deputy Safeguarding Lead, first PoC.	See left.	
Are leaders suitably qualified?	Yes.	HG L2 Certificate in Awareness of Mental Health Problems (July 2023) KW GDPR (May 2024) KW Positive Handling in Schools (May 2024) Level 3 Hairdressing certificates seen on site. Level 3 Teacher Training certificates seen for both colleagues.	
Who holds the leaders to account? E.g., is there a board of trustees?	No.	The business is jointly owned and run as a small business.	
Which leaders are trained in safer recruitment ?	Yes.	There are currently no other staff. HG completed safer recruitment training in January 2025. MAR26 Safer programme Safer recruitment policy in use (seen). KW completed safer recruitment training June 2025.	

Checklist	Response	Evidence seen?	RAG
Staff list with qualifications	Yes.	Qualifications seen, as above. MAR26 There are now 8 staff; all are part-time apart from the 2 leads. They include an Educational Administrator, Centre Lead, Mentor, Mentor/Hairdresser, Support Worker and Beauty Mentor (see website). Staff list with qualifications seen 20.04.26.	
Ratio of staff per pupil (during a session)	Current maximum 4:1 however this is dependent on child's needs.	See left; there are currently only 2 who attend on the same day, so this is 1-1.	
Do ALL staff files have application forms which include <ol style="list-style-type: none"> 1. personal details (current and former names, current address and national insurance number) 2. details of their present (or last) employment and reason for leaving 3. full employment history 4. qualifications 5. details of referees 6. a statement of personal qualities and experience 	Yes.	Discussed; it was agreed that an overview will be created for each colleague containing the information from points 1-6 (see left). Application forms to be developed for any future recruits. MAR26 Application forms seen (AG/SB/AC/TE/JH/DC). One had gaps in employment history; leaders were able to verbally account for this. It is strongly recommended that gaps in employment are queried at interview and recorded. This was resolved during the visit – but must be completed in future.	MAR26
Do ALL staff files have a self-declaration of any criminal record or information which may make them unsuitable to work with children?	Yes.	Sample form provided and completed. MAR26 New staff checked. Seen for AG, SB, AC, DC. JH APRIL26	

Checklist	Response	Evidence seen?	RAG
		TE seen on screen 30.04.26, however provided confirmed TE is no longer working for them.	
Do ALL staff files have evidence of right to work in the UK ?	Yes.	Passport and driving licence photocopies seen. MAR26 New staff checked. Seen for AG, SB, DC, JH. APRIL26 TE passport seen on screen 30.04.26, however the provider confirmed TE is no longer working for them. AC passport seen on screen 30.04.26.	
Do ALL staff files have photocopies of 2 identity checks (with a photograph) - see How to prove and verify someone's identity - GOV.UK (www.gov.uk)	Yes.	As above, seen. MAR26 New staff checked. Seen for AG, SB, DC, JH. APRIL26 TE seen on screen 30.04.26, however provided confirmed TE is no longer working for them. AC driving licence seen on screen 30.04.26.	
Do ALL staff files have at least 2 references , including 1 from the current or most recent employer?	Yes.	2 references seen for both colleagues. MAR26 New staff checked. Seen for AG, SB (only 1 reference), TE. 3 references seen which were from personal email addresses; advice provided on this. 1 colleague has a reference form a family member; this is not acceptable. An additional reference should be	MAR26

Checklist	Response	Evidence seen?	RAG
		<p>sourced from their previous college for JH.</p> <p>APRIL/MAY26 TE is no longer at the company. -H is no longer at the company.</p>	
<p>Do any staff files have a risk assessment? (E.g., if a colleague has declared a conviction such as a driving offence, which may not affect their suitability to work with children)</p>	<p>Yes.</p>	<p>N/A currently.</p> <p>MAR26 New staff checked. Risk assessment seen for the 2 colleagues awaiting DBS.</p>	<p>MAR26</p>
<p>Do ALL staff files have interview notes which include a safeguarding question?</p>	<p>No.</p>	<p>As above, as both leads are proprietors. To be established for all future employees. This target will be reviewed in 6 months if there are additional staff.</p> <p>MAR26 New staff checked. There is evidence of interview questions but no record of answers. To be implemented for future recruitment and risk assessments created for current staff.</p> <p>APRIL26 Risk assessment seen for existing staff without interview notes.</p>	<p>MAR26</p>
<p>Do ALL staff files have photocopies of qualifications?</p>	<p>Yes.</p>	<p>As above, seen.</p> <p>MAR26 New staff checked.</p>	
<p>Is there a staff tracker or single central record which includes name and address of employee/volunteer</p>	<p>Yes.</p>	<p>As above, as both leads are proprietors. To be established for all future employees (and reviewed at the</p>	

Checklist	Response	Evidence seen?	RAG
a. Date employment started b. Date identity checks carried out and by whom c. Date DBS checked and by whom d. Risk assessment in place yes/no e. Right to work in the UK checks – when and by whom f. Qualifications check – when and by whom g. Prohibition order checks- when and by whom (for those in ‘teaching activity’)		6-month update). Sample spreadsheet sent. MAR26 SW to re-send spreadsheet APRIL26 Single central record seen on screen. They are using their own template but have said they will use the NCC template moving forward.	
Have all staff had an ENHANCED DBS check which has been undertaken by your setting (i.e. not a certificate from a previous check)	Yes.	Both leads have DBS certificates but under previous employment. They are currently being reviewed under the company name – in progress. MAR26 New staff checked. Seen for AG, DC, JB. Updated DBS seen for KW. APRIL/MAY26 <ul style="list-style-type: none"> • DBS seen on screen for HG and SB in name of Elite. • TE is no longer at company, due to absence issues. • AC has had her employment terminated by the company as of 06.05.26 • JH is no longer at company as they are going to university. 	
Is there a central log of all staff training/professional development?	Yes.	As left, in progress. MAR26	MAR26

Checklist	Response	Evidence seen?	RAG
		Seen.	
Do staff undergo performance reviews or appraisal?	Yes, Daily pros and cons.	As above, as both leads are proprietors. To be established for all future employees. MAR26 This is being implemented from this term. APRIL26 First appraisal has been done for DC, evidence seen.	APR26
Are staff offered opportunities to debrief following a challenging session/at the end of each day/week?	Yes, at the end of each day we discuss and behavioural changes, pros and cons from the change and possible ways things could be improved or we are doing well.	Daily debriefs between the 2 leads. Screen shots seen of handwritten notes. In discussions it was agreed that it may be easier to complete session plans and reports electronically. MAR26 End-of-day review forms seen.	MAR26
Is there a staff code of conduct ? Does it include clear expectations and information on acceptable use of technologies, relationships and communications between children/parents/carers and staff/volunteers, including the use of social media, rules on staff/volunteer contact with children by phone or messaging services, a commitment that under no circumstances should any staff/volunteer inflict physical or psychological harm on a child?	Yes.	Seen; signed copies for both colleagues. MAR26 Seen in staff folders.	

02 Safeguarding

Checklist	Response	Evidence seen?	RAG
Is the provider a member of the Safer Programme page Norfolk Safeguarding Children Partnership PWWC (norfolkscp.org.uk)	Yes.	Completed. MAR26	
Is there an up-to-date safeguarding policy? Is it available on the website?	Yes.	The policy has been completed but not yet uploaded to the (new) website. MAR26 The newest version of the model policy is in use.	MAR26
Is the policy adapted from the unregulated AP model policy available via the Safer Programme?	Yes.	Seen.	
Does the policy have detail around contacting schools/other commissioners without delay , in case of a concern?	Yes.	Seen.	
Does the policy reference Keeping children safe in education - GOV.UK (www.gov.uk) [KCSIE]?	Yes.	Seen.	
Are staff required to read Part One of KCSIE and sign to say they have done so?	Yes	Seen.	
Does the policy reference Working together to safeguard children - GOV.UK (www.gov.uk) ?	Yes.	Seen.	
Does the policy include detail on how to contact the Duty Desk (LADO triage service) if there is a concern that an adult working with a child/children may have caused them	Yes.	Seen.	

Checklist	Response	Evidence seen?	RAG
harm? The telephone number to include is 01603 307797			
Does the policy include a sample safeguarding record form? Does the safeguarding record form include sections on who at the commissioning school/local authority was contacted, how and when?	Yes.	Seen. The form will be completed electronically and emailed to commissioners, stored on the work laptop and password protected.	
How and where are safeguarding records stored securely?	<i>In a locked filing cabinet on site.</i>	See above.	
Do behaviour incident record forms include sections on who at the commissioning school/local authority was contacted, how and when?	Yes.	The setting will use the safeguarding record form for this.	
If the setting works with electively home-educated children , does the policy have clear detail on contacting the Services to Home Educators - Norfolk County Council in the case of a safeguarding concern?	<i>In progress do not currently work with home-educated children.</i>	See left. N/A.	N/A
Does the policy state that if the placement is under the remit of the Alternative Education Service (Section 19 team) - Schools (norfolk.gov.uk) , or Virtual school for looked after and previously looked after children - Norfolk County Council concerns will be addressed to the relevant adviser/key contact?	Yes	Seen.	
Does the policy include information on the Prevent Duty and how to make a referral if needed?	Yes.	Seen.	
Does the policy have contact information for Children's Advice and	Yes.	Seen.	

Checklist	Response	Evidence seen?	RAG
Duty Service (CADS) Norfolk County Council Norfolk Community Directory and how/when to make a referral?			
Who are the safeguarding leads and what training have they undertaken?	<i>Keri Wooden, CPD certificates in Safeguarding, GDPR AND FIRST AID.</i>	<p>KW New Skills Academy¹ Child Protection Certificate and Safeguarding for Teachers (May 2024)</p> <p>APRIL26 DC is now named safeguarding lead, completed Care Skills Training, DSL level 3, completed 26.04.26</p> <p>KW is now the deputy, and has completed Care Skills Training, DSL level 3, completed 01.05.2026</p>	APR26
Have ALL staff undergone safeguarding training ? Which organisation delivers the training?	Yes. <i>New Skills Academy.</i>	<p>As above, in progress.</p> <p>MAR26 New staff checked. Seen for AG/KW (Online safety training – for the online platform); JH Safeguarding Children (New Skills) 11/25; JH/DC Safeguarding Children on the Internet 03/26 and 11/25; HG Introduction to Safeguarding Children (Safer Programme) 06/25; KW Introduction to Safeguarding Children (Safer Programme) 02/25; DC Safeguarding Children Including Internet Safety and Safeguarding for Students 11/25</p>	APR26

¹ [Online Courses & Qualifications | New Skills Academy](#)

Checklist	Response	Evidence seen?	RAG
		<p>AC certificates seen for: Safeguarding children on the internet 04/2026, Safeguarding Children 04/2026, Safeguarding for Students 04/2026</p> <p>SB certificates seen for: mental health awareness 04.2026, Safeguarding Children 03.2026.</p> <p>HC cert seen for Intro to safeguarding children, 18.05.2025 via Safer.</p> <p>K G Intro completed via Safer 11.06.2025.</p> <p>APRIL26 TE has now left the company.</p>	<p>RAG</p>
<p>Does the provider have a central log of all the Designated Safeguarding Leads at each commissioning home school?</p>	<p>Yes</p>	<p>The setting is now using template 02 and this information will be added to the form. It is also recommended that DSL telephone numbers be stored in work phones.</p> <p>MAR26 List of TES Officers seen. Leaders must ensure that if placements are commissioned by schools, then DSL contact details must be sourced.</p>	<p>MAR26</p>
<p>Is attendance reported back to the commissioner within 30 minutes of a child's planned arrival time?</p>	<p>Yes</p>	<p>The 1 school which provided feedback said this was the case.</p> <p>MAR26</p> <p>APRIL26</p>	<p>APR26</p>

Checklist	Response	Evidence seen?	RAG
		<p>3 commissioners were contacted for feedback, only one responded.</p> <p>The 1 commissioner who responded stated: <i>On the day - but not within 30 minutes.</i></p> <p>The NCC expectation is that attendance is reported within 30 minutes of the child's planned arrival time (this includes absences and being present).</p> <p><i>To be followed up at the next full QA review.</i></p>	
Do learners have a behaviour contract /code of conduct?	<i>Yes, will show during call.</i>	Seen.	
Is any form of physical intervention used at the setting? If so, how and when are staff trained and is there a suitable policy in place?	<i>No</i>	See left. N/A.	
Do learners use technology and/or have access to the internet while at the provision? If so, what filtering systems are in place?	<i>Yes.</i>	<p>Learners are encouraged to put phones away and can store these in a locker on arrival (seen).</p> <p>MAR26</p> <p>Learners now use laptops but are always supervised. The laptops have filtering systems in place.</p>	
Is there a photograph consent policy/form?	<i>Yes.</i>	Seen.	
If there are post-16 or adults also learning on site at the setting, how is safeguarding for school-age young people ensured?	<i>Yes, no students are left unattended.</i>	See left; advise keeping the post-16 young people separate from AP pupils.	
Are signing in procedures appropriate?	<i>To be completed by the LA Officer</i>	The LA Officer's ID was not checked.	MAR26

Checklist	Response	Evidence seen?	RAG
		LA Officers' ID checked on arrival and signed in appropriately.	
Is the site secure ?	<i>To be completed by the LA Officer</i>	No – but this is to be expected when it is a working salon. Risk of absconding must therefore be discussed for any potential placements (not least as the salon is so close to the rail station) and a risk assessment completed if needed. MAR26 As above – relevant for the new site. The entry doors are locked with a camera system.	

03 Health and safety

Checklist	Response	Evidence seen?	RAG
Is there an up-to-date health and safety policy ? Is the policy available on the website ?	Yes.	Policy seen and is on website.	
What training is in place for health and safety for all staff?	<i>Health and Safety at Work. Fire procedures. COSHH, and PPE.</i>	Health and safety modules feature in the Level 3 hairdressing certificates seen. MAR26 Training certificates seen for new staff.	MAR26
Does the policy have detail around contacting schools/commissioners without delay , in case of a concern/first aid incident/accident?	Yes.	Seen.	
How many staff have received First Aid training ?	Yes.	KW New Skills Academy (online) First Aid Appointed Person; Emergency First Aid in the Workplace (December 2024)	MAR26

Checklist	Response	Evidence seen?	RAG
		Face to face training booked for February half term. MAR26 New staff checked. Seen for AG/SB/AC/TE/JH/KW L3 Emergency First Aid at Work; all expire 02/29.	
Is there a dedicated First Aid record book/log? How are First Aid incidents reported back to commissioners and parent carers?	<i>Yes, via email.</i>	Seen.	
Are all First Aid kits on site up to date? Who checks these?	<i>Yes, first aid point of call.</i>	Seen. It is quite a basic kit, and an updated version is advised.	
Which organisation carries out fire safety checks?	<i>Flameskill.</i>	Quotation form for fire risk assessment seen – in progress. MAR26 Flameskill assessment seen 02/26.	MAR26
Is there a fire evacuation log?	Yes.	To be created. MAR26 Template seen; evacuation practice planned for Friday 27/03/26. APRIL26 Staff fire drill practice record carried out 13.04.26 carried out by AG, log on back to show who took part, students did not take part at time. HG confirmed this was not done with students, due to their individual needs.	APR26
Is there up to date Employers Liability insurance?	Yes.	Seen; expires August 2025. MAR26 Updated policy seen; expires 10/26.	

Checklist	Response	Evidence seen?	RAG
Is there up to date Public Liability insurance?	Yes.	Seen; expires August 2025. MAR26 Updated policy seen; expires 10/26.	
If a child needs to bring in medication , can it be stored securely ? Is there a suitable medication log ?	<i>Yes, we have individual lockers available.</i>	Lockers seen. A medication log was created during the review. MAR26 Locked filing cabinet seen in the office.	
Is there a policy which says that any medication for children should be brought in in its original packing with the dosage sticker visible?	Yes.	Policy has now been updated to include the wording needed.	APR26
Do all pupils have an individual risk assessment ?	Yes.	The setting will use the risk assessment on the referral form for all future placements.	
Does each activity have a suitable risk assessment ?	Yes.	In progress (e.g. for shampooing, risk of scalding, using sharps, hair straighteners etc.) MAR26 Samples seen.	MAR26
Are there measures in place for good hygiene practice, e.g., for hand and respiratory hygiene?	Yes.	Seen.	
If the provision involves contact with animals/machinery/equipment , what safety measures/training are in place?	<i>Sharps, chemicals and sprays may need to be locked away dependent on student.</i>	See above re risk assessments and pupil induction – leaders are advised to draft a checklist that can be gone through with all learners. MAR26 As above, samples seen.	MAR26

04 Provision

Checklist	Response	Evidence seen?	RAG
Is the proprietor familiar with Alternative provision - GOV.UK (www.gov.uk)	Yes.	See left.	
Is the proprietor familiar with the regulations for the number of hours and days that a pupil may attend? Independent school registration - GOV.UK (www.gov.uk) Does the proprietor confirm that no pupil attends more than 2 full days (or 4 half days) per week?	Yes.	Discussed and understood.	
Is provision made for pupils entitled to free school meals ?	Yes.	Discussed. Lunch is provided (meal deal or local supermarket).	
How and when is progress reported back to commissioners? Is there a final report?	<i>Weekly emails.</i>	In development – a new session template has been created but not yet used. MAR26 Online progress reporting system seen. APRIL26 Feedback from 1 commissioner rated a pupil's progress as 5 out of 5 and highlighted that <i>'the student has achieved all targets.'</i>	APR26
What does the provision cost ?	<i>From £169 per day.</i>	See left. MAR26 £249 per day.	N/A

Checklist	Response	Evidence seen?	RAG
Is the provision listed in the Norfolk County Council Directory of Unregulated Alternative Provision?	Yes.	Yes.	
Is the centre lead familiar with questions an Ofsted inspector may ask during a school inspection , as the inspector may telephone or visit the AP setting?	Yes.	Discussed. The questions are on p11-18 of the directory and should be read. In progress. MAR26 Leaders confirm they have read this.	MAR26
What are the key aims of the provision?	<i>Supporting students to continue their education with a strong emphasis of supporting them with their EBD needs.</i>	See left.	
Which age ranges can access the provision? Is there a post-16 offer ?	<i>Secondary age and up with an EHCP.</i>	See left, though not all have an EHCP.	
Describe a typical session/programme (e.g., if a half-term etc.)	<i>We will provide a class plan.</i>	A handwritten plan summary was seen. It is recommended that these be created electronically so that they can be emailed to commissioners and reused and updated as needed. The plan seen included an ice breaker, observation, research and practice of nail art, and cleaning down and end of day briefing. MAR26 Folder of lesson plans seen.	MAR26
Is the provision able to support children with special education needs ?	Yes.	Both leaders have personal experience of special needs (discussed). If required, additional training can be accessed via Events listing Nasen . It may also be worth exploring a traded offer for training with special schools such as Wetheringsett or Rosebery for example.	

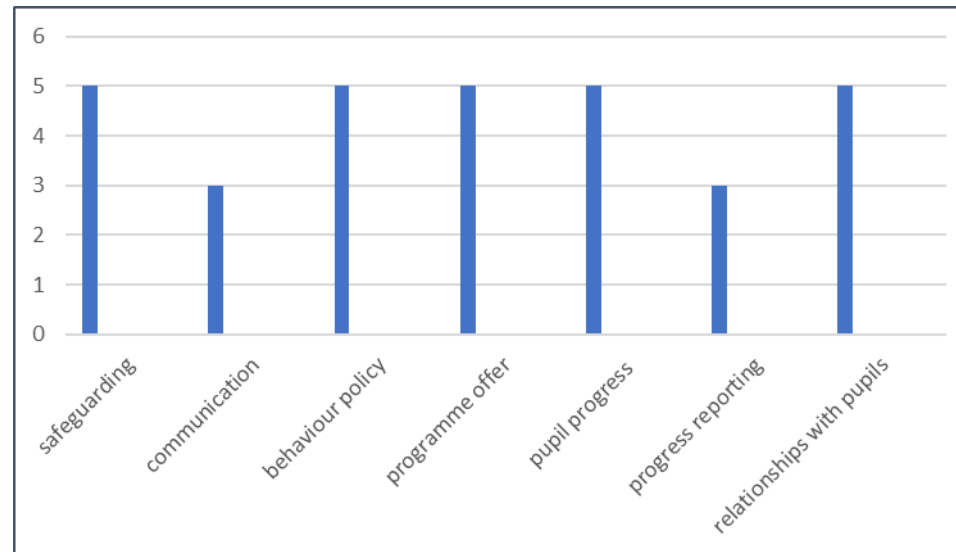
Checklist	Response	Evidence seen?	RAG
Are taster/trial sessions possible? If so, is there a cost?	<i>Yes, costs are incurred.</i>	See left.	
Does the provider insist on a pre-placement visit check by the commissioner?	<i>Yes, with a multi-agency meeting and parents to discuss all needs.</i>	See left.	
Has the provider cross-checked their referral/admissions form with template 02 at Unregulated alternative provision templates - Schools (norfolk.gov.uk) to identify any potential gaps?	<i>Yes, in progress.</i>	Discussed and shared – this will be used moving forward. This should be added to the new website.	
Are any baseline assessments carried out?	<i>Referral forms, EHCP and multi-agency meetings before placement starts.</i>	See left.	
Are parent carers involved in commissioning? Do they visit and/or receive copies of progress reports?	<i>Yes.</i>	Some parent carers visit and take part in multi-agency meetings. There is also a parent carer referral form.	
Is the provision available to electively home-educated children ? If so, how many attend?	<i>In progress.</i>	Not currently on offer though this may change in the future.	N/A
Are appropriate planned outcomes/targets agreed pre-placement for each child?	<i>Yes.</i>	The setting is now using the template referral form, and so targets will be agreed.	
Does the provision support reintegration into school? How is transition supported?	<i>Teaching them coping techniques whilst with us. Working on their mental health and confidence.</i>	See left.	
Do learners work towards any qualifications ?	<i>This is possible.</i>	Not at present but this may change in the future.	N/A
Is transport provided?	<i>No.</i>	N/A	N/A

Site visit, commissioner and learner feedback

- No young people were on site during the visit. One should have been in but did not attend.
- There were safeguarding posters on the wall to show who the safeguarding leads are.
- LA Officers were asked to sign in on arrival and sign out when leaving.

One commissioner responded to the request for feedback.

They were asked to rate the provision as follows, with 5 being the highest score possible:



April 2026 additional feedback included:

- The aim of the placement is preparation for post 16 education.
- *The student has achieved all targets.*

Additional feedback included

- The young person (post-16 NEET) only attended for 3 weeks under the 1 Boost programme (NCC) but there were positive changes in their attitude, and they would have continued if there had been additional funding
- *Student attended and made good relationships with staff*

- *Child gained qualifications in beauty and was given the opportunity to attend conferences and received on the job training*

Recommendations

Many of the recommendations above are elements which ideally, are discussed and agreed pre-placement. To ensure that no gaps are missed in future placements, leaders are advised to download and adapt the templates at [Unregulated alternative provision templates - Schools \(norfolk.gov.uk\)](#) Leaders may also wish to create a file (hard copy or electronic) of evidence which might be requested by schools; see template 01 pre-placement visit checks for guidance. This will minimise administrative time at the point of enquiry.

Key recommendations are those which are rated red or amber in the table above. An update on these target areas will be carried out in approximately 6 months. This will be a remote exercise.

Review date: Autumn Term 2026

Quality assurance

S. Walker, Senior Adviser
20/05/2026

Report distributed to the following LA colleagues:

- **Amanda Walsh**, Head of Service, SEND and Statutory Operations
- **Andy Tovell**, Head of Alternative Provision Sufficiency Delivery
- **Annette Walker**, Transitional Education Service Team Manager
- **Ian Hart**, Elective Home Education Team Manager
- **Jackie Wu**, Commissioning and Service Development Manager
- **Keeley White**, Head of the Virtual School for Children in Care
- **Kim Breen**, Senior Advisor for SEND Specialist Provision and Funding
- **Sam Derbyshire**, Education and Training Officer (post-16)
- **Suzanne Allen**, Senior Adviser Inclusion
- **Vicki Setters**, Senior Adviser Inclusion, SEMH and Transitions