

Thames Valley Partnership

working for safer communities

2005

Who we are and *what we do*

The Thames Valley Partnership brings people and organisations together to create safer and stronger communities. We are looking for longer term and sustainable solutions to the problems of crime and social exclusion.

We work with criminal justice partners, local authorities, voluntary and community organisations and the private sector. Crime and social exclusion are complex problems, and in order to tackle these you have to look at the bigger picture and bring in a wide range of people and skills.

We work in three key ways: -

- **Brokerage** - bringing people and organisations together to create new ways of doing things, better understanding and the opportunity for joint work, and to create and strengthen partnerships.

- **Supporting innovation** - recognising that in some cases new ideas are needed, but not at the expense of tried and tested ways of working. Funding for innovation can lever in new resources. We can test these out in the Thames Valley, where there is a strong commitment to problem solving and working together.

- **Dissemination** - we are firmly committed to sharing our lessons and ideas as widely as possible through our website, networking events and conferences, and reports.

There are three broad programmes which are woven together by underpinning principles and ways of working: -

- **Never Too Early** - promotes earlier preventive intervention with families, communities and children at risk and encourages citizenship and responsibility in young people.

- **Never Too Late** - works with offenders to support resettlement, rehabilitation and reintegration into local communities.

- **Close To Home** - recognises that violence and abuse often comes from those closest to



us and means that we all have a responsibility for our own safety and for the safety of those around us.

And three guiding principles, running like threads through the programmes: -

- **Community engagement**, inclusion and the active support of individuals and communities - including young people, excluded groups and offenders.

- **Conflict resolution** and restorative justice bringing people together to seek solutions together both inside and outside the criminal justice system.

- **Use of arts** as a powerful way of motivating, exploring difficult issues, building bridges and communicating ideas.

- **For more info** about our work visit our website www.thamesvalleypartnership.org.uk where you can also download any of our publications free of charge

WHAT'S INSIDE

Never too early *How early, preventive intervention is preferable to picking up the pieces later on*

Never too late *Maximising opportunities for offenders to make amends, and promoting alternative ways of dealing with anti-social behaviour*

Close to home *Changing attitudes to domestic violence and child sexual abuse*

Art at the heart *The value of using the arts in a community safety setting*

never too early

From research and development to guidance and dissemination, **Thames Valley Partnership** is trailblazing projects for children to enormous effect

If you develop services for children at an early age, particularly those at risk of offending, you might enhance the 'protective' factors that stop them getting into trouble later on," says Patsy Townsend, Director of Youth Programmes.

Our work has been inspired by research in the USA showing that enriched nursery education achieved savings in terms of crime, drug abuse and teenage pregnancy over a 15-year period. It also builds on our own research, firstly into which kinds of early years work would work best in the Thames Valley, and secondly an evaluation of initiatives to reduce exclusions from school. We concluded that an ideal strategy in both cases would offer a 'layered approach', with support for all children supplemented by a more targeted approach for those with deeper needs.

Our recent work was aimed at 0-11-year-olds and focused on three deprived neighbourhoods: Bretch Hill estate in Banbury, the Quarrendon estate in Aylesbury and the Amersham Road estate in Reading. Each neighbourhood was too small to attract any of the major funding streams, so we decided to scope existing provision, identify gaps, and bring statutory agencies, voluntary organisations and the community together to develop steering and working groups. We were also able to 'pump-prime' – provide start-up funding for new initiatives.

The Bretch Hill project started first – with a baby clinic! "There were a lot of teenage parents on the estate, but no health centre," explains Patsy. "At our first meeting it was felt that providing a clinic would give health workers an opportunity to meet young mums and identify their needs."



Photo: The Sunshine Centre

Promoting positive play encourages children to learn the skills they will need when they start school.

The initiative was planned there and then. "The manager of the local community centre said the clinic could be held there, the health visitor offered to run it, and I used some of our pump-priming money to get it started," says Patsy. "It was open within weeks – and it cost just £300!"

Moving on up

We identified a need to focus on 'transition' work to support children during the move up to secondary school. "For a significant minority this will be a traumatic experience," explains Patsy. "Small difficulties at the start of secondary school can easily escalate and eventually lead to truancy or exclusion."

We have supported a range of transition projects, including peer mentoring, buddying schemes and a range of initiatives including team-building, summer-schools and Welcome booklets. In Reading, a restorative justice (RJ)

practitioner was employed to impart 'whole school' RJ training to the pupils, teachers and non-teaching staff at two primary schools, to build their capacity to cope and help them develop a more thoughtful and listening culture. RJ in schools has been shown to cut exclusions by up to 65 per cent – and with children outside mainstream education three times more likely than others to offend, this and the other initiatives are important community safety measures.

Nurturing a new initiative

"Something coming out strongly at our initial meeting in Bretch Hill was the high number of children with behavioural problems at the local primary schools," says Patsy. "It was hoped that if we could put in some good work early on, the problems wouldn't progress to the degree that the children would

need a statement of special educational need, or to be moved to a special school.

"Many of the Bretch Hill children have problems at home. They may have parents with mental health problems or who are struggling alone. The special educational needs coordinators (SENCOs) felt some of the children needed one-to-one attention. They wanted to support them in the morning when they came in with emotional baggage. They wanted to help them if they were about to blow up in lessons, to work through some of their issues with the aim of integrating them back into mainstream class."

A nurture group was formed and, after consultation with head teachers, SENCOs, behavioural support team workers and others, the Thames Valley Partnership's programme funded a teaching assistant in two primary schools for two years. We were also successful in our bid to get Children's Fund money to pay for a Home-School

Links worker to support the families of the children with emotional and behavioural difficulties (EBD). The results have been stunning. "There have been significant reductions in exclusions," says Patsy. "Above all, the children's levels of attainment have gone up. Because they are getting support, they are better able to access the National Curriculum, and that is fantastic."

In Banbury alone, over 1000 children have been supported through school transition projects; 60 student mentors have been trained and supported, and 44 peer mediators and 22 staff have had RJ training. Initiatives in all three areas are continuing. A new family centre is due to open in Quarrendon later this year while in Bretch Hill, the Vodafone UK Foundation is supporting the family centre and the nurturing project, and also paying for a second teaching assistant at one of the primary schools.

Supporting prisoners' families

Patsy is now working with the National Offender Management Service (NOMS) to press home the case for

strengthening family ties and supporting offenders' families as part of resettlement. She is also brokering new links between family support groups and the criminal justice system with the aim of setting up more targeted services.

Parental involvement in crime is a major factor putting children at risk of offending. A new Thames Valley Partnership project 'Family Matters' will work with prisoners' families, raising awareness among schools,

'It's been hugely inspiring'

social workers and health professionals of the special needs of prisoners' children. Pilot projects will develop a model of good practice.

"All this has been hugely inspiring," she concludes. "Above all, I've learned that you can achieve such a lot with a relatively small amount of money. Sometimes it is just about finding really wonderful bits of synergy, where you have the right people around the table. There is no short cut to bringing people together and focusing on a particular area of need. The potential of collaborative working is enormous." ■

never too late

Thames Valley Partnership is maximising opportunities for offenders to make amends for their crimes and develop constructive links with the community

Community safety director John Hedge has a radical vision. Not only is he supporting schemes that enable offenders to pay something back and build bridges with the community, he is promoting projects through which they actually make communities safer.

Inspired by previous work at Thames Valley Partnership which promoted probation projects aiming to improve community safety in Oxfordshire, John has spent the last 18 months looking for similar projects throughout the Thames Valley.

In the Thames Valley, community work by offenders on probation totals some 162,000 hours a year. And while there has always been an emphasis on purposeful and reparative work, chances to fulfil this remit have been limited. John wants to show local authority Crime and Disorder Reduction Partnerships (CDRPs) the value of probation work-teams, and enable them to seize the opportunities. "The work offenders undertake is all of a high standard, and is often work that councils could not afford to do otherwise," he says. "The trick now is to make the approach better known and more systematic.

"The public is deeply concerned about safety, and the Government recently said that community punishments should reflect the priorities of local people," adds John, who is seconded to Thames Valley Partnership by the Thames Valley Probation Area. "Thanks to our research, we now have some good examples for local authorities to use. It's an

example of the brokerage work Thames Valley Partnership is so good at. We are hoping to work with the Probation Service in



piloting initiatives where, as the government proposes, local people would have a say in how offenders could contribute to community safety - not just improving parks and open spaces, but caring for people and repairing harm."

Getting stronger...

In a related project, John has been promoting the use of mediation and restorative justice to address antisocial behaviour. The central idea of the Nuffield Foundation-funded Mending Fences project is to show that while 'enforcement' measures such as Antisocial Behaviour Orders (ASBOs) may be necessary in tackling antisocial behaviour, problem-solving approaches, such as mediation, often provide the best option. Mending Fences has run a series of pilot projects and supported development work with community mediation schemes across the Thames Valley. As well as raising the profile of community mediation in general, there were pilot projects to pioneer mediation in cases of racial tension and intergenerational hostility.

"Conflict between different groups can be serious, and fear of crime often keeps people behind locked doors," says

Children as active citizens

The Thames Valley Partnership's Young Citizens programme introduces children to the principles of citizenship and responsibility at a young age in the belief that by including them as part of the solution to society's challenges, we are delivering a message that they have an active role to play.

Our Schools In Action project is a good example of this. It empowers young people to do something about things that matter to them in their school or wider community, and provides support through grants and practical help.

Projects are run in schools and cover a wide range of issues including bullying, drugs, improving the school environment and crime. We



Primary school 'buddies' help younger children settle in

have also provided money to train mentors and buddies to support vulnerable pupils, and mediators to sort out disputes amongst their peers.

● Visit our website www.thamesvalleypartnership.org.uk to find out how to take part in Schools in Action

There's no substitute for talking

Photo: Milton Keynes Community Mediation Service



John. "But with mediation, even the most severe cases can be resolved. Instead of relying on officials to solve their problems, the process allows people to find their own solutions. Showing people they can make a difference can take away the fear and help them move on."

Learning their ABCs

Anti-social Behaviour Contracts (ABCs) can be a highly effective way of getting people to change their behaviour through an agreed contract. If they stick to the agreement that is the end of the matter, but if not more serious sanctions such as an Anti-social Behaviour Order (ASBO) are used. Many ABCs are used with young people, and as well as sanctions they need to include activity which helps them do things differently.

Mending Fences has included pilot schemes where creative work with young people is done within an ABC. As well as the pilots, Mending Fences has found good practice from around the Thames Valley, helping us to develop thinking about what works best.

John is chronicling his findings in a work book which will include examples of innovative projects and offer a practical guide for councils and criminal justice agencies wishing to work together.

A two-way commitment

John has recently been working with prisons, smoothing the way

for the new National Offender Management Service (NOMS) which brings prisons and probation together under one service. Safe Returns, a recent event at HMP Bullingdon, considered how people serving custodial sentences can contribute to the community as part of their rehabilitation.

At Bullingdon, prisoners already take part in a range of community projects. These include helping children with special needs who use the prison gym, and an ecological project to repopulate the Thames Valley with native wildflowers. Safe Returns brought representatives from prison, probation and local authority CDRPs together to look at how local organisations can support offenders on their release.

As well as benefiting local people, forging links with the community can help prisoners resettle successfully on release. But practical help is equally

'We need to pull in the same direction'

important. "Ex-prisoners need a secure roof over their head, basic skills training, a legal income and targeted help for those things identified as the main reason for their offending," says John. "We are helping statutory agencies, including housing and education, to develop some ideas that bring the services together. We need to have people pulling in the same direction."

Thames Valley Partnership is

also working with the Local Criminal Justice Board and other partners to support initiatives aimed at the rehabilitation of 'priority offenders' – a small number of repeat offenders identified as posing the greatest threat to public safety and confidence. Our Family Matters project with prisoners' families is a strand of this work. While one aim is to help prisoners maintain

'We can't just write people off'

constructive links with their families, another aim is to support prisoners' children (see *Never Too Early*). "It's a good example of how the work of

Thames Valley Partnership comes full-circle," comments John. "As well as resettlement, we must offer services to vulnerable children who, without support, are likely to repeat the pattern set by their parents."

After 30 years in the probation service, John remains optimistic. "It's never too late for offenders to turn their lives around," he says. "Equally, it's never too late for society to build a coherent pattern of services. Ultimately, we can't afford to write people off. If we do, they will go on causing crime and their children will be disproportionately likely to offend. That's why it's important to say that it's never too late, and believe it."

Courage Park praised by Home Office



People on probation serving Enhanced Community Punishment Orders improved 100m of path on their first day

Thames Valley Partnership's 'restorative park project' in Reading has been highlighted as an example of good practice in the 'unpaid and reparation work' section of the Home Office NOMS Communities and Civil Renewal strategy consultation paper. Thames Valley Partnership acted as the catalyst to the scheme which brought Reading Borough Council together with Reading Prison, the probation service, Reading and Wokingham Youth Offending Team and members of the community to address antisocial behaviour in the park at Edenham Crescent, subsequently renamed 'Courage Park'.

The offenders resurfaced paths, landscaped around the children's play area, performed minor tree surgery and removed some 100 tons of fly-tipped rubbish and rubble. Their work impressed the council and community alike, with many residents saying how much safer they feel as a result. A large community steering group continues to meet and work on the park. Having benefited so much from offenders' help, some residents have volunteered in projects to support offenders. "This is what community engagement should be," comments John Hedge. "It's about giving people a real voice and enabling them to take care of each other."

close to home

In England and Wales, a woman is murdered every three days by her current or former partner. Research shows that one in six children suffer sexual abuse - the majority are victims of a family member or someone they know. **Thames Valley Partnership's** Family Violence programme is working to change the attitudes that allow this situation to prevail

Thames Valley Partnership's Family Violence programme was born with the Partnership in 1993. Then known as the 'Behind Closed Doors' project, it initially focused on getting domestic violence onto the community safety agenda.

"We called it Behind Closed Doors because that was where the violence happened. In a way, it was also where the agencies wanted to keep it," says Thames Valley Partnership's chief executive, Sue Raikes. "For the police, domestic violence took up a huge amount of officer time, with few cases prosecuted. And social care professionals were afraid that by addressing domestic violence, they would be opening a Pandora's box – they wouldn't have known how to help. Domestic violence wasn't seen as a crime, more as something to be swept under the carpet."

We responded by helping to develop multi-agency domestic violence forums across the Thames Valley and by pushing for recognition of domestic violence as a serious crime and one that is preventable. That view is now accepted and public attitudes have changed significantly over the years.

Risky business

"Nearly all female homicide victims have been murdered by their partner or ex-partner," explains Sue. "Often this is the culmination of a pattern of behaviour where the violence escalates each time. Research tracking murder cases back, has shown which risk factors to look for early on."

Police 'risk assessment' procedures are soon to be

rolled out across the Thames Valley. Police called to a domestic violence incident will ask a series of questions aimed at identifying high risk cases. They will also collect evidence at the crime scene, aiming at effective prosecutions against domestic violence perpetrators.

An issue for everyone

Domestic violence is not just a job for the police, however, and bringing key agencies such as housing, Women's Aid, health and the police together has led to a more holistic approach.

"We have learned to recognise domestic violence as a continuum of abuse," says Sue. "It ranges from bullying and controlling behaviour through to serious physical violence. Along that continuum, people make decisions about what they are going to put up with, and when they are going to leave. Women are abused an average of 35 times before they call the police. Agencies need to recognise that some women may choose to live in that situation for some time rather than break up the family. But they still need support to reduce the risk to themselves and their children."

Changing behaviour

Since 2004 we have supported the development of programmes for perpetrators of domestic violence, aimed at changing their behaviour. The programmes are offered both to men who have been prosecuted, and to men in the



Behind Closed Doors is a theatre-in-education workshop developed by Thames Valley Partnership and Theatre ADAD. The play explores 'relationships' and gender issues, and challenges young people to consider what behaviour is 'normal' and acceptable.

community who have not been prosecuted, but who want to stop being violent.

These programmes point to an important ideological shift. "With virtually every other crime, the offender and the offending behaviour are addressed," says Julia Worms, Close to Home Project Manager. "With domestic violence there has been a reluctance to do this. But until you actually seek to change offending behaviour, you are colluding with it."

Julia has also been raising awareness of the potential role of other agencies in tackling domestic violence. Last year, for example, she conducted an audit into NHS involvement. Surveys suggest that one in four women experience domestic violence at some time. While many will not go to the police, they frequently attend hospitals or doctors' surgeries either with injuries or related complaints.

The report urges health authorities to recognise domestic violence as a public

health issue. It asks GPs and others to routinely ask women whether they have suffered abuse to help identify the risk of violence at an earlier stage.

'Give me a place to stand and I will move the earth'

Stop it Now! is a national and local public health campaign aiming to stop child sexual abuse by encouraging abusers and potential abusers to seek help, and by giving adults the information they need to protect children. Stop it Now! believes that sexual abuse is a preventable public health problem, and challenges adults to create a society that no longer tolerates the sexual abuse of children. The campaign seeks to increase public awareness and dispel the myths around sexual abuse, as well as carrying out research into identifying behaviours.

"A good way to understand

what Stop it Now! is, is to understand that preventing sexual abuse is everybody's business," says Tany Alexander who headed the Thames Valley pilot until the end of 2004.

Stop it Now! UK produces information in the form of booklets and posters, and runs a helpline for people unsure of either their own thoughts or behaviour towards children, or of the behaviour of someone they know.

In the Thames Valley, Stop it Now! has involved police, probation, social services, sex

'An idea whose time has come'

offender treatment agencies, health workers and teachers and launched a 'network of switched on professionals' across the Thames Valley.

This network complements the national agenda. Launched at the first Thames Valley Stop it Now! conference in June 2004, it invited professionals from some 50 organisations across the Thames Valley – including police, religious communities, youth offending teams,

survivors' organisations, schools and health visitors – to do all they can to support the campaign. The network meets twice a year at Thames Valley Partnership to look at how we can continue to spread the message.

As with domestic violence, many people have been afraid to address the issue of child sexual abuse. "For a lot of professionals it is a can of worms that they don't want to open," says Tany.

In a disturbing world Stop it Now! brings a ray of hope. "Child sexual abuse is a terrible tragedy, but it is preventable," she says.

"Ultimately, there can be no abuse without secrecy, and bringing it out into the open shows people – both abusers and survivors – that they are not alone, and help is available.

"And the response from the switched on professionals has been fantastic. You can already see how their actions will build momentum. Archimedes said, 'Give me a place to stand and I will move the earth'. This is an idea whose time has come." ■

● For more info visit: www.stopitnow.org.uk



Young people from Bucks YOS and Bucks Youth & Community Service filming *Alcohol: The Way It Really Is*

What do a group of young people in Wycombe, residents of two Thames Valley probation hostels, old people on a housing estate in Newbury and new pupils at a secondary school in Aylesbury have in common?

The answer is that during the last 18 months they have all taken part in an arts project initiated by the Thames Valley Partnership.

And at the same time, arts and community safety officer Judy Munday has worked with each member of the Thames Valley Partnership team on a project to demonstrate the unique power of the arts in all our work.

Judy came to the Partnership in 2003 when we received Arts Council funding to develop 'demonstration projects' to show the potential of the arts as a community safety tool across the Thames Valley.

Her first project was a collaboration with Buckinghamshire Youth Offending Service (YOS) and Buckinghamshire Youth and Community Service to create a video on alcohol use and abuse made by young people aged 15-17 working with drama and video artists. As with all the projects, the aim was to achieve

a range of benefits.

"We wanted to provide a safe environment where young people could explore the issues associated with teenage alcohol use, as well as enhancing their self-esteem and building team-working skills in a creative environment," says Judy.

Ultimately, the group produced a short educational video which they took to local schools as part of an alcohol awareness workshop. For the YOS clients the project was part of a reparation order. "For the young offenders, what came across was at last they were being rewarded for channelling their creative energies appropriately," says Judy. "One of the young people referred by the YOS worked so well that he was offered a job by one of the artists on a forthcoming project."

Learning new skills

Judy then worked with Buckinghamshire music technology project Soundstudio on digital music workshops for residents at two Thames Valley probation hostels. Aiming to encourage creativity and confidence among older high-risk offenders, the scheme also offered a real opportunity for skills development. The results

The public protecting the public

Circles of Support and Accountability is a Home Office pilot project aiming to provide high-risk, high-need offenders with a circle of four to six trained volunteers to help them through their first year out of prison. The scheme is run with the backing of the police, prisons, probation and sex offender treatment providers.

Circles support the offender, known as the 'core member', by modelling ordinary human relationships. The circle also looks out for the interests of the community in which the core member is living – circle members are well placed to keep a close watch over the core member's activities and, if there are danger signs, call them to account. If necessary they will alert the authorities.

"It is important not to demonise sex offenders," says Tany Alexander, who developed the Thames Valley's Stop it Now! pilot. As part of her project she employed former offenders on a training course to build professionals' understanding of sexual abuse. "The majority of people phoning the Stop it Now! helpline do so on their own behalf," says Tany. "Many sex offenders are unhappy about what they are doing. If we demonise people, we would never find this out."

art at the heart

Arts can **stimulate** engagement in learning, **raise self-esteem**, improve communication skills and even promote community safety as part of neighbourhood regeneration schemes. It can also impart specific skills that help offenders get jobs and **open up new horizons** for young and old alike.

Thames Valley Partnership is demonstrating the unique value of using arts as a method of work – and encouraging other organisations to give it a go

surprised everyone, with tremendous talents emerging from residents previously unable so much as to use a computer-mouse. The project also opened up channels of communication between residents, their families and hostel staff, and several men

'The benefits have been great'

expressed an interest in going on a basic skills course as a route back into employment.

"It was a simple thing to do," says Judy, "but the benefits have been great. Older offenders tend to be neglected but they have the same problems as young offenders. It is important to build them up against returning to bad habits."

Judy also worked with Thames Valley Partnership's Mending Fences project (see *Never Too Late*) and a range of partners including West Berkshire District Council, a housing association, a primary school, neighbourhood wardens and the residents' association, to organise an intergenerational community arts project on a housing estate in Greenham, Berkshire.

Gener8 was part-funded by the National Reassurance Policing Programme and aimed to tackle antisocial behaviour and fear of crime and promote tolerance and community spirit on the estate. An artist brought the local school, youth club and residents from sheltered housing together to make ceramic tiles and masks which were mounted in frames and put up on the walls of the community centre.

The tiles were unveiled on a community arts day which included street performers,

music, dancing and tile-making demonstrations. The day was the platform for consultation on the reshaping of the estate with trained advisors on hand to discuss residents' concerns, and their hopes and wishes.

Arts were the catalyst that brought people together. "We couldn't just plonk people in a room and tell them to have a conversation," says Judy. "Developing an activity that could be shared by different age groups helped to get them talking. And the arts component attracted hundreds of people to the consultation, which gave the community centre a huge lift. It was a good example of how arts can lie at the heart of a process."

Gener8 will be used as a springboard for sustained interaction between the generations. And, in terms of regeneration, the tiles themselves made an important contribution. As one resident said of the handprint theme: "It gives a sense of ownership – identity – perfect really."

Judy has also worked with our Early Intervention programme (see *Never Too Early*) to enhance a project easing the transition of children starting secondary school in Aylesbury. StART used different arts forms to develop respect, tolerance, teamwork and bonding between peers. There were music, dance and visual workshops – the latter aiming to boost children's self-identity.

Into the future

Thames Valley Partnership has enjoyed a close relationship with theatre in education group Theatre ADAD for many years. *Play It Straight* is a new initiative specifically for 14 to

17-year-olds excluded from school and at risk of offending. The plays and workshops are going to Pupil Referral Units (PRUs) and the actors are

'It brings the issues to life'

working with staff and pupils on some pretty hard-hitting topics. The first workshop, *Frontline*, is about peer pressure and gangs.

"Theatre is a particularly powerful way of tackling difficult issues," says Judy. "For many of the youngsters in the PRUs, the problems they see portrayed will have touched their own lives."

The programme offers support for staff – the first workshop followed by a 90-minute session for teachers, advising

some of those issues to life."

Future workshops will deal with drugs and relationships. New material is being developed to help young people understand the effect of their behaviour on victims and to look at the consequences of their offending to themselves and others around them.

The evaluation of the first year of the Art and Community Safety project found that none of these initiatives would have happened without the Thames Valley Partnership. Each project introduced participants to art forms that were new, accessible and stretching. "We introduced artists to members of the community with whom they don't normally work," says Judy.

The evaluation showed how 'art was used as an instrument



Photo: Theatre ADAD

The Theatre ADAD actors stay in character to engage pupils in discussions about issues raised in the workshops

them on how to keep difficult issues alive with reference to the characters in the play. Jan Paine, head of alternative education in Slough, has been very pleased with the sessions so far, "The plays have stimulated in-depth discussion on controversial issues that we try to address as part of our Physical Social and Health Education (PSHE) curriculum," she says. "This format brings

to improve community safety in different ways – through process, content or both'.

"Arts truly reach the places that other initiatives can't", adds chief executive Sue Raikes. "After a year of experimentation, we've demonstrated the huge potential of using art in community safety. We are now building on our experiences, and integrating art into all our work to strengthen the impact".

With thanks to the following

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Patsy Townsend: Director of Youth Programmes
Julia Worms: Close to Home Project Manager

and Associates

Thames Valley Partnership
Townhill Barn
Dorton Road
Chilton
Bucks HP18 9NA
Tel: 01844 202001

admin@thamesvalleypartnership.org.uk
www.thamesvalleypartnership.org.uk



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