



Annual Review

2020-2021



Elmore helps to prevent people from falling through the cracks

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Foreword from the Chair

This pandemic year has been like no other

Our team rises to challenges and delivers services that change people's lives, and they have made Elmore proud, working creatively and persistently, in the year of Coronavirus.

Highlights from this year

Elmore has started three new services:

- a **High Intensity User (HIU)** project to support frequent attenders as an alternative to A&E
- leadership of a **new domestic abuse service**, working with victims and perpetrators
- a major role in a **new mental health partnership**

Elmore has secured contracts to start five new services:

- A **hospital navigation project** for high-risk offenders, working with an Emergency Department alongside the Thames Valley Violence Reduction Unit and Connection Support
- Supporting the **extension of Oxford Safe Haven** by linking people to community-based support alongside Oxfordshire Mind
- Embedding multiple needs caseworkers in an Oxford-based homelessness hostel to **provide intense complex needs support** alongside Homeless Oxfordshire
- Embedding a multiple needs caseworker with the Temporary Accommodation and Anti-Social Behaviour Investigation Teams at Oxford City Council to **ensure tenancy security and support the avoidance of homelessness**
- Working with people with common and lower-level mental health problems to **access community-based support** alongside Connection Support

Elmore has continued to be an active delivery partner of the award-winning Oxfordshire Mental Health Partnership (OMHP). We have continued to provide a pathway to community engagement and practical support within a Primary Care Wellbeing project, support vulnerable people to sustain tenancies, and support adult survivors of child sexual exploitation. We continue to be an accredited Living Wage and Oxford Living Wage employer, wearing our values on our sleeve.

On behalf of the Board of Trustees, I want to say how very proud I am of everyone at Elmore for continuing to deliver life-changing services in the face of a very difficult time in everybody's lives.



Aziz Halime
Chair of Trustees



Foreword from the CEO

This annual report begins when the world began changing in ways we could scarcely have imagined. Streets emptied, people stayed at home, and the pandemic reshaped our lives.

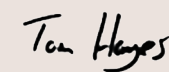
The Elmore team has been exceptional. This review of the pandemic year is a moment to acknowledge how in adversity we saw Elmore's dedicated workers come together to help each other, our colleagues, and most of all, our clients through the country's worst year since the Second World War.

The virus has created risks to the health and wellbeing of clients and caseworkers and presented unprecedented difficulties for everyone. Elmore responded by **delivering food parcels** to roughly 30% of our clients, people at risk of going hungry, and **supported people and families to stay at home** in line with Government guidance by providing jigsaws, books, and other entertainment.

Throughout the pandemic year, Elmore has started three services which you can read more about in this review: a **new High Intensity User project** as an alternative to A&E for frequent attenders, a **new mental health service** and a **new domestic abuse service**, working with victims and perpetrators, to support families to address the problems that affect their ability to look after their children.

Our **mental health** and **complex needs** work, support to **residents to maintain their tenancies**, support to **adult survivors of child sexual exploitation**, and support through the **Primary Care Project** has continued throughout the pandemic.

I want to thank everybody at Elmore for their commitment to their clients, each other, and our charity. I also want to thank partners and commissioners for their support, and everyone who helps Elmore to prevent people from falling through the cracks.



Tom Hayes
Chief Executive Officer





Who does Elmore support?

Elmore works with some of the most complex people in Oxfordshire, and they often do not fit easily into services and can be hard to engage.

Elmore's clients often have multiple separate support needs such as mental health issues, homelessness and rough sleeping, substance misuse, offending, physical disability, self-harm, learning difficulties, domestic abuse, sex working or experience of abuse and neglect.

Clients can find it difficult to fit easily into services for a range of reasons:

- They may be **too chaotic**, so the services they need cannot cope. Elmore clients can have difficulties keeping appointments and may behave inappropriately when they manage to keep appointments.
- They may be **unwilling to engage**. They may distrust statutory agencies and refuse services.
- They may **not fit referral criteria for services**. People with a combination of issues can be the exception to somebody's rule.
- There may be **confusion over which services should be involved**. Multiple problems can result in multiple agencies getting involved.

Crises can shape people's lives and result in a range of consequences including loss of housing and jobs, financial difficulty, and involvement with the criminal justice system. Self-harm, alcohol, and substances may be used by complex people supported by Elmore.

Elmore clients often have something important in common—for a range of reasons, they are not getting the services that they need, when they need them.

How does Elmore work?

Elmore has a flexible approach that seeks to engage people with multiple support needs who may slip through the net of services to make a positive impact on their lives. We seek to address the reasons why people may not fit easily into services and can be hard to engage.

Some of our services belong to our **floating support** team, whose clients benefit from longer-term interactions. This will be different to our new **brief interventions** team which have been developed around a model that relies on short interventions.

Initial approaches by caseworkers may be rejected, but the worker will persevere, trying out different tactics to engage and build up trust, possibly for the first time, in an agency. This build-up of trust helps people who will be some of the most complex in Oxfordshire to achieve positive outcomes.

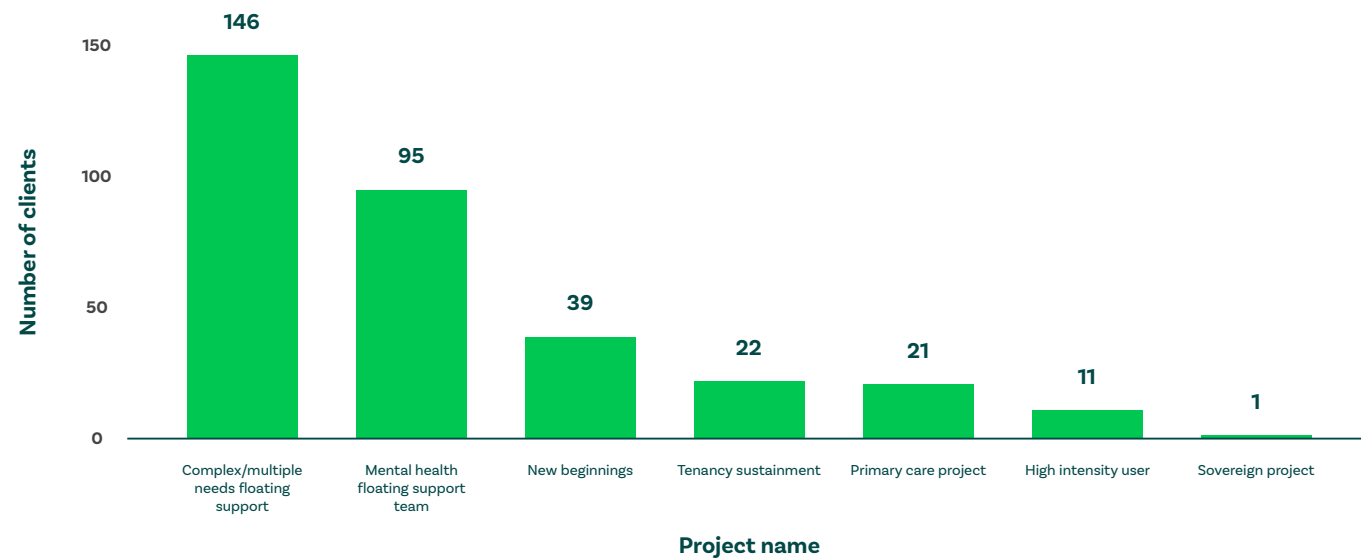
In our floating support team, work can sometimes go at a slower pace and our impact will be a 'slower-burn'.

Elmore persistently makes all potential avenues for treatment and support open and accessible to people. It is routinely our role to make sense of the range of agencies that might be able to offer a relevant service, and to support people to access them.

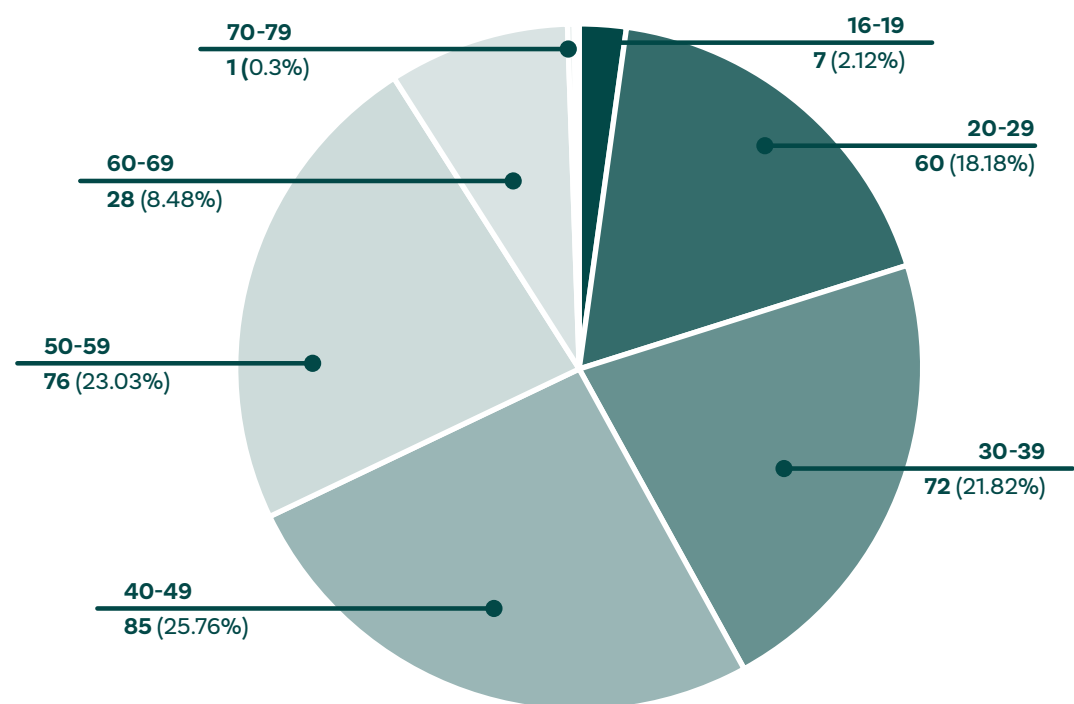
We seek to address the reasons why people may not fit easily into services and can be hard to engage.



A year in charts



Number of clients that were open at any point in financial year 2020/21



Breakdown of our clients by their age in 2020/21

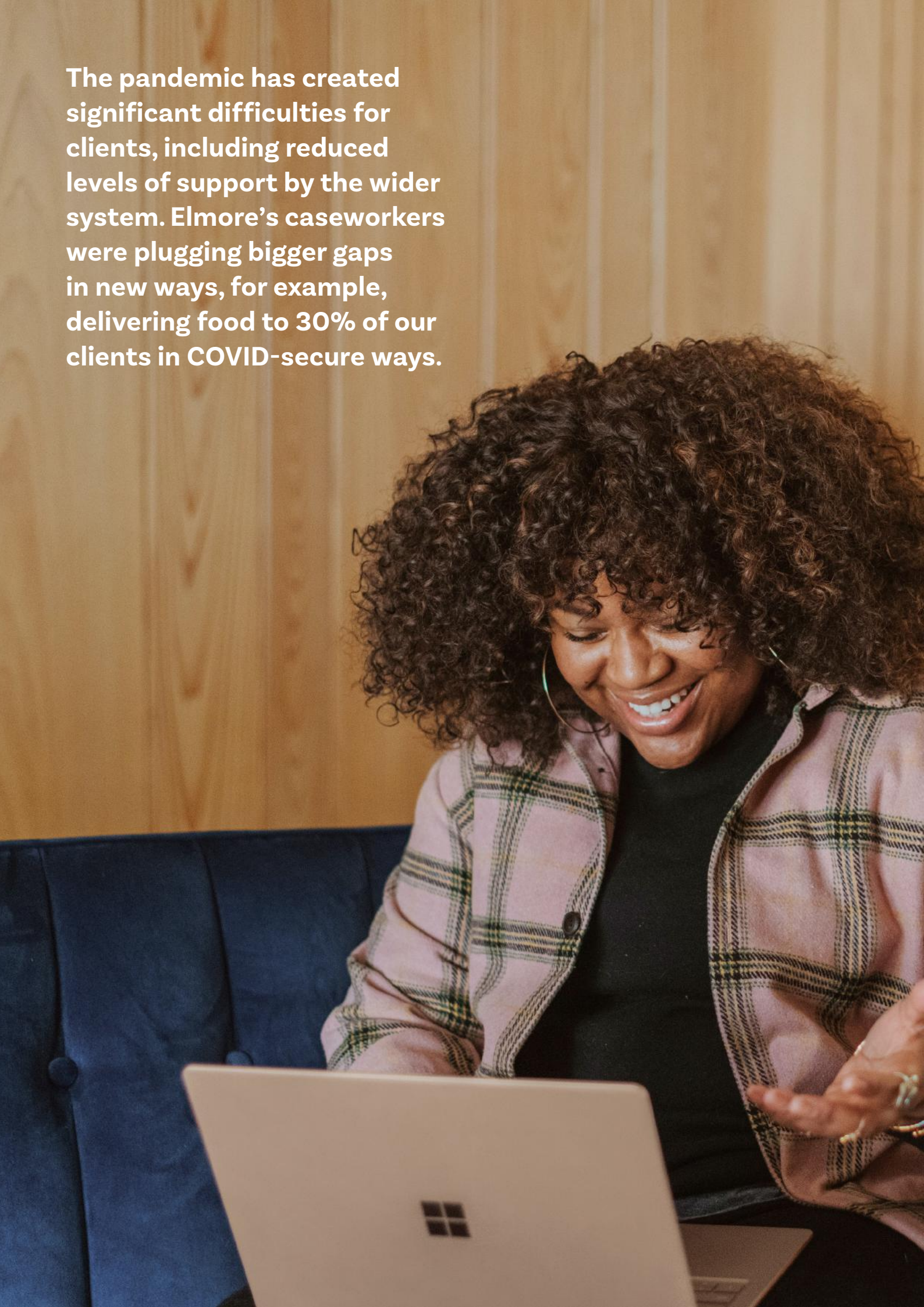


Elmore's Partners and Commissioners

	Complex Needs Floating Support in the Oxfordshire Mental Health Partnership (OMHP)		Hospital Navigation for High-Risk Offenders
	Mental Health Floating Support in the Oxfordshire Mental Health Partnership (OMHP)		Supporting Oxford Safe Haven (OSH)
	New Beginnings in the Oxfordshire Homeless Alliance		Supporting homeless people with complex needs
	Tenancy Sustainment		Preventing homelessness
	Primary Care Project		Rise & Shine
	Mental Health: Family Solutions Plus		Community Wellbeing Workers
	Domestic Abuse: Family Solutions Plus		Recruiting Trustees with lived experience of mental ill health and homelessness
	High Intensity User (HIU) Project		Oxfordshire Anti-Slavery Network

The pandemic has created significant difficulties for clients, including reduced levels of support by the wider system. Elmore's caseworkers were plugging bigger gaps in new ways, for example, delivering food to 30% of our clients in COVID-secure ways.



Complex Needs Floating Support

146

Clients supported
in 2020/21

Who is the service for?

- Anyone aged 18–65 in Oxfordshire, registered with an Oxfordshire GP, and having severe and enduring mental health needs (clusters 4-17).
- Anyone with complex and multiple needs—this may include mental and physical health, finances, accommodation, substance use, learning needs and vulnerabilities.
- Clients do not need to be in some form of stable accommodation and may be homeless or sofa surfing, for example.

What type of things do we support with?

- Improving mental wellbeing and enabling recovery.
- Confidence building and improving self-esteem.
- Providing support around housing, money, benefits, or debt.
- Providing support and tools to enable clients to build links within their local community to prevent isolation and loneliness.
- Acting as an advocate to ensure each client's voice is heard.
- Working with clients to help clients learn or improve practical life skills.
- Supporting clients to make positive and healthy choices about lifestyle such as exercise, healthy eating, stopping smoking.
- Supporting clients at court hearings, assessments, and tribunals.

How would we try to support?

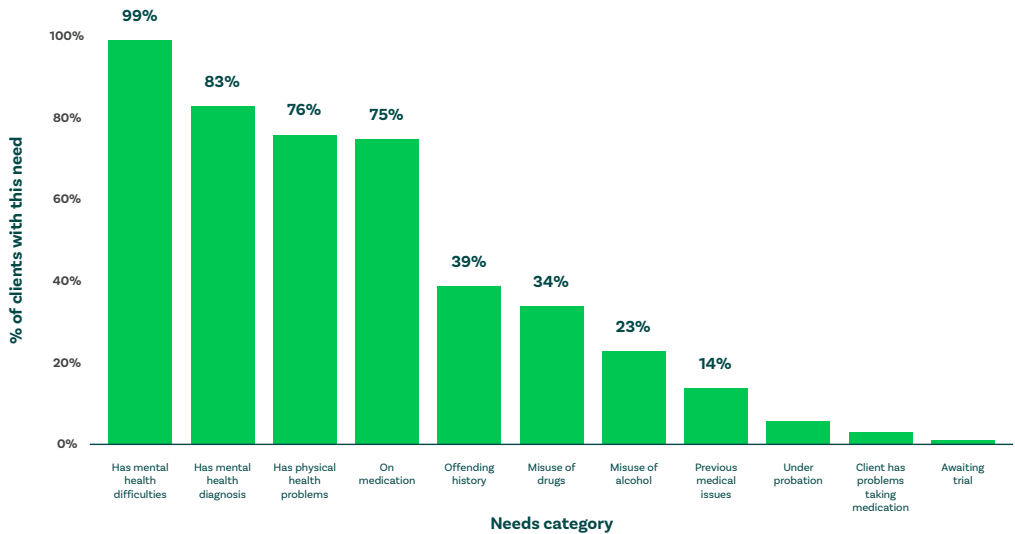
- A lead worker would meet with clients regularly (normally fortnightly) and help clients to identify the goals clients want support with.
- Support will be very broad and does not need to focus on any one area, but it could include help with accessing medical services, applying for benefits, resolving issues with clients' accommodation, and/or supporting and advocating on their behalf at a range of meetings such as Child Protection Conferences.

The needs of complex needs clients

Clients supported by the complex needs service have a large and diverse range of multiple needs for which they need support, ages, and backgrounds.

What are the common needs of complex needs clients?

- The most common needs are mental health difficulties and mental health diagnoses. 99% of clients have been assessed as having one or more mental health difficulties and 83% as having one or more diagnoses.
- Physical health problems are very common (76%), and the majority (75%) are on medication of some kind.
- 39% of clients have a history of offending. Misuse of drugs is more common than misuse of alcohol (34% as compared with 23%).
- It is most common for a complex needs client to have five needs, with some having as many as seven. The mean number of needs is 4.5 per client.

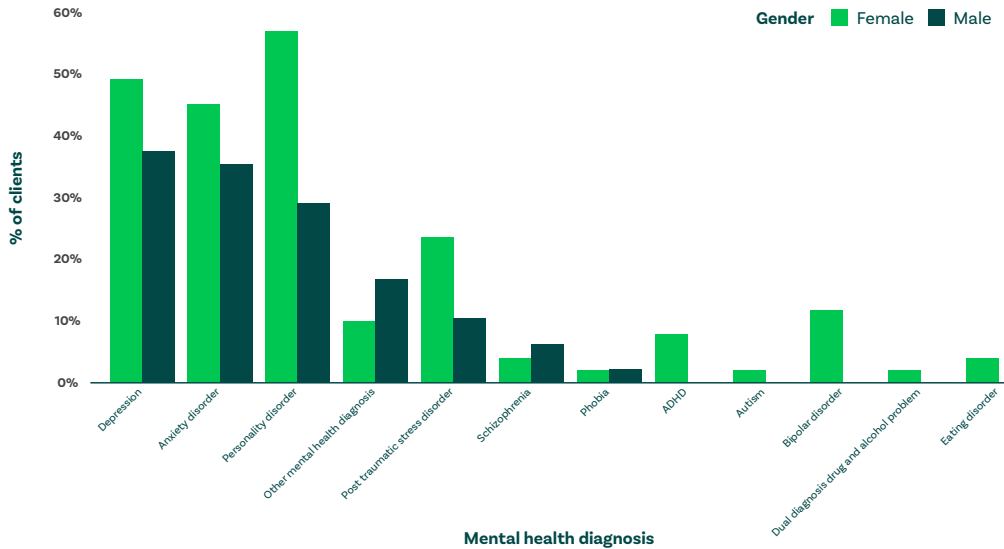


Percentage of complex needs service clients assessed to have needs in each category.



What are the mental health diagnoses and difficulties of complex needs clients?

- The most common mental health diagnoses are depression, personality disorder, and anxiety disorder.
- The most common mental health difficulties include feeling depressed or anxious.
- Clients mostly have more than one mental health diagnosis and difficulty.
- It is most common for a complex needs client to have two mental health diagnoses and 3% have as many as five.
- It is most common for complex needs clients to suffer with 5 mental health difficulties and 2% have as many as 9 or 10.



Percentage of clients with each mental health diagnosis by gender - complex needs service

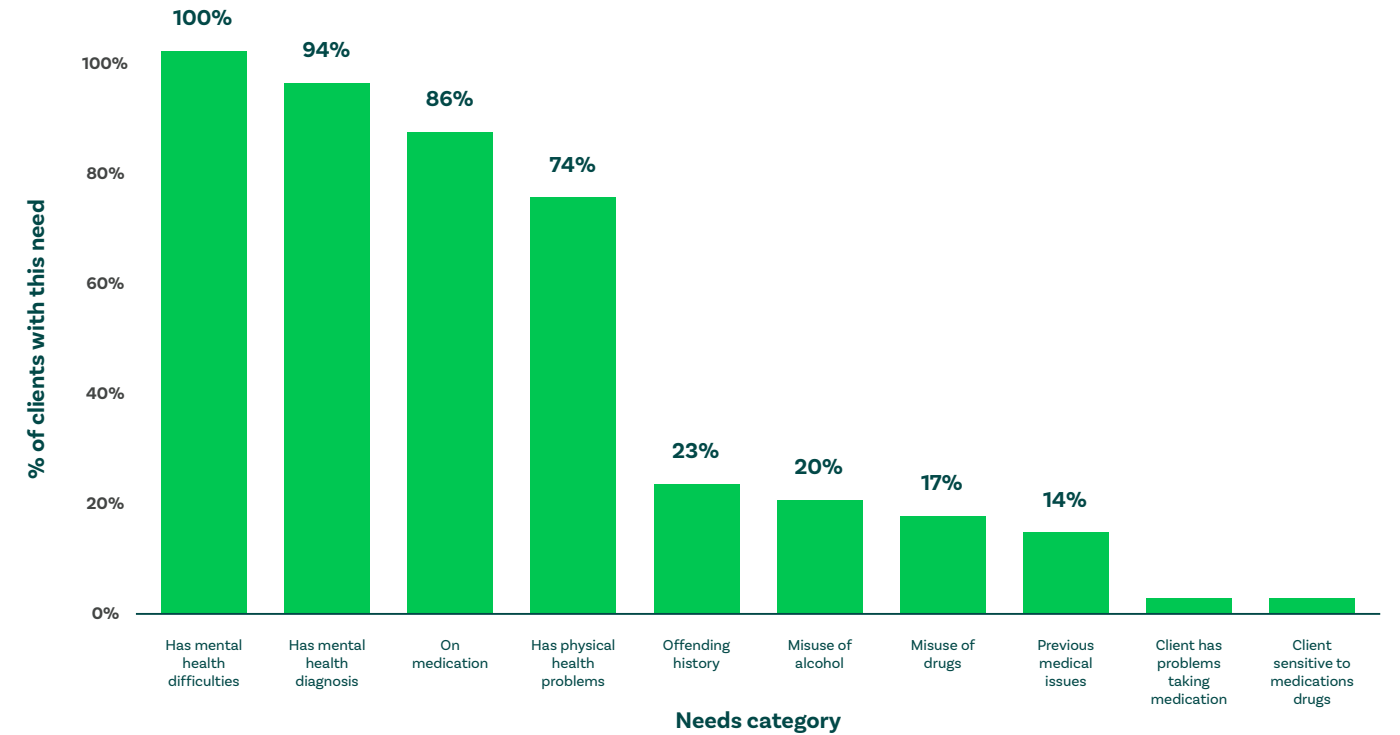
Mental Health Floating Support

Who is the service for and what types of things do we support with?

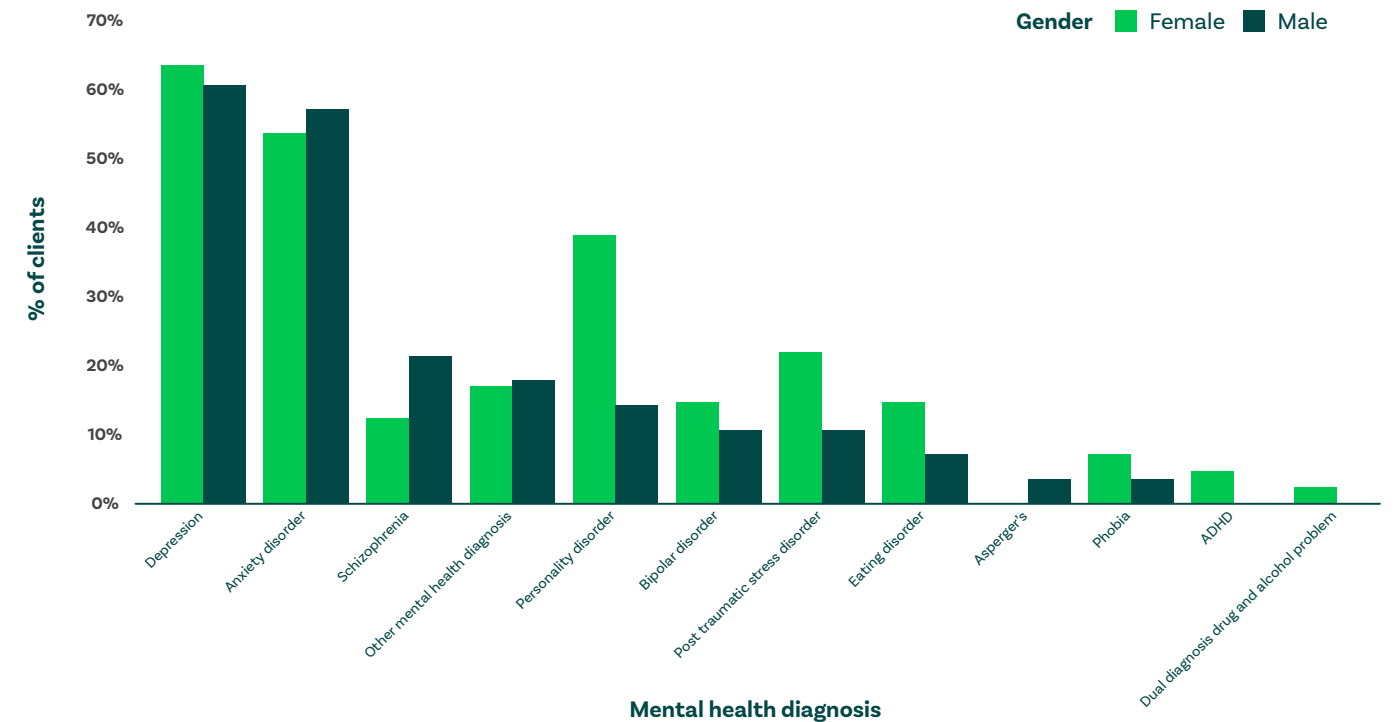
- Anyone aged 18–65 in Oxfordshire, registered with an Oxfordshire GP, and having severe and enduring mental health needs (clusters 4-17).
- Anyone with complex and multiple needs—this may include mental and physical health, finances, accommodation, substance use, learning needs and vulnerabilities.
- You would need to be in some form of stable accommodation.
- We support mental health clients with the same type of things as complex needs clients, and in the same ways.

What are the common needs of mental health clients?

- The most common needs are mental health difficulties and mental health diagnoses. 100% of clients have been assessed as having one or more mental health difficulties and 94% have one or more diagnoses.
- Physical health problems are also very common (74%) and the majority of mental health clients (86%) are on medication of some kind.
- 23% of clients had a history of offending. Misuse of alcohol is marginally more common than misuse of drugs (20% as compared with 17%).
- It is most common for a mental health client to have four needs, with some having as many as seven. The mean number of needs is 4.3 per client.



Percentage of mental health service clients assessed to have needs in each category.



Percentage of clients with each mental health diagnosis by gender - mental health service

High Intensity User (HIU) Project

11

Clients supported in 2020/21

21

Clients supported in 2020/21

Primary Care Project (PCP)

Similar to other areas of the UK, Oxfordshire has a system-wide challenge with people who present frequently and/or problematically to urgent and emergency care services. This is not a single group of clients, but rather a number of individuals with varied and sometimes complex issues.

Elmore started our HIU service during the pandemic. Funded at first by Oxford Universities Hospitals and now Oxford Health NHS Trusts, we provide individualised approaches to ensure people receive coordinated and consistent care and support. This helps to reduce repeat presentations to the Emergency Department and ensure that people get the right support in the right place.

What type of things do we support with?

- Intensive practical and emotional support.
- Providing flexible support based around individual goals.
- Providing emotional support to improve mental wellbeing and promote recovery.
- Providing practical support in relation to money, benefits, or debt.
- Anything that will help reduce the person's use of emergency services.

Who is the service for?

- People aged 18+ who are patients of the John Radcliffe Hospital Emergency Department or making frequent use of emergency services.
- Patients who will struggle to get adequate community support without Elmore's HIU service.

How would we try to support people?

- A lead worker will meet with clients and help them to identify the goals they want support with.
- Elmore's intervention is 12 weeks.
- Further support may be given in the 12 weeks following exit from the HIU service.

We link people to support for social, emotional, and practical needs.

Funded by Oxfordshire Mind, who we jointly work with on this project, Elmore provides brief intervention support which meets needs such as mental health, physical health, daytime activities, and finance.

Elmore's workers assist GPs and other primary care professionals.

In 2022 Elmore is launching an innovative new service as part of Oxford Health NHS Trust's work to improving services for people with personality disorders. Elmore will be providing specialist personality disorder services for primary care, working alongside patients to understand their problems, and providing a low intensity intervention that involves sessions in individual psychoeducation and psychological support to help them manage these. Our caseworkers will work within new Community Mental Health Framework hubs, alongside a multi-disciplinary team from Oxford Health and other community-based organisations.



Tenancy Sustainment

We support vulnerable council residents to keep tenancies and stay in their homes.

Funded by Oxford City Council, we provide support with tenants' mental health but also help and advice with practical matters such as applying for (and staying on) social security entitlements.

Who is the service for?

- Anyone aged 18+ in Oxford City and Oxford City Council properties experiencing difficulties with maintaining their tenancy.
- Anyone whose tenancy may be at risk because they are experiencing complex needs and mental health needs.

What type of things do we support with?

- Providing flexible support based around individual goals.
- Providing emotional support to improve mental wellbeing and promote recovery.
- Providing practical support in relation to money, benefits, or debt.
- Liaising with Oxford City Council's Tenancy Sustainment team and other agencies as an advocate.
- Working alongside tenants to empower them to make their own life choices.
- Supporting tenants around making positive and healthy choices about lifestyle such as exercise, healthy eating, stopping smoking and providing practical support to attend any physical health appointments.
- Working with tenants to address issues affecting their tenancy and helping them to stay in their home.
- Confidence building and improving self-esteem.
- Providing support and tools to enable tenants to build links within their local community to prevent isolation and loneliness.
- Acting as an advocate to ensure the voice of tenants is heard.
- Supporting tenants at court hearings, assessments, and tribunals.

How would we try to support tenants?

- A lead worker will meet with tenants and help them to identify the goals they want support with.
- Elmore provides face-to-face support inside and outside people's home.
- Our workers can meet with tenants over a videocall or by telephone.
- We would start by talking through what is going on for tenants right now, identifying what they would like to change, breaking this down, and supporting them to meet their goals.
- We will support tenants with goals that help them to maintain their tenancy and fulfil their other goals in a holistic way.

22

Clients supported
in 2020/21



**“Every town needs a
New Beginnings service.”**

New Beginnings Evaluation Interviewee





New Beginnings Service

39

Clients supported
in 2020/21

Elmore's New Beginnings service has continued to build on our work with adult survivors of childhood sexual exploitation (CSE) in Oxford.

The effects of CSE are long-lasting and can have a large impact on peoples' adult lives. Survivors often experience difficulties with their mental health, problems with relationships, an increased chance of substance misuse, and poorer physical health.

In 2021 Elmore published a landmark independent evaluation of the New Beginnings service. The overall conclusion of this evaluation is that New Beginnings is a unique, much needed, highly flexible service to a vulnerable group of people who have experienced horrific and multiple forms of victimisation and whose needs cannot be met by other services. The New Beginnings service supports people with compassion, commitment, and tenacity.

As one of the evaluation's interviewees said, "Every town needs a New Beginnings service."

This group of individuals often have complex needs that are difficult to meet by statutory services alone. Recovery is a cyclical not a linear process, and efforts in moving forward from these experiences can be hampered by the needs of, and the demands made by, the criminal justice system.

The New Beginning service was established to provide practical and emotional support to people who otherwise fell between the gaps in existing services.

Family Solutions Plus

Domestic Abuse Service and Mental Health Support

As part of the Family Solutions Plus (FSP) model brought to Oxfordshire, Social Workers, Children’s Practitioners, and adult mental health, substance misuse, and domestic abuse charity workers collaborate to engage families.

In 2020-2021 Elmore was commissioned to lead the Family Solutions Plus (FSP) Domestic Abuse service and support the FSP Mental Health service. Motivational interviewing is the heart of the model, and a single ‘workbook’ approach is used to assess parents’ capacity for change. In the latter part of the period covered by this annual review, Elmore has been designing and setting up the services.

Elmore aims to provide a safe space for victims and perpetrators of domestic abuse. We work with perpetrators in group and individual settings to recognise, acknowledge, and change harmful and controlling behaviour.

Elmore works with parents and guardians to identify their strengths and build on them, learn about the positive changes that they want to make, and support them to create lasting positive change for themselves and help to keep more children safely at home with their families.

Sharing the Elmore Difference that we’ve been making through the new domestic abuse perpetrator service

Elmore has been implementing new ways to understand and evaluate the Elmore Difference. We believe that we will only get a true picture of the Elmore Difference by sharing stories, so we have adopted a Storytelling methodology to collect stories and we’ve trained some caseworkers to become skilled story collectors.

Unlike ordinary approaches, the Storytelling methodology (using the Most Significant Change technique) gives service users the chance to be storytellers, decide on the most significant changes, and explain them in their own words.



Alan's Story

Breaking the Circle

Elmore has adopted a Storytelling approach (using the Most Significant Change technique) to give service users the chance to be storytellers, decide on the most significant changes, and explain them in their own words. This story is about Elmore's FSP Domestic Abuse Service.

"With my kids, I'd always spoken to them like adults. And they'd never quite understood where I was coming from. Instead of saying, no I can't give you sweets because it's nearly bedtime, or, you can't do that because we don't have the money, it was just an outright no. That would always leave them feeling confused. When me and my partner would have a disagreement in front of the children, nine times out of ten it got out of hand and we'd end up shouting and arguing. That's not healthy. Nobody ever wants their children to witness that. But at the height of the moment, you don't realise you're doing it."

"The beginning of this year I gave up work to become a full-time carer for my partner. Our relationship was okay, we had our moments, but then lockdown started up again at Christmas. I was depressed. Being together all the time exaggerated everything. Things became heated, and one day it came to a head. That's when I got arrested and social services became involved."

"By listening to what the course leader was saying, I learnt that these behaviour patterns I had weren't healthy at all, particularly for the children."



"My relationship had broken down. I realised that the kids had been through some mental abuse. Social Services told me about the Creating Changes course with Elmore. They thought it would be good for me to go. And at first, I was thinking: why? what have I done? Obviously, I recognise that I'd been angry and slightly verbally violent towards them with my ex, but I'm thinking it's just normal behaviour. And they said no, you're going to learn a lot from it. I go on this course and the first couple of sessions I was very anxious, very nervous. Thinking, oh no, what have I gotten into, I'm nothing like these guys. And then the other guys, I heard them speak and I sort of sat back and listened. I heard them talk about their own experiences and I thought, actually I can kind of relate to this. And then by listening to what the course leader was saying, I learnt that these behaviour patterns I had weren't healthy at all, particularly for the children. The relationship breaking down as well, the way me and my partner used to argue and the way that we used to handle things, that wasn't healthy."

"Realising what I had done just hit me. Suddenly I was reflecting on loads of arguments we've had, particularly situations when we were shouting in front of the children. The kids are seeing us throwing threats around and things like that. Suddenly I was like, oh crap, that's not right. There's a lot of personal things I realised that were not helping the relationship either. When we broke up, I was arrested and there was an allegation of sexual abuse. To me, abuse is physically forcing someone to do something. But then when I sat there and thought about it, and I've never forced her to do anything, but when they go in depth about emotional abuse and things like that, it opened my eyes and made me think, oh, hang on...sometimes when I've wanted to be intimate and she's not been in the mood, I've then made her feel guilty. Which I now realise is a form of emotional abuse, making her feel bad for not giving me what I wanted."

“When I first started the course me and my partner weren’t talking. We’d been together nearly 20 years on and off. I was 16 and she was 15 when we actually got together. And I didn’t think we were ever going to get back together. But we started to communicate again for the children’s sake, probably a third of the way through the course. We sat down and had a heart to heart about what went wrong in our relationship. I’d told her what I’d learnt, to start with, and the changes I’m trying to make. We started getting on. And after a few weeks, we decided we was going to try and sort things out. And then she realised, after some of the things that I told her, that she had issues that she needed to deal with as well. And I’m more aware now. If I have an argument or disagreement with my partner or whoever, you can say, okay, hang on a minute, I’m not happy about this. Give us five minutes or whatever, and then come back and re-approach it or reassess the situation, instead of going all guns a blazing.”

“I used to always be out working, doing long hours, long shifts. Like I said, I was depressed as well, when the relationship first broke down. I didn’t really have time for the kids. But now I’ve dropped my hours down to part time so I have more involvement with them outside of school. And it’s better, it’s working well. They’re happier, I’m happier. It’s really good. I started dieting, and I was going to the gym, trying to keep my mind focused. And that then reflects positively on the newfound relationship I’ve got with my partner and the children. Because when I do see them, I’m not miserable, I’m not depressed anymore. It’s things like that, its remembering that if you’re not happy then others around you are going to reflect on that, and then they’re not gonna be happy either. Now I’ve worked on myself I can be a better partner and a better father.”



“My dad was a firm believer in if I misbehave, it was physical punishment. I tried not to do that with my children but occasionally I smacked them. That’s one of the reasons why I was taking the course. I was doing exactly what my dad used to do, I just didn’t realise that I was doing it. I actually had to speak to my dad about it and say, look, Dad, it’s not your fault, but I’ve been acting just like you were when I was a kid and it’s not healthy. And he said, I’ve seen it in you when you’ve come to visit. The way you spoke to the kids. He said, I’ve looked at you before and thought – you’re just like me. But then, he was brought up exactly the same. It’s this vicious circle that I want to break. I don’t want my kids to do that to their kids when they’re older, if they have kids. My oldest boy, for example, if he’s in a relationship, I don’t want him to treat his girlfriend the way I used to treat his mum. As long as I can have a healthy relationship with my partner, as long as I can be a good role model for my kids and they grow up and break that circle – then I couldn’t ask for anything more.”

“Now, my daughter, she’s ten. And at one point, she was very reluctant to speak to me about her personal problems. I mean, she’s grown up very fast. And she wouldn’t speak to me about anything, she had no confidence in talking to me. But now I’ve learned how to come down to her level and speak to her properly. She’s become more confident and she’s opened up, which is really nice. I’ve never experienced that before. And that’s making me want to do it more, you know, I want to learn more, I want to be able to be that father to her and to understand what she’s going through. Two weeks before I was due to finish the course, another couple of guys joined. One guy was like, I shouldn’t be here, I ain’t got time for this crap. And I said to him, I know where you’re coming from. I said, just go in with an open mind, because if you can learn from it and change just one thing, it’s worth it.”

Elmore and the Living Wage

Elmore is an accredited Oxford Living Wage and Living Wage employer. We wanted all our staff to feel valued and able to provide the best possible support to clients, so that they can achieve the best possible outcomes.

We recognise that many charities of our size face significant challenges when trying to pay a Living Wage. Service delivery is facing significant underfunding while at the same time, demand is rising exponentially. Charities are often dependent on public sector contracts and grant-funding, which can lead to commissioners expecting its service providers to deliver projects at the lowest possible cost. In this context staff wages are treated as a cost whereas Elmore sees them as an investment in the recruitment and retention of a skilled and committed workforce.

As a campaigning charity, Elmore seeks to inspire and advise other small charities to become Living Wage employers, particularly as low pay is a particularly tough issue for women and ethnic minorities in the charity sector. We are working with others to grow the movement over the next few years, encouraging other employers to pay a Living Wage.



Elmore Members Association

Co-production means working together as equals and making best use of our resources and strengths to find ways of doing things that benefit our community.

Co-production can improve the way Elmore's services are designed and delivered by putting an emphasis on a more equal partnership between professionals and people using those services. Working together as equals builds better relationships (based on trust, respect and understanding) and helps to create services that actually work for the people using them.

Formed in 2014 by staff and past and present service users, the Elmore Members Association is a group of people committed to doing co-production or working together.

We believe that if we work together, we can make services better and more sustainable, and communities stronger and healthier. The aims of the group are to increase the members' control over their own care and to produce positive change. We have found that the group has enhanced the skills and increased the confidence of participants - it is now chaired by members and has been identified as a consistent and welcoming space.

In its current form, during the pandemic the Association has been meeting monthly and moved online. Members are paid the Oxford Living Wage for attending.

The first hour of the meeting addresses business related to Elmore Community Services (and, more broadly, the Oxfordshire Mental Health Partnership) including updates and service issues. In 2020-21, this has included giving feedback about our new Strategy, our new website, and new policies and procedures.

The second hour of the meeting is used for education, training and information sharing. In 2020-21, this has included sessions on climate change, wellbeing, and coping with the challenges of the pandemic.





Fundraising

Right now, our work is more important than ever, and we cannot provide support, advice, and information without your fundraising.

We make every penny count. For every pound Elmore spends, 91p goes directly towards improving the lives of people. Just 9p in every £1 we spend is used to keep Elmore alive, meeting our running costs.

Whether you put on a bake sale, bicycle ride, quiz night or head shave, whatever you choose to do, you'll be joining a team making a difference to people's lives.

If you would like to download our fundraising pack, [please visit our website](#).

Whether you're looking for ideas, top tips, or materials such as template posters and flyers, we have got everything you need to easily organise fundraising, keep it fun, and make it a success.

If you've got questions or need advice, we are just a call away on [01865 200 130](tel:01865200130) and can be emailed at info@elmorecommunityservices.org.uk.

If you're posting about your fundraising on Facebook or Twitter, please do tag [@ElmoreCommunity](#)

We can't wait to see what brilliant things you do and will share your posts with our followers!

“Fundraising was fun and I had direct contact with Elmore throughout, who made me feel part of the family!”

Duncan Enright, Mayor of Witney (2019-20)

Be a Corporate Partner

Relationships are the heart of our services, it's the same for our fundraising.

We know businesses and potential corporate partners don't want transactional interactions. Nor do we. We all want to build meaningful relationships.

We want to work with potential business partners in a way which honours their choice to support Elmore by making a lasting difference to people's lives. By choosing Elmore as your charity partner, you can improve the lives of people who are affected by mental health issues, complex needs, homelessness, and domestic abuse.

Relationships thrive when people invest in them, so Elmore will provide:

- A dedicated point of contact who responds promptly to your emails and proactively stays in touch.
- Materials, resources, and advice for fundraising, and support throughout.
- Priority places for events such as Oxford Half Marathon, Blenheim 7K, and Bike Oxford, taking in the best scenery while you improve your fitness.
- Ideas and options, so that you can decide how you want to support us.
- Eagerness to work with you to implement your own ideas about how you'd like to support Elmore.

We want to ground all our relationships in shared values, so Elmore will always:

- Listen to your ideas and suggestions, and work to build a relationship rather than treat you as a chequebook.
- Give you choice: If you would like to allocate your donation to a particular area of our work or specific project, we can ensure that this will happen.
- Give you confidence: Elmore won't waste a penny of your fundraising and we will put your gift to work quickly to make a difference.
- Give you updates: Elmore will keep you up to date about how your support is helping to change lives as part of our ongoing discussions.
- Acknowledge your choices: People can judge businesses by the company they keep, and Elmore has a proven track record that we're proud of. We want to recognise our relationship in public, so that more people know about our shared commitment to supporting people locally affected by mental health issues, complex needs, homelessness, and domestic abuse.

Let us know if you want to explore a partnership by:

- Filling in the form on elmorecommunityservices.org.uk/be-a-corporate-partner
- Giving us a ring on **01865 200 130**
- Emailing us at info@elmorecommunityservices.org.uk



Finances

Financial sustainability has been identified by the Board as a key priority for the organisation and we are pleased to report that Elmore's income exceeded its expenses in 2020-21.

Seeking financial sustainability has been a key priority, for which the Chief Executive and Board have been pursuing new approaches, including the creation of larger-scale projects and fundraising opportunities.

In 2020-21 Elmore secured new contracts. These new services represent an increase in size and income to Elmore, with income for 2020-21 exceeding £1.3 million for the first time. Our focus is on ensuring excellent delivery of these projects, in collaboration with partners, for the benefit of our clients and to put Elmore on the strongest possible footing going forwards.

£1.3m

Income in 2020-21

£1m

Expenditure in 2020-21



Thank You!

We would like to thank everyone who has supported Elmore and our life-changing services over the last year.

Without your support and generosity, Elmore would not be able to make a difference to people using our services and living on the margins of society. Our thanks go to commissioners of Elmore's services and the organisations and individuals who have provided support or funded our clients' essential items and much needed welfare in crisis situations.



We would like to thank our supporters over the twelve-month period covered by this review:

- Abingdon Emergency Foodbank
- Anti-Slavery Network
- Banbury Charities
- Banbury Foodbank
- Bicester Foodbank
- Bicester Town Council
- Blackwell's Oxford
- Bounce Design—Oxford Graphic Design and Print
- City of Oxford Charities
- Community Emergency Foodbank
- Councillor Duncan Enright, the Mayor of Witney (2019-20)
- Dayna Connolly
- Didcot Emergency Foodbank
- Grace Berry
- Groundwork UK
- Jonathan Mitty
- Lily Qui
- Mid-counties Co-operative Campaigning Fund
- North Oxfordshire Community Foodbank
- Our friends and partners in the Oxfordshire
- OxFAP—Oxford Friends Action on Poverty
- Oxford West Foodbank
- Oxfordshire Community Foundation
- OxPAT—Oxford Poverty Action Trust
- Patricia Judez
- Response Giving
- SOFEA
- Sophia Holme
- St Columbia's United Reform Church
- St Michael's and All Saints' Charities
- The Besom in Witney
- The Parochial Charities of St Clement's
- The Stanton Ballard Charitable Trust
- The Witney Town Charity
- UNISON Branch, Oxfordshire County Council
- Vicar's Relief Fund
- Wantage and Grove Foodbank
- Witney and West Oxfordshire Foodbank



elmorecommunityservices.org.uk

Elmore Community Services are a registered Charity (1090616)