



elmore  
community  
services

2004 | 05

# ANNUAL REVIEW

*"Elmore is different. I didn't have to go there - I chose to. They worked with me when other people had given up."*

Client, The Elmore Team



# OUR YEAR

This was a year of change, during which we said goodbye to members of the Board and staff, welcomed several new, highly experienced people to our organisation, and planned to move offices. Special thanks to Mark Hammond, who stepped down as Chair but remains an active Board member, and Naomi Evans, out-going Elmore team leader.

*Elmore continues to be recognised as an example of good practice.*

The Elmore Team spent much of the year responding to the challenges of Supporting People. Thanks to the hard work of Kate Cocker and her team, we have in place strong policies and practices. In addition, Elmore now works with national homeless charity Shelter to monitor work with rough sleepers, and with Bullingdon Prison to ensure support is in place for people when they are released. The Elmore Team continues to be recognised as an example of good practice.

I thank everyone – staff, Board and supporters – for their continued commitment to providing services to vulnerable people in Oxford.

*Clare Rowntree*

Clare Rowntree  
Board member

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# OUR TEAM

## Flexible support in complex situations

Elmore Community Services (ECS) is a registered charity and a limited company. We manage The Elmore Team, which is an independent, community service working in Oxford City.

The Elmore Team works with people with multiple needs who do not easily fit into existing provisions and are not seen as the clear responsibility of any one agency. We base our services on a pragmatic, needs-led approach. We offer practical help, emotional support, advocacy, links with relevant services and outreach. We also provide support and information for other agencies, and local and national training.

### Our values

- We believe in excellent communication, both internal and external.
- We are committed to investment in high-calibre staff, who are well trained and safely supported.
- We place a premium on all relationships built on respect, trust and a belief in self-determination.
- We make proactive use of networks, aiming to be creative, provide continuity, be challenging, inspire co-operation, facilitate coordination and promote flexibility.

### Our aims

- To identify people with multiple needs who are on the margins of existing services.
- To engage with people who have been identified as having multiple needs.
- To assess the needs of such individuals.
- To provide practical and emotional support, to enable the individual to have equal access to the basic rights enjoyed by society.
- Wherever possible or necessary, to act as an intermediary between clients and appropriate services. This might involve advocacy, brokerage or co-ordination.
- To act as a resource to the network of services available to people with multiple needs. This includes providing advice, information and training, and researching unmet need.

# OUR CLIENTS

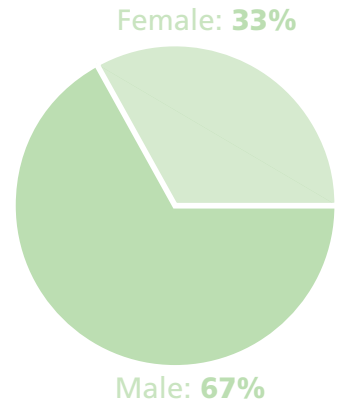
The people using our service have one thing in common: they have not been getting the services they need. Reasons may include:

- ❖ a person is very chaotic, and the services they need cannot cope;
- ❖ a person does not fit referral criteria for other services;
- ❖ a person is unwilling to engage with, or perhaps distrusts, statutory services;
- ❖ there is confusion over which services need to be involved.

# REFERRALS

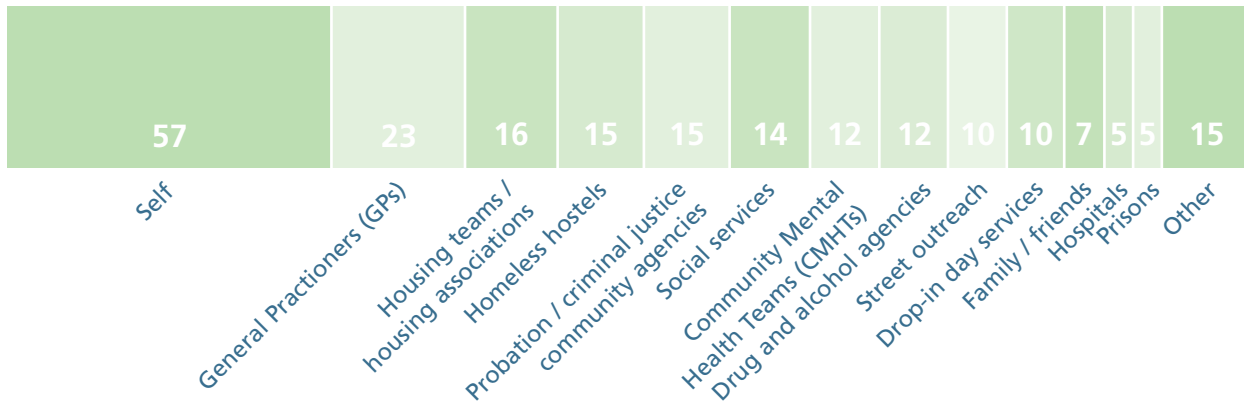
We have a straightforward referral system, which can be done over the telephone. Anyone can refer, and our largest referral source is those people who self refer. This year we received 216 referrals, the highest annual total in our history. Of the 216 referrals, 68 became clients. Everyone who is referred to us receives some form of action from the team. This may be advice or information, a brief intervention such as a referral to another agency, or a piece of short-term work. Roughly 30% of the people referred this year were of no fixed abode at the point of referral.

Client gender 2004/5  
% (of 161 clients)

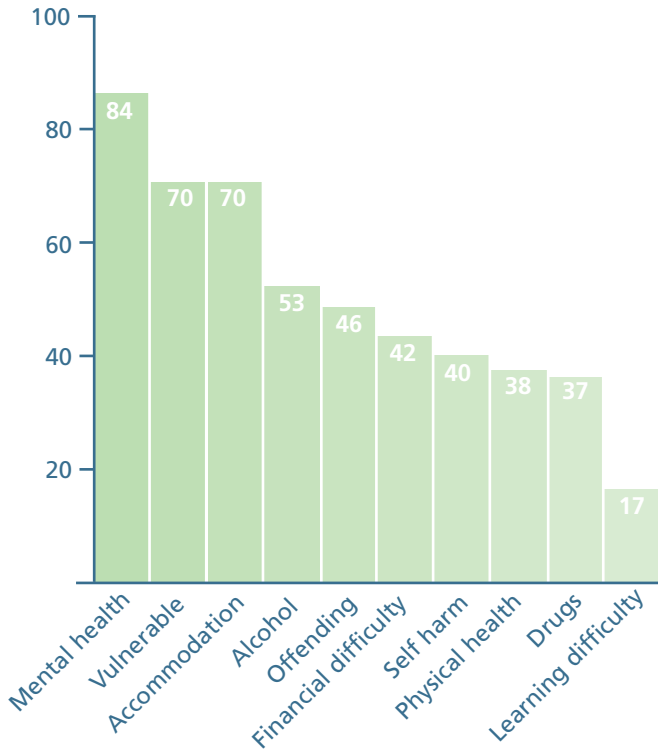


*Everyone who is referred to us receives some form of input from our team*

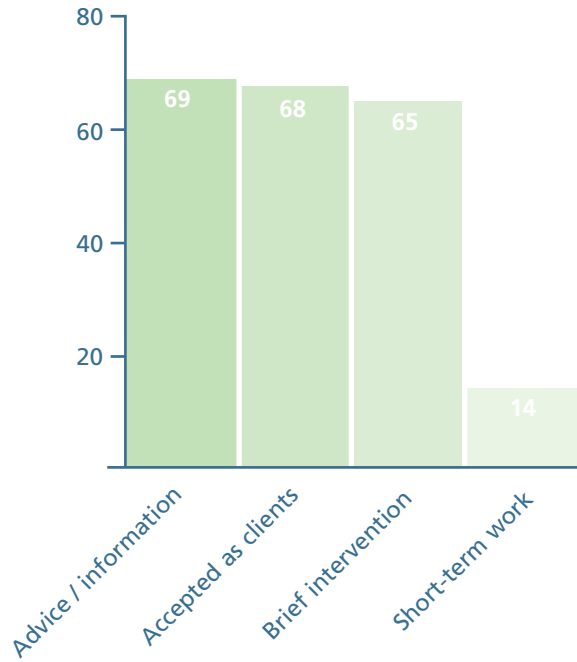
Who referred? (of 216)



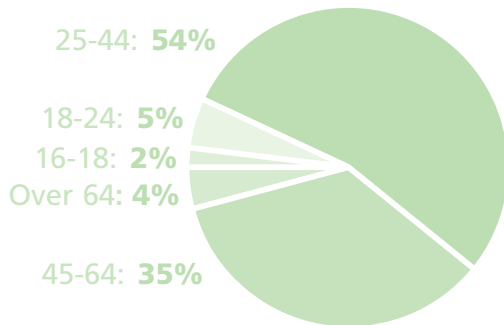
### The multiple needs of our clients (% of 161)



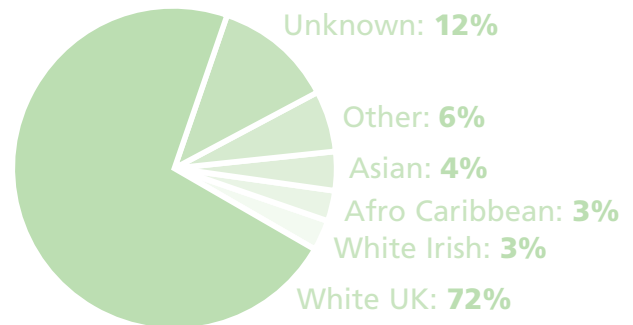
### Action from team following referral (of 216)



### Client age ranges 2004/5 Age % (of 161 clients)

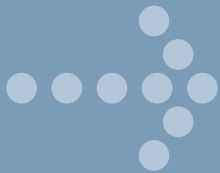


### Client ethnicity 2004/5 Ethnicity % (of 161 clients)



# OUR ACTIVITIES

Over the following pages,  
The Elmore Team offers an insight  
into the range and complexity  
of needs presented by our clients  
during the year. The examples  
illustrate the diversity of  
approaches employed by our  
skilled and experienced team.



Clients have given their approval for their experiences  
to be published. Names have been changed.

# CO-ORDINATED

## We co-ordinate multiple-agency support packages

Lewis

Now in his late twenties, Lewis has suffered from bullying and systematic abuse from others throughout his life. He arrived in Oxford after being serially excluded, for losing his temper, from hostels and private rented accommodation in another area. He was referred to Elmore by a young persons' homeless hostel. Various agencies were concerned about his mental state, drug use, offending and vulnerability. Our work with Lewis includes:

- ❖ helping him to reflect on negative housing experiences and to make informed decisions about future housing;
- ❖ accompanying him to visit potential accommodation;
- ❖ supporting hostel staff in working with Lewis and thinking through concerns over his mental state;
- ❖ liaising with statutory agencies to assist him in adhering to his probation conditions;
- ❖ accompanying him to a college interview for a course he was interested in; and
- ❖ planning a case conference for the many agencies involved in his support.

*Various agencies were anxious about his mental state, drug use, offending and vulnerability*



# FLEXIBLE

## We work with adults of any age

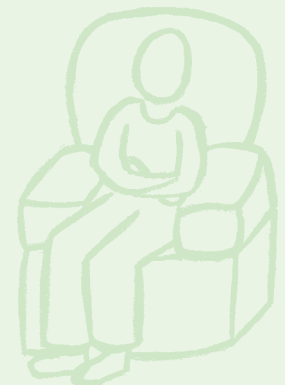
### Henry

Henry is 89 years old. He has a long history of psychosis, and is very hard of hearing and partially sighted. He was referred to Elmore by his GP because he was refusing to engage with anyone, and was potentially a risk to others.

For several months, Elmore workers visited Henry in pairs, listening to him and slowly gaining his trust. In order to work with a person with complex multiple needs, it is crucial to first understand their life history. It can take many months to unravel someone's experiences, and to find out if and how they have engaged with agencies in the past, and with what outcomes. Many agencies simply do not have the time or skills to undertake this work, which is one of the key features of Elmore's flexible service.

Following several psychiatric admissions, Henry is now in a nursing home receiving 24-hour care and support.

*In order to work with a person with complex multiple needs, it is crucial to begin to really understand their life history*



# PROACTIVE

**We work with people prior to, and during, their release from prison**

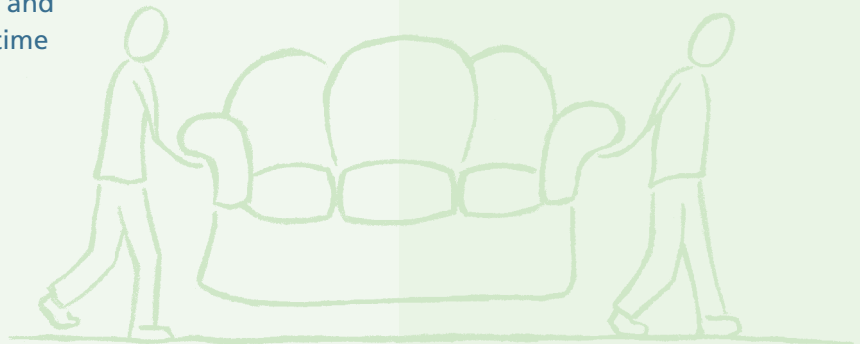
*John*

**John is in his thirties, and has been in and out of prison all his adult life. He has a long-term drug addiction and minor mental health needs.**

John was referred to Elmore during his most recent term in prison. We made an initial assessment and follow-up visit. Then Elmore and several prison agencies undertook work to prepare for his release, including a homelessness interview. An Elmore worker met with John on the day of his release, and supported him to collect his medication and the keys to his temporary accommodation. Over the next few weeks, Elmore supported John to access furniture for his flat, make an application to a supported housing project for ex-drug users and link him into statutory drug services.

John is currently looking into employment and training opportunities. This is the longest time in his adult life that John has been able to stay clean from drugs and not re-offend

*This is the longest time John has been able to stay clean from drugs and not re-offend.*



# PRACTICAL

## We support people on Anti Social Behaviour Orders (ASBOs)

*Tammy*

We have been working with Tammy, who is in her mid-forties, for several years. She has been diagnosed with a personality disorder, and finds it difficult to keep boundaries and take responsibility for her behaviour. She also has an alcohol problem, which results in disruptive and chaotic behaviour. Tammy is on an Anti Social Behaviour Order, and has been imprisoned for breaching the ASBO three times in the past year. Each time she is in prison, Elmore workers visit to help her plan for her release.

Supporting Tammy in her community involves a multi-agency approach, where responsibilities have been shared. In particular, Elmore liaises with City Council's Crime And Nuisance Action Team (CANACT). Our workers provide practical support and a listening ear. We stress the boundaries of the ASBO and the consequences of breaking it. The pattern of regular spells in prison seems likely to continue unless there is significant change in Tammy's behaviour, or in the way in which legislation is delivered for people with personality problems.

*Each time  
she is in prison,  
Elmore workers  
visit to help  
her plan for  
her release*



# DIVERSE

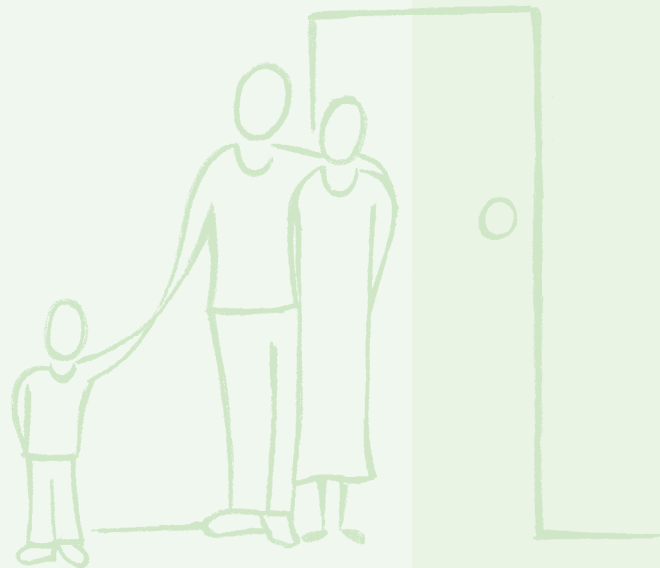
## We work with a broad range of people

**Elmore clients have a wide variety of needs and contexts.**

Our workers may engage with a client's whole family in order to develop solutions that are workable for everyone involved. This may mean helping a family to tackle problems that are not directly connected to multiple needs issues.

For example, we work with clients, and their families, from Irish traveller communities. The families have recently been housed and are trying to adapt to a very different, more sedentary life. We are gradually building our knowledge and understanding of the communities, and of their particular issues. By taking the time to understand the circumstances and needs of individual families, we are succeeding in gaining trust and developing relationships that benefit everyone involved.

*Our workers may engage with a client's whole family in order to develop solutions that are workable for everyone involved.*



# SUSTAINABLE

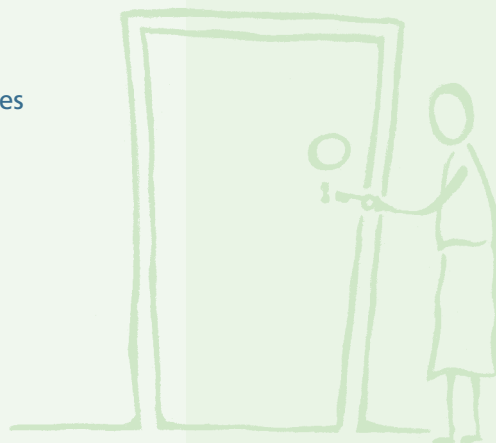
## We work with people regardless of their living arrangements

### Maureen

Maureen has a diagnosis of personality disorder, an alcohol addiction, a history of self-harm and repeated overdoses, and many physical health problems. Having fled domestic violence, Maureen slept rough in London for over five years. She was not able to access appropriate support and services. After coming to Oxford, she was referred to Elmore by a local hostel. She had been evicted because of her behaviour and was sleeping rough once again.

Since then, we have worked with Maureen during times when she lived on the streets, and while she was staying in various hostels or in hospital. She has now been in temporary accommodation in Oxford for four months. This is the longest time during the last five years that she has been able to stay in one place and housed. But these are difficult times for Maureen and we are ready to respond if her situation changes once more.

*These are difficult times for Maureen and we are ready to respond if her situation changes once more.*



# OPEN



## We work with people while they are ambivalent about change

Nicola

We do not necessarily expect people to change. Some people can't change, or if they do it is very gradually, and only after months of an agency trying different approaches. Here, a current client describes how she came to be involved with The Elmore Team.

*"When I first came to Oxford things was a bit messy with court, health, nowhere to live and the rest. So the Night Shelter put me in touch with the Elmore Team and now things is going alright for me.*

*What I mean is, I got extra help – things that other places like probation or doctors haven't got time to help with. It's not easy talking to someone you've never met before, but they let you get to know them. All the ones [Elmore workers] I met had plenty of patience as I think it's their job to listen to you, and then help if necessary. You can be helped with just about anything, as long as you ask."*

*"I think it's their job to listen to you, and then help if necessary"*



# OUR FINANCES

Elmore Community Services' financial situation continues to be stable. However, some funding is coming towards its final phase, and our continued success will depend on securing renewal or replacement funding of a similar value.

## Balance sheet

For the year ended 31 March 2005

	2005 £	2004 £
<b>Fixed assets</b>	–	–
<b>Current assets</b>		
Cash in bank and in hand	292,914	251,993
Debtors	700	5,598
	<u>293,614</u>	<u>257,591</u>
<b>Current liabilities</b>		
Creditors	(10,066)	(26,689)
<b>Net assets</b>	<u>283,548</u>	<u>230,902</u>
<b>Funds</b>		
Restricted funds	3,827	2,641
Unrestricted funds	279,721	228,261
<b>Total Funds</b>	<u>283,548</u>	<u>230,902</u>

Accounts adopted 20 October 2005

## Statement of Financial Activities

For the year ended 31 March 2005

	Restricted Funds £	Unrestricted Funds £	Total 2005 £	Total 2004 £
<b>Incoming resources</b>				
Donations	5,247	2,500	7,747	8,265
Grants	–	342,608	342,608	356,350
Interest receivable	11	8,894	8,905	4,750
<b>Total incoming resources</b>	<u>5,258</u>	<u>354,002</u>	<u>359,260</u>	<u>369,365</u>
<b>Resources expended</b>				
Charitable expenditure:				
Furthering charity objectives	4,572	192,911	197,483	226,891
Support costs	–	97,609	97,609	77,476
Management & administration	–	11,522	11,522	8,379
<b>Total resources expended</b>	<u>4,572</u>	<u>302,042</u>	<u>306,614</u>	<u>312,746</u>
<b>Net incoming resources before transfer</b>	686	51,960	52,646	56,619
<b>Transfers between funds</b>	500	(500)	–	–
<b>Net incoming resources for the year</b>	<u>1,186</u>	<u>51,460</u>	<u>52,646</u>	<u>56,619</u>
Fund balances at 1 April 2004	2,641	228,261	230,902	174,283
<b>Fund balances at 31 March 2005</b>	<u>3,827</u>	<u>279,721</u>	<u>283,548</u>	<u>230,902</u>

## Elmore is grateful for your funding and assistance:

- Cumber Family Charitable Trust • Homelessness Directorate • Oxford City Council • Oxford Friends Action on Poverty
- Oxford Poverty Action Trust • Oxford Primary Care Trust • The Oxford Sleep Out • Oxfordshire Social & Health Care
- Oxfordshire Supporting People Team • Oxfordshire University Homeless Action • St Michael's and All Saints' charities
- Shelter • Stanton Ballard Trust • Street Smart • Thames Valley Probation Service • Wesley Memorial Church

# OUR PEOPLE

## Board of Directors, Elmore Community Services

Mark Hammond, Chair April 04 – Sept 04

Clare Rowntree, Chair Oct 04 – March 05

Barry Phillips

Tan Lea

Simon Pont until Feb 05

Margaret Simpson until Sept 04

Steve Pearce

Nicky Brodie from Jan 05

Matthew Wigglesworth from Jan 05

## The Elmore Team

Kate Cocker, Manager (1wte)

Naomi Evans, Team leader (1wte) until Sept 04

Jill Childs, Team leader (1wte) from Dec 04

Angela Stannard, Multiple needs worker (1wte)

Alice Lanzon, Miller Multiple needs worker (1wte)

Melanie Swinbourne, Multiple needs worker (.6wte)

Jeremy Hill, Multiple needs worker (.8wte)

Randy Ulland, Multiple needs worker (.8wte)

Mary Squires, Multiple needs worker (.8wte)

Greg McKittrick, Multiple needs worker (1wte) until Sept 04

Matthew Clarke, Multiple needs worker (1wte) from Dec 04

Jennifer Selby, Finance worker (.4wte)

Marie Sparke, Secretary (.4wte)

Hilary Jordan, Secretary (.6wte)

# OUR FUTURE

ECS is committed to development and we are always looking at ways to strengthen our services to clients. We are currently working to develop new services that build on our substantial experience and complement our existing activities. Key themes include:

- User involvement
- Prison resettlement
- Increased engagement with black and ethnic minority (BME) groups
- Assertive outreach with rough sleepers with complex needs
- Dual diagnosis
- Involvement with the Anti Social Behaviour Orders (ASBO) process
- Supporting people to move on from hostel accommodation

*"You and my brother are the only people  
I can talk to about my feelings."*

**Client, The Elmore Team**

## OUR CONTACTS

**Phone:** 01865 200130 (answerphone outside office hours)

**Fax:** 01865 246039

**Write:** Bullington House, 174b Cowley Road, Oxford OX4 1UE

**Email:** [info@elmoreteam.org.uk](mailto:info@elmoreteam.org.uk)

### **Annual Report and Accounts**

Elmore Community Services' complete Report and Accounts are available on our website, [www.elmoreteam.org.uk](http://www.elmoreteam.org.uk), or please contact us for a printed copy.

[www.elmoreteam.org.uk](http://www.elmoreteam.org.uk)

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