

Adoption Central England Review of Commissioned Support Services

Mark Evans
Mark Evans Consulting
mark@markevansconsulting.co.uk
0780 314 7072

Date:
25th January 2019

1. Introduction

The review was commissioned to consider three key areas, they are:

- I. Independent Adoption Support Services for birth parents – currently provided internally by Warwickshire and Worcestershire and commissioned through After Adoption by Solihull and Coventry
- II. Tracing and mediation services for adopted adults
- III. Unmet and future needs of adoptive families.

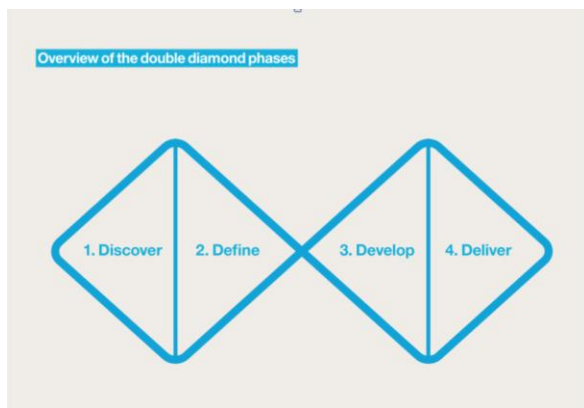
The purpose of the review is to provide evidence, insight and advice to the ACE executive board to help make decisions about the future provision of these services.

2. Background & Context

ACE is a regional adoption agency that became operational on the 1st February 2018. It brings together adoption services from four local authorities. Prior to going live work was completed to explore how the services in the scope of this report operated in each of the participating authorities. It was concluded that the arrangements were complex involving a mix of directly provided and commissioned services. A decision was taken to defer any significant changes in these areas of work until after the RAA had become operational. Consequently the services were transferred to the RAA with very few changes and this review was commissioned to help make longer-term plans for providing them.

3. Methodology

The review was conducted using project management service design/review principles set out by the Design Council. The Design Council 'double diamond'¹ is a simple four-stage approach to developing services.



The work is broken down into four stages, this review covers the first two.

Discover – This explored the available evidence and stakeholder views about the way the services operate.

Define – This sets out some of the options and possibilities for the future shape of the services.

Develop and deliver - Following consideration of this report and decisions being made by the ACE executive board plans will put in place to agree the future service design and to roll it out across the RAA.

The discover phase has been informed by a range of field work activities including:

Surveys

- Adopters (50 responses received from 350 adopters)
- Birth Families (23 responses)

Annual Reports

- After Adoption (Warwickshire, Solihull and Coventry)

¹ <https://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond>

- Warwickshire (WBFS)

Desktop Research

- Standards (legislation and guidance)
- Review of ACE documentation
- National RAA developments

Stakeholder Engagement

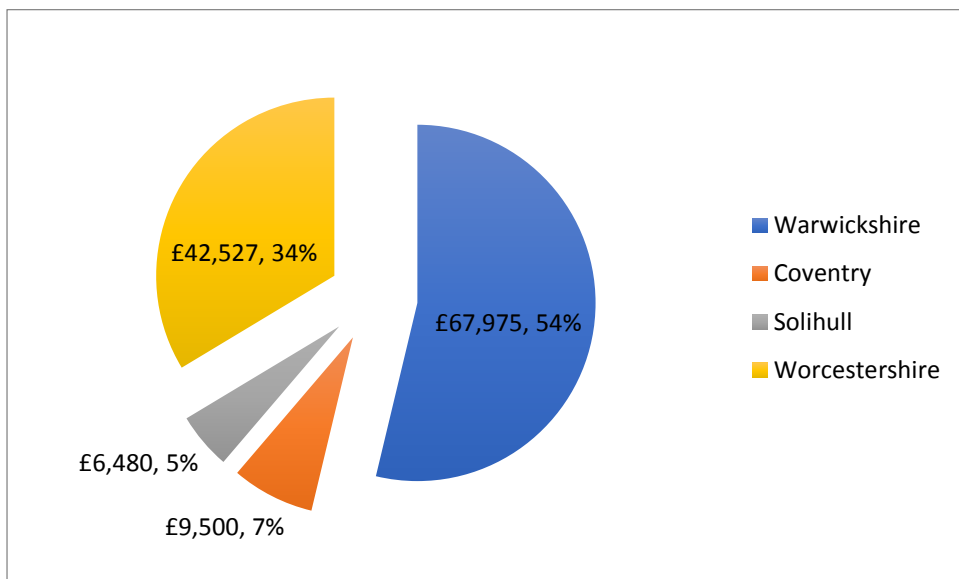
- Project team
- Workshop with staff in ACE Spokes

Work to identify options and define the future shape and design of the services was conducted through a workshop attended by 25 key stakeholders representing ACE and the participating local authorities held in late December 2018.

4. Key Findings

4.1 What happens now? (Birth Parents and Intermediary Services)

At present these services are provided through a mixed economy (some services directly provided by authorities whilst others are commissioned). There is one significant external provider (After Adoption). Warwickshire and Worcestershire primarily provide these services directly (though Warwickshire also has a contract with After Adoption for tracing and medication services for adopted adults). The total spend on these services across the four local authorities is approximately £126.5k. Contracts with After Adoption all end in March 2019. There are some significant gaps in the information available to review, most notably in relation to how the birth parent/intermediary service operates in Worcestershire.

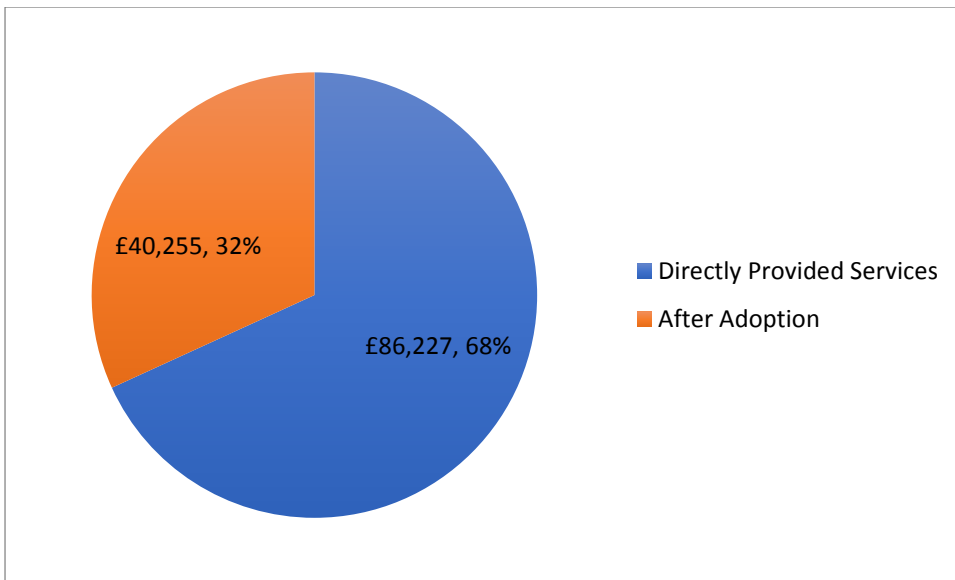


Spend on Birth Parent/Intermediary Services by authority

Warwickshire £68k 54%
 Coventry £9.5k 7%
 Solihull £6.5k 5%
 Worcestershire £42.5k 34%

Spend on these services by authority is inconsistent and does not appear to be proportionate to the likely level of demand created in each of the participating authorities.

The provision of services measured by spend is primarily through direct local authority delivery. 68% of the current offer is being delivered directly by Warwickshire and Worcestershire and the remaining 32% is commissioned from a single provider (After Adoption).



4.2 Independent Adoption Support Services for birth parents – currently provided internally by Warwickshire and Worcestershire and commissioned through After Adoption by Solihull and Coventry

There is a clear requirement placed upon local authorities to provide support services to birth parents. These are contained in a range of legislation, most notably the Adoption National Minimum standards Regulation 12 Birth Parents and Families². The standard is broken down into twelve sub standards that set out the minimum requirements (including multiple references to counselling, information and support). There is also extensive research that demonstrates supporting birth families can have a positive influence on adoptions and in reducing the repeated removal and adoption of children from the same families. In addition to the statutory requirement to provide sufficient services to birth relatives affected by adoption there are also strong ethical and moral reasons for doing so.

Warwickshire Birth Relative Service (WBRS) – The review was provided with extensive information about the work of WBRS, this was in the form of annual reports (over multiple years) and surveys of both service users and professionals. In the last full year (financial year 2017-18) the service worked with 140 individuals focusing on four key areas, they are:

- Providing opportunities for birth family members to talk about their situation and feelings
- Explanation of the process and enabling birth family members to better understand
- Assistance around practical adoption tasks such as final contact, meeting adopters and contributing to the Child’s Permanence Report (CPR) and Life Story Work
- Consideration of future planning moving beyond adoption.

A relatively simple analysis of their activity estimated the cost of providing the service at around £28 per hour worked with birth families. Twenty three people responded to a survey of birth families that had used the service. Those who responded were overwhelmingly positive about the service and over the group almost half had lost 3 or more children to the adoption process. The birth families responding also made some good suggestions about future development of the service, they included the need for greater promotion of the service and more opportunities for birth families to meet (to offer each other help and support).

Team Managers accessing the Warwick and Worcestershire services were also surveyed, six responses were provided in relation to the Warwickshire service and one in relation to the Worcestershire service.

²https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/336069/Adoption_NMS_July_2014_for_publication.pdf

The respondents were again positive about the service and some of the key comments are summarised below:

- Proactive service
- Flexible, understanding that families may need more than one opportunity to engage
- Honest and realistic support for birth families

The survey also set out their priorities for birth parent services (most of which are already provided by WBRS).

- Support the birth families with necessary changes or accessing support for future children
- Support the birth families to write and read letters
- Specialist support, for example supporting victims of domestic violence
- Support Social Workers in obtaining the necessary information from birth families when they disengage
- Ensure the service is available to all family members
- Ensure birth families are involved and kept informed of the adoption process
- Understand other services that can offer on-going support
- Support for families before and after adoption
- Support Life Story Book / Telling work

Worcestershire Birth Relative Services – The review struggled to capture information about the performance and quality of the service in Worcestershire. The service model is different to the WBRS offer as there is not a standalone dedicated resource. Work with birth families is undertaken as part of a generic caseload by social workers in the West Spoke (Worcestershire) of ACE. The financial resources referenced in this report as being dedicated to birth relatives is a notional sum that is estimated to cover the costs of this part of the teams work.

After Adoption – The other significant provider of the birth relative support is After Adoption. After Adoption describe themselves as professional support services to everyone affected by adoption. Information was provided to the review through annual reports for their projects in each of the ACE local authority areas where they provide services.

They have a range of programmes and services that individuals and families can access. After Adoption have provided information about the number of people accessing each of their services and the hours of support received.

After Adoption contracts and hours used by authority				
	Coventry	Solihull	Warwickshire	Total
Theraplay*	1	1	0	2
Reunite - Intermediary Services	4	0	17	21
Reunite - Access to Records**	4	0	15	19
General Adoption Support	2	4	1	7
Breaking the Cycle***	2	0	0	2
Birth Ties (Birth Parents)****	13	5	0	18
Talk Adoption *****	0	0	1	1
No Information	0	1	1	2
Total number of service users	26	11	35	72
Total hours used	222	56	312	590
Contract Value	£9500	£6480	£24,275	£40,255
2018 Estimated hourly Cost	£43	£115	£78	Ave £68

***Theraplay** - is a child and family therapy for building and enhancing attachment, self-esteem, trust in others, and joyful engagement. It is based on the natural patterns of playful, healthy interaction between parent and child and is personal, physical, and fun. Theraplay interactions focus on four essential qualities found in parent-child relationships: Structure, Engagement, Nurture, and Challenge.

****ReUnite** helps adopted young people and adults to safely access their adoption records, when they feel ready, providing advice, support and counselling. It also helps adults searching for relatives, providing support to both parties during the process of search, intermediary and reunion. This includes:

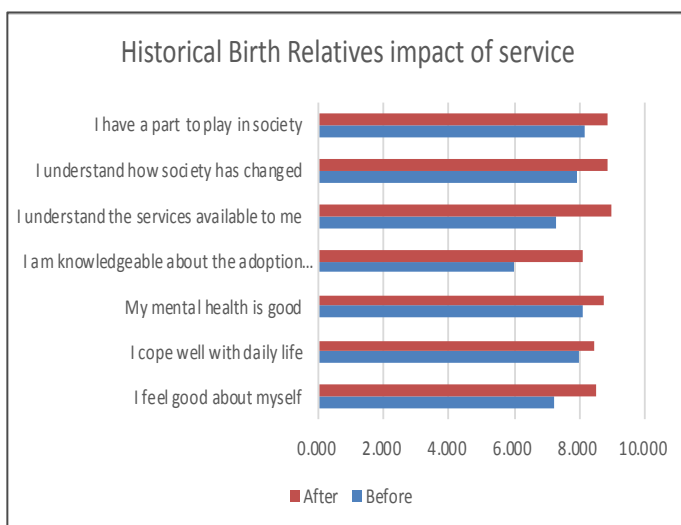
- Birth relatives searching for an adopted person who is now at least 18
- Adopted adults wishing to look for their birth family
- Siblings separated by adoption.

*****Breaking the Cycle** is a programme for birth mothers delivered in the Midlands by the independent adoption agency, After Adoption. Breaking the Cycle aims to provide intensive support to birth mothers, who have lost at least one child to adoption, in order to “break the cycle” of repeated adoptions.

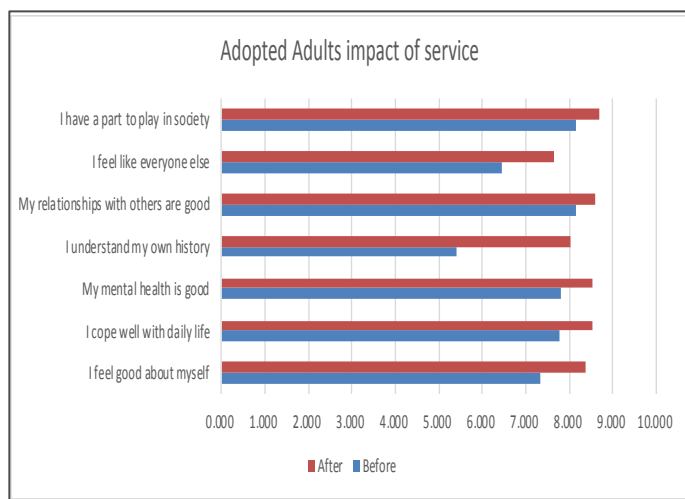
******BirthTies** provides a bespoke service to birth parents whose children have been adopted, or where adoption is being considered for their child. This includes assistance with contact and counselling services. The service also gives birth parents the opportunity to tell their own adoption story, which can be shared with their children if they are looking for answers. In the past 27 years we have supported over 70,000 birth parents and have published books and research about this work.

*******Talk Adoption** is a national programme which offers adopted children and young people a safe space to meet. It aims to improve young people’s self-confidence and reduce their sense of isolation through creative and inspiring group activities. The direction of Talk Adoption is shaped by the young people themselves, who co-produce the service.

In terms of qualitative feedback After Adoption have provided evidence of compliments received from their service users generally and a positive regional evaluation of service user experiences (e.g. usefulness of service, friendliness of staff, punctuality, etc.). They have also provided before and after measures for both birth relatives and adults affected by adoption.



In both charts the lower bar represents the before score and the higher bar the after score



At the stakeholder events staff were positive about their experience of After Adoption, they described them as being responsive and helpful. However it was also noted that staff in ACE were not really clear about the services available or how they could be accessed.

4.3 Tracing and mediation services for adopted adults

The statutory requirements to provide tracing and mediation services is less clear. There is legislation, for example Section 98 of the Adoption and Children Act 2002. This allows birth relatives to trace and make contact with a relative who is adopted through an adoption support agency providing intermediary services. The legislation provides discretionary powers for authorities to provide these services. The level of involvement required to access adoption records is also dependent upon when the person was adopted (pre or post 1975).

The review struggled to find information about tracing and mediation work carried out by or on behalf of ACE. In 2018 there were 31 intermediary interventions conducted:

- Coventry – 4 (After Adoption)
- Warwickshire - 17 (After Adoption)
- Worcestershire - 10 (in house – tracing)
- Solihull – none reported

As part of the review work was also undertaken to investigate the potential for charging for intermediary service. We found examples of adoption support agencies that charge fees for intermediary service (though the more usual practice is to request a donation to the charity/organisation carrying out the work). We were unable to find an example of an RAA or LA that charges fees (and this practice is explicitly prohibited for birth record counselling and information). In the report writers opinion the complexity of means testing and creating an effective charging mechanism for this area of work would make it unviable (i.e. would cost more to do than the revenue likely to be raised).

4.4 Unmet and future needs of adoptive families.

The main source of information in relation to this issue was a survey of ACE adopters completed over 2 weeks from late October through to early November 2018. 350 adopters were invited to participate and 50 completed the survey (a response rate of just over 14 %). Most of those who took part had younger children (pre or primary school) and just over a third had requested an assessment of their need since February 2018 (17 out of 50). It is important to note that many of those responding would have adopted prior to ACE becoming operational. It is also quite likely those with the strongest feelings about the level of support offered will have responded to the survey (i.e. those who are either very happy or unhappy with the support received).

The survey highlighted some key themes and issues for adopters, these included:

- A lack of clarity about the ACE post adoption support offer
- Unhappiness with not being allocated a social worker
- Some processes were perceived as too complex and long (e.g. Adoption Support Fund applications)
- Awaiting specialist support/assessments (e.g. Foetal Alcohol Spectrum Disorder, Sensory Integration Assessment etc.)
- Awaiting key documents (e.g. Life Story Book and Later Life Letter)
- Support with education (e.g. exclusions) and health services (e.g. complex needs).

Respondents were asked to list three areas of adoption support that would be beneficial to their adopted child and family, their responses included:

- Clear service offer on support services including clear contact details
- Consistent communication
- Timely support and proactive input from social workers
- Follow-up support and better availability of services
- Flexible support e.g. assessment of need at different ages to prevent crisis
- Age appropriate therapy
- Pre-adoption support
- Online support
- Training provision across all the ACE region
- Better access to CAMHS.

Adopters participating in the survey were also asked to advise what type of support or therapies they would most value, they responded as set out below:

<ul style="list-style-type: none">• Anxiety• Art therapy• Attachment training• Behaviour sessions• Clinical psychology• Counselling - Child, Parent, Family• Dyadic Developmental Psychotherapy (DDP)• Family therapy• Life story work for parents and children• Multi-disciplinary assessment• Occupational therapy assessment	<ul style="list-style-type: none">• Sensory integration• Sensory processing therapy• Support with child understanding Foetal Alcohol Spectrum Disorder (FASD) diagnosis• Support with Letterbox contact• Therapeutic intervention• Therapeutic parenting• Theraplay• Trauma bond therapy• How to deal with talking to your child about them being adopted• Support for children already in the
---	---

<ul style="list-style-type: none"> • Playfulness, Acceptance, Curiosity and Empathy (PACE) • Respite • Sensory assessment 	<p>household</p> <ul style="list-style-type: none"> • Support with accessing relevant services • Support with contacting / meeting siblings adopted to different homes • Support with post-18 direct contact with birth family
--	---

The experience and requirements of ACE adopters is similar to those expressed by adopters up and down the country. Julie Selwyn (2014) in research 'Beyond the Adoption Order'³ highlighted the increasing challenges for adopters as children from ever more challenging backgrounds are placed and support services do not receive the levels of investment required to keep up with needs. The introduction of the Adoption Support Fund (2015) has been welcome as it opens up the possibility of improved support, but it can be time consuming and arduous for adopters (and local authorities) to access.

At present there is uncertainty about the future of adoption support arrangements. The Adoption Support Fund is guaranteed to be in place until 2020, but it is unclear what will happen after this. The Ofsted regime and DfE performance measures for Adoption Support in RAA is still being formulated. The recent publication of the RAA evaluation framework⁴ provides some insight into how the DfE will measure the impact of RAAs in the future, an extract from this document is included below:

Objective 4: Explore the practice, governance and financial impacts of the RAAs on adoption support

- a) *Has the RAA enabled access to a wider choice of support services to adopters?*
- b) *What is the experience of adopters? Has there been any change in the adopter and child's experience?*
- c) *What are the strengths/opportunities of the RAA adoption support model?*
- d) *What are the barriers/risks within the RAA adoption support model?*
- e) *What factors are affecting changes in adopter support?*
- f) *What lessons have been learnt, including innovative practice that other RAAs can learn from?*

This provides some helpful insights that could be useful in focusing the ACE offer. For example question (b) focuses on adopters and adoptees experiences. The survey undertaken for this review provides a useful starting benchmark for this measure. Questions (c) & (d) reference the *adoption support model* in use. The concept of a specific model is helpful and there is a growing body of evidence in Children's Services that having a coherent service model (e.g. Signs of Safety, Family Safeguarding etc.) can be an important factor in improving outcomes. ACE itself is already pursuing a journey of becoming a certified centre for DDP and has a detailed action plan to this effect, this could become a foundation to the Adoption Support Model.

5. Analysis of Findings

³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/301889/Final_Report_-_3rd_April_2014v2.pdf

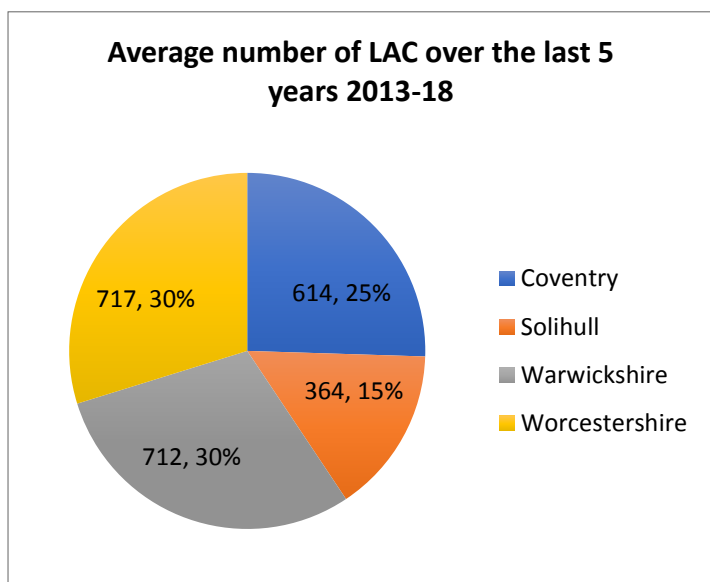
⁴ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756164/Evaluation_of_RAA_scoping_report.pdf

5.1 Analysis of key issues for the future provision of Support Services for Birth Families and Tracing and Mediation services for adopted adults

The analysis of the findings in relation to both these areas has been combined as it is difficult to see how separating out the future delivery arrangements for these service would make financial sense. This is particular relevant to mediation and tracing working which makes up a very small element of ACE’s overall workload.

5.2 Local Authority Funding of Birth Family Service

The first issue to highlight is the inconsistent level of investment in this area of service. It is clear from the work undertaken that Warwickshire have committed most resources to this area of work, followed by Worcestershire. The imbalance in current spend appears disproportionate to the size of the authorities. Need in this area is difficult to assess, but is likely to be closely related to numbers of looked after children or children adopted from care. Using average number of LAC or children adopted over the last five years provides helpful proxies to compare the levels of spend. The charts and commentary below shows how the current contribution would change if the budget remained the same, but the contributions were aligned to average LAC numbers or number of children adopted.



Data Source

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/757933/Children_looked_after_in_England_2018_LA_tables_revised.xlsx

Spend on Birth Parent/Intermediary Services by authority cross referenced with average LAC Numbers

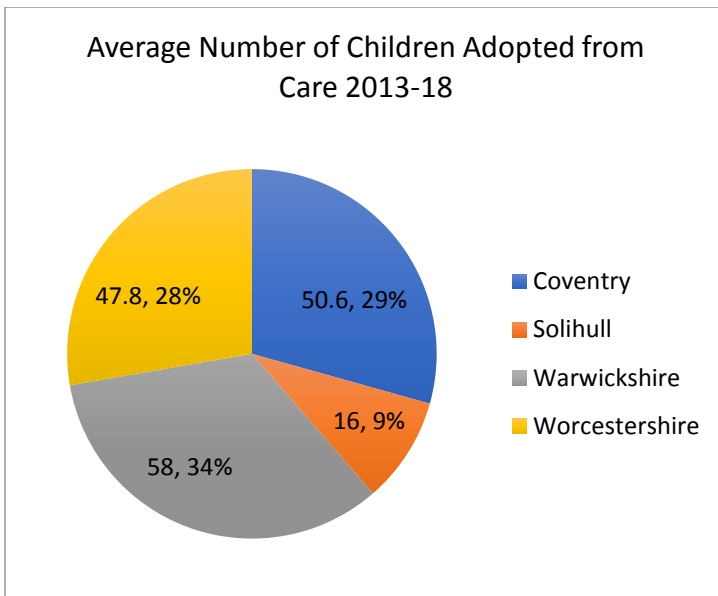
Warwickshire £68k 54% difference
+24%
Coventry £9.5k 7%
-18%
Solihull £6.5k 5%
-10%
Worcestershire £42.5k 34%
+4%

The pie chart shows average LAC numbers and their % of the total of all LAC in the ACE RAA area. The text above compares this to the current spend on birth family/intermediary work

Spend on Birth Parent/Intermediary Services by authority cross referenced with average numbers of children adopted

Warwickshire £68k 54% difference
+20%
Coventry £9.5k 7%
-22%
Solihull £6.5k 5%
-4%
Worcestershire £42.5k 34%
+6%

The pie chart shows average adoptions numbers and their % of the total of all adoptions in the ACE RAA area. The text above compares this to the current spend on birth family/intermediary work



Data Source

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/757933/Children_looked_after_in_England_2018_LA_tables_revised.xlsx

This invites a number of questions for the executive board in terms of the commitment and the future approach to this area of work. For example is there an appetite to level up the investment and quality of the service across the RAA to that which is currently offered in Warwickshire? It also begs the question of whether the low take up of services in Coventry and Solihull is a reflection of the lack of services available and possibly the low visibility of the current commissioned service, rather than lower levels of need.

5.3 Directly provided services versus externally commissioned providers

The work completed in the review suggests that both the local authority service and After Adoption provided service are valued and highly regarded by people who use them. Take up of the service with the WBRS model is much higher than the After Adoption service, but this may well be related to referral pathways and other factors (the review identified that Warwickshire have strong systems that encourage children’s social workers and their managers to access the service which were not obvious in other parts of the RAA). The financial analysis also suggests that the cost of providing the service directly is significantly less than commissioning an external provider.

There are three obvious options for the future provision of these services, they are:

- a) Continue with a mixed economy
- b) Tender for all services to be externally provided
- c) Move to all services provided directly by ACE

Continue with a mixed economy	<ul style="list-style-type: none"> • Multiple options for service users (e.g. those who do not want to work with a local authority) • National providers like After Adoption can link with their other branches to reduce travel for staff and families • Some independence 	<ul style="list-style-type: none"> • Probably not most cost effective option • Need for effective quality assurance process (for very small service) • Lack of coherent service offer • Potential for variable service across the region • Provides the option for each local authority to provide or commission their own service and remove this from the scope of ACE.
Tender for all services to be externally provided	<ul style="list-style-type: none"> • Could be other suppliers and options available • National providers like After Adoption can link with their other branches to reduce travel for staff and families • Some independence 	<ul style="list-style-type: none"> • Probably not most cost effective option • Need for effective quality assurance process • Provision is limited by the amount of support commissioned – by require top up funding in any given period.
Move to all services provided directly by ACE	<ul style="list-style-type: none"> • Probably most cost effective option • Enables full control of service on day to day basis • Service can flex to demand as required • Option to replicate referral pathways/mechanisms used in Warwickshire across the RAA • WBRS service provides a good foundation to extend service across RAA 	<ul style="list-style-type: none"> • No options for service users who do not want to work with a local authority • Danger of resources being moved away from birth family work if not fully ring fenced (Worcestershire experience) • Limited experience of intermediary work (with exception of Worcestershire) • Will require investment in order to effectively extend and provide an enhanced service across the region.

5.4 Analysis of key unmet and future needs of adoptive families.

The adopter survey and stakeholder workshops have provided some useful insights into how they think the current offer could be improved. A key suggestion is that the current offer could be described more clearly and made more accessible to adopters. As part of this they would like clear timescales setting out how long it will take for their queries to be answered, assessments made and help provided.

The survey evidence also suggests that adopters would appreciate a clearer understanding of the thresholds/eligibility for receiving an assessment or services. It is also clear that adopters value a range of support and interventions including:

- Information and guidance (including online help)
- Informal meetings with other adopters (including virtual online meeting spaces)
- Formal group work
- Social work support/case work
- Specific therapies
- Support with working with other agencies (e.g. education, health and the police)

Through the survey and discussion with stakeholders it is clear that there is an appetite for adopters and staff to work together to co-produce new ways of working which respond directly to adopters needs.

The findings of the survey also suggest that there is a strong need to develop a more coherent communications strategy to help make information accessible to adopters. The stakeholder workshop suggested this should include:

- Newsletters –(it is noted that this is already produced and sent electronically to over 400 households)
- Face to face meetings e.g. an extension of the current Adopter Stakeholder Group
- Email communications
- 6 monthly adopter survey
- Social media (Twitter and Facebook) – already in place
- ACE website - to also strengthen its focus on support as opposed to adopter recruitment processes

The stakeholders noted how adept adoption agencies are in targeting adopters when recruiting and that some of the learning from this element of the work should be transferred to keeping in contact with adopters after children are placed.

The idea of developing the concept of an ACE Adoption Support Model provides a potentially powerful way of bringing these improvements together into a coherent whole. It could be a powerful aid when recruiting and supporting new adopters. It could also be useful in developing a shared and standardised approach that would also be helpful to staff and provide an effective framework for measuring the impact of ACE's adoption support work.

6. Options and Recommendations for Future Provision

The two central issues covered by this review are quite different and consequently this section of the report considers them separately.

The future provision of birth relative and intermediary services is primarily concerned with the future funding and approach to delivery of the services (i.e. directly provided or commissioned). These issues are nuanced and may be influenced by factors outside the scope of this review (e.g. overall funding formula/mechanism of the RAA, local authority approaches to commissioning of services etc.). Consequently the report stops short of making formal recommendations and instead sets out options for the consideration of the RAA executive board.

The second theme of the report relates to developing the ACE offer of support to adopters. This work is supported by evidence from your adopters, staff and other stakeholders. Consequently recommendations are made which are intended to help strengthen ACE provision in this critical area.

6.1 Options for the future provision of Support Services for Birth Families and Tracing and Mediation services for adopted adults

1. The first issue relates to the funding of this area of work. As set out in the body of the report at present it appears likely to be disproportionate to levels of need in each of the authorities, options to address this include:

- a) Maintain status quo and keep the provision of these service outside the scope of the RAA (this is a straightforward solution, but does not fit with the ethos of RAAs (i.e. to level the quality of service and reduce the presence of postcode lottery services).
- b) Level up investment of Coventry and Solihull to match what is spent by Warwickshire and Worcestershire (this could help deliver improved high quality services across the RAA region, but would present a budgetary challenge). Any increase in investment should recognise that potential savings for the local authorities and health services in terms in terms of delayed

pregnancies/reduction in the removal of young children, improved mental health and wellbeing of birth family members, supported letterbox arrangements that is positive for the adopted child in placement.

- c) Use the existing whole RAA budget to provide an ACE wide service (this could improve provision in Coventry and Solihull, but would reduce resources in Warwickshire and Worcestershire whilst they subsidise the whole RAA). This option would reduce the quality of the offer across the whole RAA area and is unlikely to be sufficient to meet the needs of the population served.

2. The second issue relates to the method of delivery for these services. There are four key options:

- a) Continue with a mixed economy (part directly provided and part commissioned)
- b) Externally commission all services
- c) Move to a service that is entirely delivered by ACE staff
- d) Return the service back to the local authorities removing it from the scope of ACE.

The ideal option will be dependant to some extent on the decision made in relation to issue 1. If the option of status quo funding were ruled out, and more funding could be secured from the lower contributing local authorities the report writer would recommend a move to a directly ACE staffed service model (option c). This would include developing in-house mediation services across the entire RAA area without compromising or lowering the standard of service. If chosen further work would be required to develop the best way of delivering this element of the service.

6.2 Recommendations for Developing Services for Adoptive Families

3. Consideration should be given to developing an ACE adoption support model, which includes:

- a) A well publicised clear service offer of what help and support is available to ACE adopters
- b) Standards setting out how quickly adopters can expect a response (e.g. the request to be triaged, assessed and support provided)
- c) Guidance in relation to what help adopters are likely to receive (i.e. clear information about thresholds/eligibility for assessment and services)
- d) A description of the therapeutic model or models that underpin the ACE offer

4. Establish a clear communication strategy for keeping in contact with adopters through a range of communication channels in addition to the already established Newsletter.

5. Commit to regularly surveying ACE adopters to ensure their views are known and used to influence the future shape, design and delivery of services.

The Report Writer and Auditor

Mark Evans is an HCPC registered Social Worker with over 30 years children's social work and management experience. Mark worked for multiple local authorities developing and redesigning services. Since becoming an independent consultant Mark has worked with three RAAs, including leading the development of Adopt Thames Valley until it became operational in November 2017.

Mark Evans 25th January 2019