



**Creating Possibilities: Improving Lives**

**Social Accounts 2011/12**

**Measuring our impact**

The Five Lamps Organisation Limited  
Registered Office: Eldon Street, Thornaby, Stockton, TS17 7DJ  
Registered Charity Number: 702314  
A Company Limited by Guarantee: 2441319



## Acknowledgements

Five Lamps is very grateful for the help and support received during the preparation of these accounts.

We would like to thank everyone involved, particularly Alan Kay (Social Audit Network), Richard Walton (Northern Rock Foundation), Liz Dewhirst (Avanta), Lawrence McAnelly (The Junction) and Tony Chapman (Durham University) for taking part in the Social Audit Panel.

We would also like to thank our customers, staff, partners and Board of Directors who took the time to complete the consultation questionnaires.

## List of Acronyms

APR	Annual Percentage Rate
CSCS	Construction Skills Certification Scheme
DCLG	Department of Communities and Local Government
DWP	Department for Work and Pensions
ERDF	European Regional Development Fund
ESA	Employment Support Allowance
ESF	European Social Fund
IB	Incapacity Benefit
IS	Income Support
ISUS	Intensive Start Up Support
JSA	Job Seekers Allowance
LM3	Local Area Multiplier
NEA	New Enterprise Allowance
NEEAL	North East Enterprise Agencies Limited
NRF	Neighbourhood Renewal Fund
RBS	Royal Bank of Scotland
SE100 Index	Social Enterprise 100 Index
SRB	Single Regeneration Budget
SROI	Social Return on Investment
VCS	Voluntary and Community Sector



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## Welcome

2011-12 was a very good year for Five Lamps. We continued to enjoy success in winning contracts; expanding our geographic footprint; supporting the development of our sector and building new partnerships. We even picked up some awards and recognition along the way. Underpinning that success was the confidence derived from the publication of our first set of social accounts in March 2011 and the tangible value of a touchstone document which illustrated our social impact with a mixture of detailed analysis, stakeholder commentary and case studies.

We have featured in the first two RBS SE100 Growth indices, and may make it three this year, but continued growth without demonstrable impact dilutes achievement. That was why we committed to our first set of social accounts last year and we were delighted to be shortlisted for the 'Impact Champion' award at last year's SE100 Awards. We didn't win, didn't expect to, but were one of only 11 social enterprises out of over 400 listed who scored 5/5 for impact.

For a second successive year we also featured in the Sunday Times '100 Best Not-For-Profit Organisations to Work For'. Only three organisations bettered our score of 87% positive for our staff feeling that they can make a real contribution to our success. Their engagement in measuring impact, submitting the good news stories that feature on our website are integral to all Five Lamps reporting, not just our social accounts, and commitment to our corporate values, were at the very heart of that excellent score.

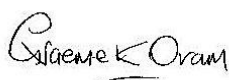
We believe that our social accounts give us a competitive edge when tendering for new work and we look forward to the implementation of the Public Services (Social Value) Act 2012. Our success in securing a DWP Prime Contract delivering the New Enterprise Allowance Loan Service across the North East and Yorkshire, and in other new work supporting troubled families with complex needs, followed tender submissions which drew considerably from our social accounts.

Similarly, our continued development of a prospectus for social investment to be issued later this year, and our development of new services around the localisation of Social Fund and the reform of the welfare system, both have our social impact and service integration at their core.

In June 2012 we secured £1.3million to refurbish 75 empty properties in Darlington and County Durham. This is a new area of work for Five Lamps but the compelling vision for a programme which creates opportunities for young people, through work placements and tasters and into apprenticeships; opportunities for our business start-up customers; opportunities for our customers from vulnerable and disadvantaged groups; homes for people who need them and the rebuilding of our communities, added to our capacity and commitment to measure the impact of the investment made by DCLG, ensured a successful bid.

These successes illustrate the extent to which the production of Social Accounts has become integral to Five Lamps' operation and culture, supporting our growth and development, adding value to tenders, influencing service design, providing a marketing tool, generating a stream of good news stories, celebrating success and providing a case for social investment. At a time when our sector is challenged by public sector austerity, demonstrating impact and positive outcomes has never been more important.

Welcome to our 2011-12 Social Accounts. Once again I am hugely respectful of the work of Nicola Hall, Bill Erskine, Nichola Storr and Mark Thompson, our impact champions for their work to produce this document.



Graeme Oram  
**Chief Executive**

## Introduction

In 2010, we published our first set of Social Accounts which captured for the first time the true social, environmental and economic impact of our 4 integrated business divisions.

We received very positive feedback about these Social Accounts and were pleased that we were shortlisted as an 'Impact Champion' at the 2011 Royal Bank of Scotland's SE100 Awards and were 1 of only 11 organisations to score 5/5 for impact. The Social Accounts had a significant impact on our business, particularly in terms of providing a cornerstone document that all staff embraced. We used them effectively for strategic planning and attracting investment. Most importantly, they provided us with a greater understanding of what works well and what is needed to improve in order to maximise the social value of our integrated services.

Building on the success of our first set of Social Accounts, our 2011/12 Social Accounts demonstrate the wider performance and impact of Five Lamps' work; what we have achieved, what our stakeholders and customers think of the way we work, the way in which we engage with them and the impact of our services.

They are focussed on reporting the impact of our 6 strategic objectives

- Managing organisational performance
- Growing our 4 business divisions by winning contracts
- Growing our asset base
- Building brilliant partnerships and VCS infrastructure
- Measuring social and economic impact
- Continuous Improvement

Our strategic objectives are achieved via our activities, which in turn are driven by our values, which underpin our mission to transform lives, raise aspiration, remove barriers and offer choice.

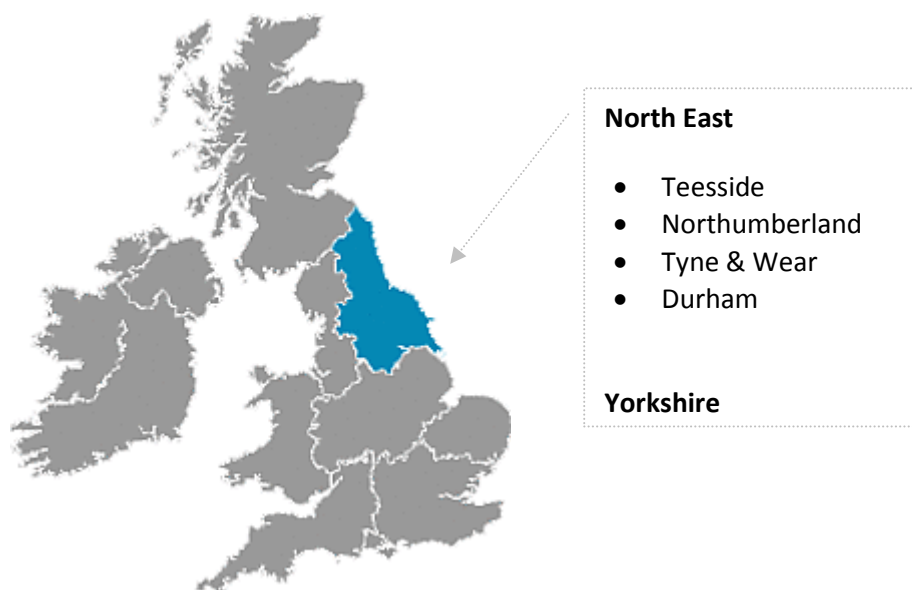
Our social accounts have also set out to identify Five Lamps performance in terms of our environmental and economic impact. We have followed the 8 social accounting principles and used a Social Return on Investment type evaluative analysis of our impact.

Five Lamps Board of Directors and Senior Management Team have embraced the social accounting process and have ensured that it is embedded across the organisation. The recently formed Customer Services and Performance Sub Committee of the Board of Directors Terms of Reference highlights their responsibility for the overview of social impact and annual social accounting processes.

Our next set of social accounts for 2012/13 will bridge the gap between our second set of social accounts and will identify progress on the improvement plan.

## History and background

Five Lamps is one of the largest community-led social and economic regeneration businesses in the North East. Based in Thornaby, Stockton-on-Tees, Five Lamps delivers services across the North East region and into Yorkshire. We aim to transform the lives of individuals and their families by helping them to find work, start their own business, improve their finances and improve the aspiration of young people.



Five Lamps' services are primarily focussed on providing services to deprived communities.

### Key statistics

Almost 15% of adults aged 16 to 64 had disabilities that limited their daily activities or work in the North East in the year ending March 2011, the highest region in England.

The employment rate in the North East stood at 66.6% in the first quarter of 2012, lower than the UK rate of 70.5%.

More than a fifth of children in the North East lived in workless households in Q4 2011 (22.4%), the highest proportion in the UK.

Gross disposable household income (GDHI) of residents in the North East, at £13,300 per head in 2010, was 15% below the UK average and the lowest of the English regions and countries of the UK.

The business birth rate in the North East was 10.4% compared with the UK average of 10.1%.

**Source: Region and Country Profiles: Key Statistics 28 October 2011**

The North East has the highest percentage of young people who are NEET (Not in Education, Employment and Training) in the UK. 9% of 16-18 year olds in the North East are NEET.

**Source: Department for Education Statistical Release – NEET statistics. August 2012**

In the North East 82% of people have a bank account, compared to 95% of people in the South East of England having a bank account.

**Source: Barnes et al., 2005, (Taken from the Joseph Rowntree Trust Report into Financial Exclusion)**

Five Lamps is a registered charity (702314) and a company limited by guarantee (2441319).

### *The history behind the name*

Our staff are regularly asked to explain the significance and background to our name. This is increasingly the case as we expand our geographical coverage well beyond our Thornaby base. We are proud of our association with the Lamps and offer the following brief summary.

Robert de Thormodbi returned wounded from the Crusades in the 13th century and swore to establish a shrine to the Virgin Mary. He did so in St. Peters Church and the shrine was lit by five sanctuary lamps. In 1546 one cottage at Stainton and two acres of land at Thornaby were given to fund five lamps for the chapel at Thornaby. This is said to be the origin of the name of the Thornaby landmark, the Five Lamps.

The next key historic event saw the building of a set of lamps in 1874 at the junction of Mandale Road and George Street. Over the years they became a significant meeting place and a focal point for the local community. The lamps were used by politicians, preachers and others and symbolised free speech. Each new year hundreds of local folk would gather around them and celebrate the Town Hall clock striking midnight.

The building of the A66 saw the lamps removed, but on completion of the work a replica set was made by the apprentices at the Head Wrightson engineering company and erected about fifty yards from their original position. In 2002 another set, not an exact replica, was placed in the centre of a roundabout almost exactly where the originals used to stand.

When Thornaby Impasse became The Five Lamps - Thornaby Community Resource Centre in 1992, changing to The Five Lamps Organisation in 1998, the choice of name did not only have a strong geographical connotation. Our work in social and economic regeneration and our mission 'Making People Matter' draw on the Lamps' symbolism of free speech, a meeting place and a gathering place for unemployed people.

In 2010, the replica lamps were placed on Mitchell Avenue, adjacent to Acklam Road as a gateway to the regenerated Thornaby Town Centre.

Five Lamps predecessor, Thornaby Impasse was established in 1985 to help people who had suffered from the structural unemployment caused by the decline of the traditional industries in Teesside.

### *Structure*

Five Lamps is governed by a Board of Trustees. There are 7 Board Members, who are supported by a Minute Taker. Please see Appendix 1 for more information on Five Lamps Board of Directors.

The Senior Management Team comprises of 5 members of staff who report to the Board. The organisation now employs over 80 staff (and has 38 volunteers as of March 2012). Please see Appendix 2 for Five Lamps organisational structure diagram

To date, the organisation has had to develop a strategy to sustain and develop its services with a bigger focus on contractual delivery rather than a reliance on grant funding. Funding and contracts have been secured to establish new and revitalised services around:

- Employability
- Enterprise
- Youth
- Financial Inclusion

As part of Five Lamps charitable objectives around maintenance, improvement and provision of public amenities we manage 2 community centres within Thornaby - South Thornaby Community Centre and The

Youthy. Both centres provide a venue for community activities with South Thornaby Community Centre attracting an average footfall of 2,999 per month and The Youthy an average footfall of 417 per month.

### *Financial summary*

Our most recent Audited Accounts for 2010/11 are summarised in our Annual Report and can be downloaded from our website [www.fivelamps.org.uk/general/annual-reports](http://www.fivelamps.org.uk/general/annual-reports)

Full copies of our Audited Accounts for 2010/11 can be downloaded from our website [www.fivelamps.org.uk/general/audited-accounts/](http://www.fivelamps.org.uk/general/audited-accounts/) from September 2012

### *Key developments*

- Income for the last year increased by 18%
- Cost of delivering services increased by 24%
- Reserves increased by 249%
- Net current assets reduced by 15%
- Creditors/long term liabilities reduced by 30%

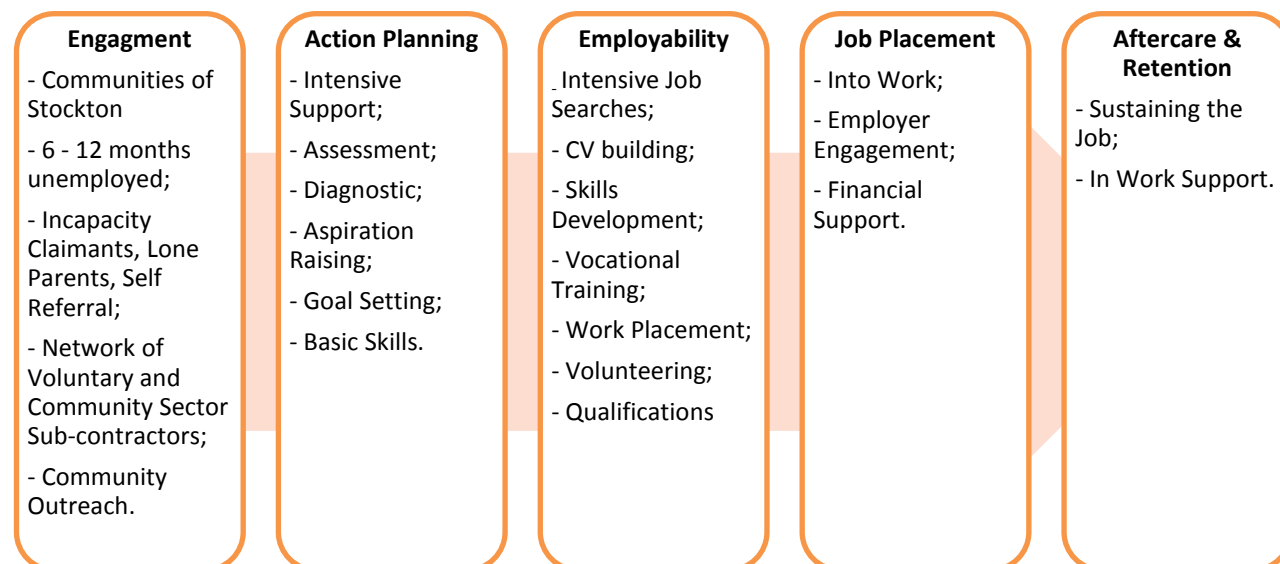


## Performance against contracts during 2011/12

### Employability

**Aim: To have a positive impact and increase employment figures in Stockton-on-Tees, by supporting people to access training and sustainable job opportunities**

Our Employability team recognises the key stages of our customers' journey to employment:



Expected outcome	Performance April 2011 – March 2012
<b>Contract: Communities Fund (Stockton Council)</b> <b>Contract Start/End Dates: April 2009 – March 2012</b>	
Overall 3 year contract target to progress 1,120 customers into employment, of which	We supported 560 people into employment <b>Overall 3 year contract achievement of 1,239 people into employment</b>
1,120 will have sustained this employment at 26 weeks	280 customers supported to sustain their employment at 26 weeks <b>Overall 3 year contract achievement of 556 customers sustained employment at 26 weeks</b>
Overall 3 year contract target to engage with 1,120 unemployed residents of Thornaby and central Stockton to provide Information Advice and Guidance with a resulting action plan. These residents are 6 – 12 months unemployed and are generally regarded as being the hardest to reach and engage with.	1,272 customers received Information, Advice and Guidance with 563 action planned. <b>Overall 3 year contract achievement of 2,018 action plans</b>
	We supported 255 customers to achieve a qualification and 194 customers to pass their CSCS Test
<b>Contract: Work Programme (Avanta)</b> <b>Contract Start/End Dates: July 2011 – July 2016</b>	
To engage with unemployed residents of Stockton on a mandatory welfare to work programme. These residents are minimum 9 months unemployed (average length of unemployment is currently 5 years) and are generally regarded as being the hardest to reach and engage with.	Engaged and action planned 258 customers of which 28 have been supported into employment

<b>Contract: Train to Gain (Stockton Council)</b> <b>Contract Start/End Dates: August 2011 – July 2012</b>	
85 learners to complete a QCF qualification	We have recruited 92 learners onto the programme to achieve their QCF qualifications by October 2012.
<b>Contract: FamilyWise</b> <b>Contract Start/End Dates: January 2012 – December 2014</b>	
To engage, support, create aspirations and progress into employment families with multiple problems (Common Assessment Framework Level 2/3) <i>Contract commenced February 2012</i>	10 family members engaged 1 progression into employment 6 progress measures achieved

Following the successful 2009 tender to deliver the 'Communities Fund', a visionary approach by the commissioners, Stockton Council, to tackling unemployment in the borough, we restructured our delivery model and in the summer of 2011 secured a DWP Work Programme sub-contract with Avanta, one of the two prime contractors for the North East.

Our Communities Fund delivery performed particularly strongly. This is despite the continued impact of the economic recession on the Tees Valley which has seen a significant reduction in the number of 'entry level' jobs available and real pressure on the achievement of sustainable job outcomes, i.e. individuals remaining in employment for 26 continuous weeks. The numbers of people in our communities who are trapped in a cycle of insecure, short-term, low paid jobs, with the inevitability of cyclical unemployment and recurrent poverty is increasing. Five Lamps strives to systematically strip away the barriers that lock too many people into the low-pay, no-pay cycle.

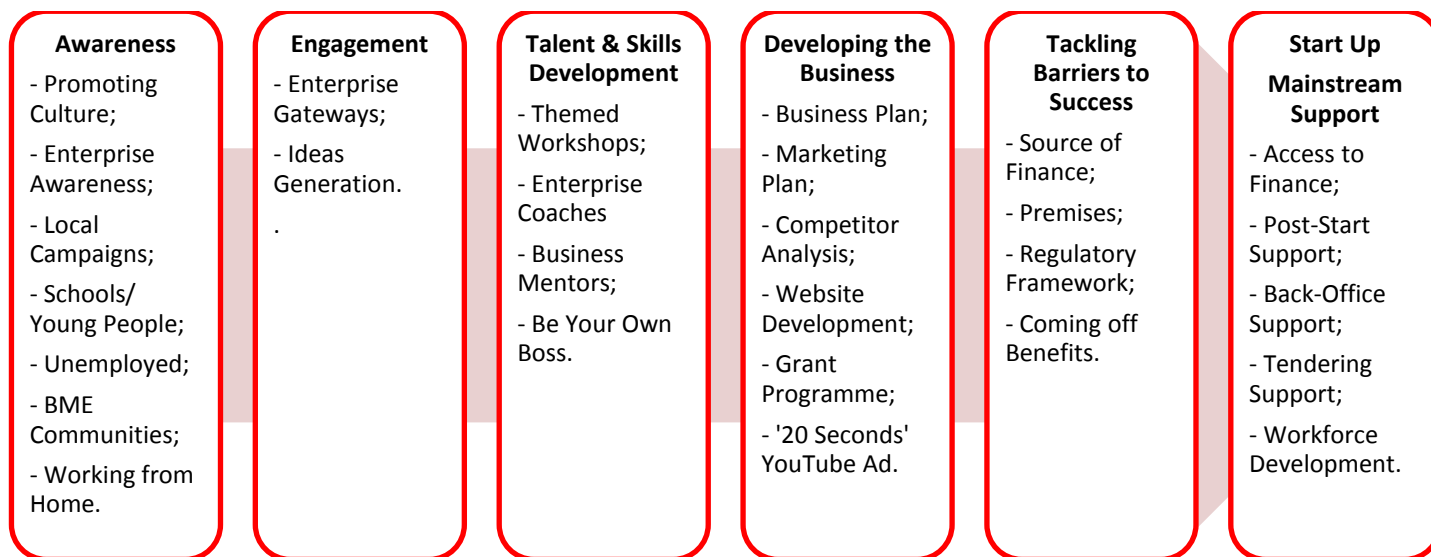
The Communities Fund contract drew to a conclusion at the end of March 2012, although sustainable jobs will be counted until 30 September 2012. We believe that one of our greatest successes is our capacity to reach people who have been out of work for some time, indeed over a quarter of our engagements have been with individuals out of work for more than two years. In a report by the commissioner (see Appendix 3 for report), our performance has been recognised as being three times stronger than recent mainstream provision. Job retention rates (26 week job sustainability) are currently 58%, again a very good return in comparison to mainstream programmes. The sustained job outcomes at 26 weeks are lower than outlined in the contract as some customers who moved into employment towards the end of the contract in February and March 2012 have not yet reached the 26 week period at which we monitor them to ensure that they are still in employment therefore the contract has been extended until September 2012 for 26 week job sustainability numbers.

We believe the early activity on our Work Programme contract is positive. We are a sub-contractor in The Wise Group's ESF Family Support project 'Family Wise' which commenced early in 2012. In addition to end-to-end provision in the borough of Stockton we are also specialist providers of financial inclusion support across the region.

## Enterprise

**Aim: To have a positive impact and increase employment figures within the Tees Valley, by supporting people to start their own businesses**

Our Enterprise team recognises the key stages of our customers' journey to self-employment:



Expected outcome	Performance April 2011 – March 2012
<b>Contract: Enterprise Gateway (Stockton Council)</b> <b>Contract Start/End Dates: April 2009 – March 2012</b>	
Overall 3 year contract target to support 600 business start ups	We supported 186 business start ups <b>Overall 3 year contract achievement of 616 business start-ups</b>
Overall 3 year contract target to provide enterprise coaching to 1,200 customers	We supported 728 customers with enterprise coaching and 413 with Intensive Start Up Support <b>Overall 3 year contract achievement of 1,387 people supported with enterprise coaching</b>
<b>Contract: New Enterprise Allowance Mentoring Service (DWP)</b> <b>Contract Start/End Dates: July 2011 – March 2013</b>	
Overall 18 month contract target to support 760 Job Centre Plus referred customers to consider and investigate the possibility of self-employment	We supported 253 customers to consider the possibility of self-employment
<b>Contract: New Enterprise Allowance Loan Service (DWP)</b> <b>Contract Start/End Dates: July 2011 – March 2013</b>	
Overall 2 year contract to provide 5,260 loans to unemployed people to start their own business	We supported 547 customers with an New Enterprise Allowance loan
<b>Contract: Lot 2 (this contract ended March 2011, however we continued activity in 2011/12 and have funded this project out of our own resources)</b>	
Our existing Lot 2 contract ended in November 2011. We were targeted to provide training to 369 customers	Despite having no contract we continued delivering training to a further 208 customers from December 2011 to end March 2012

**Contract: Mybnk*****This is a franchise which we started delivery in January 2012.***

69 workshops and programmes delivered 1,970 participants 263 hours of face to face delivery (Targets for January to December 2012)	4 workshops and programmes delivered 30 participants 8 hours of face to face delivery
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Our Enterprise division continues to deliver a broad range of support to new and early life businesses throughout the Tees Valley.

Our position as a member of the National Enterprise Network and the exciting partnership NEEAL, with the other north east enterprise agencies in a delivery consortium has continued to be of real significance. The consortium has continued to secure a range of contracts to deliver business start-up services to a broad range of target groups. These contracts typically cover the whole of the North East and we are responsible for a substantial portion, including the majority of the Tees Valley delivery.

In addition to our enterprise agency status and our sub-regional delivery platform, we remain the only CDFI operating in the area. We are keen to expand our business lending activity to address identified market failure. Small businesses are unable to access bank support at present and the non-availability of funds to support investment at the point of growth is a major barrier which is stifling some promising enterprises. We were delighted that the Regional Growth Fund bid submitted by the Community Development Finance Association was successful, with £30million of funding from the Fund being matched by two mainstream banks to create a £60million fund for CDFIs to bid into which we are a stakeholder for up to £750k over three years.

In August 2009, Five Lamps secured it's largest-ever enterprise contract with a successful tender to Stockton Council to deliver enterprise gateways across the borough and raise the awareness of enterprise within the community. The interim evaluation indicated that the project had a very positive impact on enterprise in the local area, both in strengthening the enterprise culture (awareness and building on existing interest), and in increasing levels of enterprise activity. The evaluation also found that the Enterprise Gateways project provided good value for money in terms of supporting clients to start-up businesses compared to other similar programmes and was delivered and managed effectively.

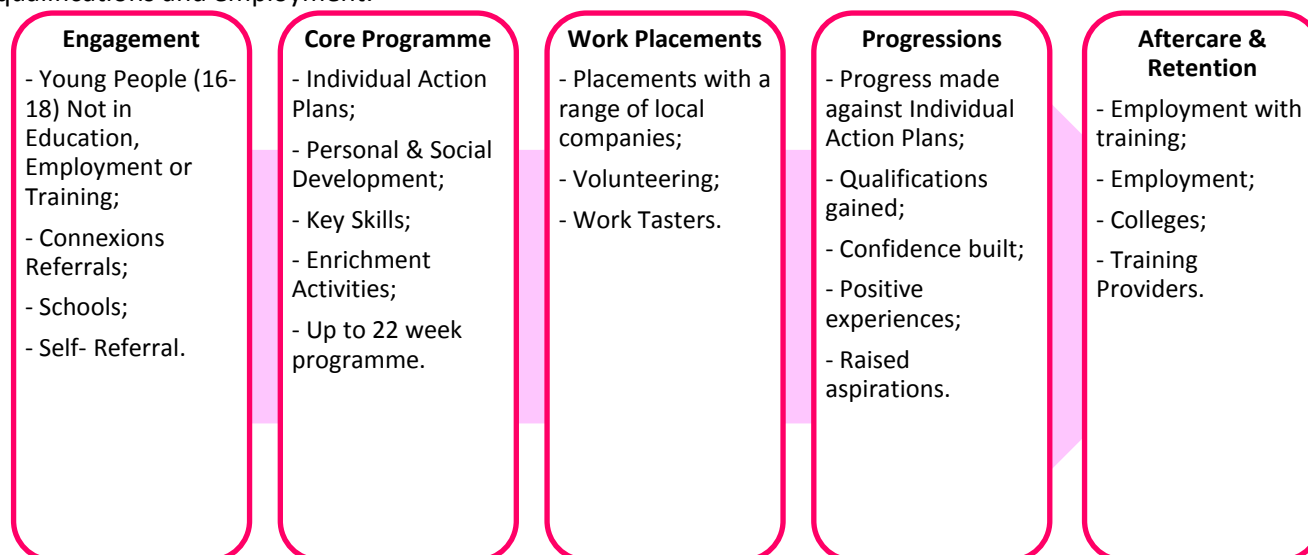
Our Enterprise provision has been further expanded by our successful Prime Contractor tender to deliver the DWP New Enterprise Allowance Loan Service in the North East and Yorkshire and by the success of the NEEAL consortium in securing the tender to deliver the New Enterprise Allowance Mentoring Service contract in County Durham and the Tees Valley. We are reliant on our partners to refer customers to the New Enterprise Allowance Loan Service.

Since January 2012 we have been building relationships with schools and learning providers to increase awareness and uptake of MyBnk within the Tees Valley

## Youth Services

**Aim: To provide NEET young people with skills and qualifications to prepare them for employment. To provide a range of evening and weekend activities for young people to raise their confidence and aspiration**

Our Foundation Learning programme recognises the key stages of NEET young people's journey to training, qualifications and employment:



Expected outcome	Performance April 2011 – March 2012
<b>Contract: Foundation Learning (YPLA)</b> <b>Contract Start/ End Dates: August 2010 – July 2013</b>	
To engage 92 young people on the Foundation Learning programme	We supported 44 young people to participate in the Foundation Learning Programme 2 young people supported into further education 4 young people supported into employment
<b>Contract: GOIL (Stockton Council)</b> <b>Contract Start/ End Dates: January 2010 – December 2013</b>	
To engage 90 young people over a 3 year period.	We engaged 35 16- 19 year olds on the programme 9 young people secured employment 30 young people engaged in a learning activity 3 young people achieved a qualification
<b>Contract: VIBE (Children in Need)</b> <b>Contract Start/ End Dates: April 2011 – March 2014</b>	
Overall 3 year contract target to work with 90 young people aged 5-18 years with special needs	We supported 201 young people with special needs
<b>Evening and Weekend Youth Club Activity</b>	
To increase footfall into the 'Youthy' to attend evening youth activities to 6,000 and members to 600	2011/12 footfall of 7,776 Membership figures for the Youthy: Senior Youth Club (11+) 216 Allstars 197 Special Needs Youthy 201 Muslim Youth Club 34 <b>TOTAL: 648</b>

Our Youth service grouping embraces our youth service and our Foundation Learning provision, based in our purpose-built youth centre, The Youthy.

Our Foundation Learning offer is an achievement-orientated programme which promotes the individuality of each young person. Five Lamps is firmly of the view that the provision of Foundation Learning in non-standard, non-college settings is extremely important, particularly in expanding choice for young people. Not every young person would routinely choose a college environment; indeed many of our programme participants have had sub-optimal experiences in education. We have experienced a number of problems recruiting young people onto our Foundation Learning programme including the main colleges in the area are offering incentives to 16-18 year olds to attend their Foundation Learning programmes and there has also been an extremely low number of referrals from the Connexions Service. We have liaised with schools to promote the service to schools leavers, with many of them still opting for the college route rather than a specialist provider. We have had some success with learners dropping out of Foundation Learning programmes at college and then the college referring them to Five Lamps.

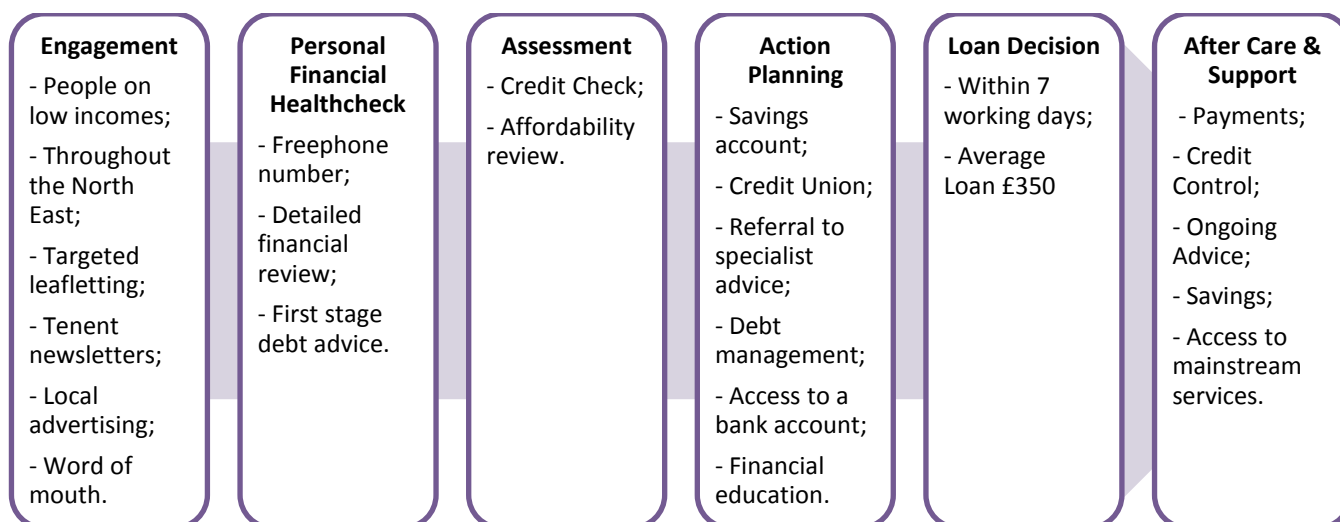
The youth service, based at The Youthy, remains the focal point of youth activity in Thornaby. It is a source of continued disappointment that we receive no recurring mainstream funding for our work. We have delivered an inter-generational project and a successful youth outreach programme. The 'All Stars' group, our successful project for 7-11 year olds remains the only such group locally.

We were delighted to receive confirmation from BBC Children in Need that our highly successful service for young people with special needs 'VIBE' would be funded for a further three years. This funding enables us to open on a second night and represented the largest Children In Need grant in the Tees Valley this year.

## Financial Inclusion

**Aim:** To provide affordable credit and financial support to financially excluded individuals across the North East, enabling them to move away from their reliance on unaffordable or illegal credit

Our Financial Inclusion Team recognises the key stages of our customer's journey to financial inclusion:





Expected outcome	Performance April 2011 – March 2012
<b>Contract: Financial Inclusion Growth Fund (this contract ended March 2011, however we continued activity in 2011/12)</b>	
<b>Contract Start/ End Dates: April 2011 – March 2012</b>	
To support financially excluded individuals with an affordable loan	We supported 11,746 customers with a personal loan
To ensure the level of bad debt (default Direct Debit payments) remains under 13% of the outstanding balance.	The level of default Direct Debit payments averaged at 9% throughout 2011/12
<b>Contract: Helping Hand (12 North East Councils)</b>	
<b>Contract Start/End Dates: April 2010 – March 2014</b>	
To support homeowners with client information and advice	274 homeowners supported with client information and advice via Helping Hand
To support homeowners with an affordable home improvement loan	247 loans were issued to financially excluded homeowners: 237 Decent Home Loans issued 5 Discretionary Disabled Facility Loans issued 5 Relocation Loans
<b>Contract: Energy Debt Advice (British Gas Energy Trust)</b>	
<b>Contract Start/ End Dates: July 2011 – June 2012</b>	
300 applications to British Gas Energy Trust 18 seminars/ presentations highlighting the work of British Gas Energy Trust 600 referrals to the project	15 applications submitted to British Gas Energy Trust 7 applications submitted to nPower Energy Trust 2 applications submitted to EDF Energy Trust 17 energy trust awards made totalling £14,656.72 £8,558 of future debt avoided by switching to a more sustainable tariff 67 seminars/ presentations delivered
<b>Project: Capacity Builders (One North East)</b>	
To provide financial education Capacity Builders workshops to 800 participants	529 individuals participated in a Capacity Builders workshop <i>Overall contract achievement of 1,263 participants receiving financial education through a Capacity Builders workshop</i>
<b>Project: Capacity Builders (HMP Kirklevington Grange)</b>	
To provide financial education Capacity Builders workshops to pre-release prisoners at HMP Kirklevington Grange	219 pre-release prisoners received financial education through a Capacity Builders workshop

Since we entered the personal finance marketplace in June 2007, the growth of our service has been exceptional and we remain the fastest -growing personal lending CDFI in the country.

The initial loan fund of £80k, from the Northern Rock Foundation, to provide personal loans to low income individuals, who are unable to access mainstream financial services and are consequently reliant on unaffordable credit and the services of an ever-increasing array of predatory lenders, has grown with the support of the DWP Financial Inclusion Growth Fund to over £2.6 million. Under the terms of these contracts the fund transferred to Five Lamps at 31 March 2011, strengthening our balance sheet and establishing what we hope to be a cornerstone for attracting further investment.

The DWP Feasibility Study has ensured that there are stronger links between ourselves and our colleagues in participating credit unions and there is an obvious potential for the provision of centralised back office functions, risk sharing and the placement of funds under management. For more information on the DWP Feasibility Study visit [www.dwp.gov.uk/docs/credit-union-feasibility-study-report.pdf](http://www.dwp.gov.uk/docs/credit-union-feasibility-study-report.pdf)

We have continued to recognise that providing unsecured loans to low-income individuals excluded from mainstream financial services and consequently unable to access affordable credit is a risky business, hence the need to create a diverse and more balanced portfolio. Our success in securing the regional 'Helping Hand' contract to deliver secured loans to enable financially excluded owner occupiers to bring properties up to decent homes standard creates a greater balance and we plan further service growth around the localisation of Social Fund Crisis Loans and Community Care Grants.

We are delighted with performance on the 'Helping Hand' contract. We are consistently meeting the contract's quality and performance standards and a number of local authorities have committed additional capital in the light of the project's success.

With the support of our colleagues at British Gas Energy Trust we secured funding, providing targeted support to customers who are struggling with their utility and other household debts, one to one specialist debt advice and prepare applications to the British Gas Energy Trust and other utility Trust. We were disappointed that we struggled to achieve the targets for the project, which can be attributed to the time need to fully establish a new service and embed referral routes across the North East region.



## Previous Social Accounts and Audit

The production of our Social Accounts has become integral to Five Lamps' operation and culture, supporting our growth and development, adding value to tenders, influencing service design, providing a marketing tool, generating a stream of good news stories, celebrating success and providing a case for social investment.

Recommendations from our 2010 Social Accounts	2011/12 Social Accounts
Investigate reasons why customers felt we did not meet the organisations mission	The consultation questionnaire has been updated to ensure that we are asking our customers the right questions and explaining key terms.
New set of strategic objectives which will be more outcome focused and ensure that our objectives and activities relate to the impact of our work	In May 2012 we reviewed our 6 strategic objectives to ensure that their associated activities were measurable and related to the impact of our work
Further development activities with our Board members during our current review of Corporate Governance	In April 2011 a review of our governance structures; skills and competencies; behaviours; processes and cultures took place. The board are now actively recruiting new Directors within the frameworks that were established following the review. The Board meets once a quarter and now operates 2 formal sub-committees: Audit and Risk and Performance and Customer Service. The Performance and Customer Service Committee is responsible for the overview of social impact and annual social accounting processes.
Develop more interactive and directly relevant forms of consultation to ensure we have a higher response rate and more detailed responses – ask stakeholders questions around the impact that Five Lamps has had on their lives	The staff, Board, customer and partner consultation were completed using Survey Monkey which is an interactive web based internet consultation tool. The Survey Monkey tool collated the responses to the consultation, saving time and it also offered a drill down facility to analyses individual responses
Revisit the dataset and KPI we submit to our Board to ensure they fully understand the progress that is being made against our activities	A Performance Management Framework has been developed to embed data collection and analysis across the organisation
Develop an environmental action plan	Our Environment Champions will be responsible for developing an environmental action plan based on our results in 2011/12 on the Social Audit Network Green Office Checklist and consultation with staff
Sustainability training to 8 members of staff, who will then become Five Lamps' 'Environment Champions'	8 members of staff were trained by Groundwork North East as Environment Champions. New members of staff who have expressed an interest in environmental issues will also be invited to attend the group, which will have responsibility for developing and monitoring our environmental action plan
Undertake a more structured approach to our economic impact and follow the 7 principles of SROI	We have followed the 7 principles of SROI within this document and have used the Impact Map approach when determining our social return calculation
Ownership for preparing the Social Accounts is widespread across the organisation	Line managers are accountable for providing the information on outputs and outcomes for the Social Accounts. Nicola Hall and Nichola Storr co-ordinated the social accounting process.

Additional members of staff to be trained as social accountants	At the Senior Management Team we discussed the option of training further social accountants and it was concluded that for this set of social accounts Nicola Hall and Nichola Storr would remain the organisation's social accountants and that we would look at further training in the future.
Consult with a wider range of stakeholders	We have consulted with a wider range of stakeholders, including a greater number of partner organisations
2011 Social Accounts to follow the financial reporting year	Our 2011/12 Social Accounts are from April 2011 to March 2012
Align our strategic objectives to our newly identified social accounting process	In May 2012 we reviewed our 6 strategic objectives to ensure that they were measurable and related to our social accounting process

## Mission, values, strategic objectives and activities

The organisation's mission, vision and revised corporate values were agreed by the Board and launched at Five Lamps Annual General Meeting in November 2009.

### Mission

To transform lives, raise aspirations, remove barriers and offer choice

### Vision

Creating Possibilities: Improving Lives

After consultation with staff, it was felt that Five Lamps values (which were originally agreed in 2003) were still relevant to the way that staff operated on a day to day basis. It was agreed that one additional value would be included (performance matters) and added to the behaviours that the Senior Management Team wanted staff to work towards. All of our values are given equal priority.

Five Lamps corporate values	What the corporate values mean
To <b>make people matter</b> , by releasing their potential and encouraging self-worth	Treating people with respect Releasing potential Keeping confidentiality Helping people to help themselves Encouraging self-worth Challenging self-perceptions
<b>Service matters</b> , by measuring customer expectations and responding to feedback to sustain customer loyalty	Offering integrated service to individuals, families and businesses Maintaining a consistent high standard of customer delivery across the organisation Measuring customer experience and responding to feedback Providing easy access to services – “No wrong Door” Needs based service that customers and employers value Individual packages of support – One size does not fit all Sustaining customer loyalty
<b>Performance Matters</b> , by achieving targets and meeting quality standards	Achieving Targets Assuring quality and achieving quality standards Growing the skills and capacity of our staff and volunteers Pursuing continuous improvement Personal accountability and delegated authority Being proactive not reactive Winning contracts Individual commitment to corporate goals 360 degree communication with managers and staff
To allow customers to make <b>informed choices</b> by offering different options and turning aspirations into reality	Offering different options and real choice Integrating information sources and referrals to partner organisations Providing quality information to support better decision-making Turning aspirations into reality
To <b>share success</b> by building brilliant partnerships and utilising effective marketing and promotion	Excellent internal and external communications Effective marketing and promotion Building win/win partnerships Celebrating success Replicating what works and learning from experience
To <b>make communities matter</b> , by understanding neighbourhoods and their needs including everyone	Understanding Neighbourhoods and their needs Developing accessible local service for local people Operating throughout the North East of England Including Everyone Catalyst for new models of public service delivery

## Strategic Objectives

The organisations' strategic objectives are set once a year by the Chief Executive in consultation with staff. Our strategic objectives are subject to Board approval and are monitored once a quarter.

Strategic Objectives	Activities
Managing organisational performance	<p><b>Employability</b></p> <ul style="list-style-type: none"> <li>To provide a wide range of quality, customer focussed employment services to customers from the hardest to reach groups in society</li> <li>Support unemployed customers into sustainable employment and provide effective in-work support</li> <li>To provide a range of training opportunities to customers to help them gain employment</li> <li>To work with a range of employers to provide sustainable job opportunities</li> <li>To engage, support, create aspirations and progress into employment families with multiple problems</li> </ul> <p><b>Enterprise</b></p> <ul style="list-style-type: none"> <li>To deliver pre- and post- start-up enterprise support to customers from the hardest to reach groups in society</li> <li>Support customers into self-employment</li> <li>To provide and coordinate a range of enterprise training to customers to help understand the key issues around self-employment</li> <li>To help customers access affordable finance for business start-up</li> <li>To provide financial and enterprise education to young people aged 11 – 25 years</li> </ul> <p><b>Youth Services</b></p> <ul style="list-style-type: none"> <li>To engage NEET young people with the skills and qualifications to prepare them for employment</li> <li>To progress NEET young people onto positive progressions</li> <li>To provide a range of training opportunities to NEET young people to help them gain employment</li> <li>To provide a range of evening and weekend activities for young people to raise their confidence and aspiration</li> </ul> <p><b>Financial Inclusion</b></p> <ul style="list-style-type: none"> <li>To provide affordable credit to financially excluded customers</li> <li>To support homeowners with client information and advice</li> <li>To support homeowners with an affordable loan</li> <li>To support homeowners with their energy debt</li> <li>To support people to improve their financial education through attendance at a Capacity Builders Workshop</li> </ul>
Growing our 4 business divisions by winning contracts	<ul style="list-style-type: none"> <li>To secure 75% of all contracts tendered for</li> <li>Develop new models of public service delivery in each of our business divisions and delivery in new areas (health and social care and early years provision)</li> <li>Extend the geographic reach of our business</li> </ul>
Growing our asset base	<ul style="list-style-type: none"> <li>Securing substantial scale asset transfer to open up opportunities for asset-backed investment</li> </ul>
Building brilliant partnership and VCS infrastructure	<ul style="list-style-type: none"> <li>To engage with new partner organisations</li> <li>Maximising value from our partnerships and joint ventures</li> <li>To strengthen the voice, scale and impact of the VCS infrastructure</li> </ul>
Measuring social and economic impact	<ul style="list-style-type: none"> <li>To produce a second set of Social Accounts for year ending March 2012</li> <li>Securing large scale social investment</li> </ul>
Continuous Improvement	<ul style="list-style-type: none"> <li>Continuing to invest in our people and our infrastructure</li> <li>Enhanced organisational CV</li> <li>Quality focussed service delivery</li> <li>Adding value for customers</li> </ul>

The above 6 strategic objectives were updated in May 2011, following the recommendation in our 2010 Social Accounts that our strategic objectives are more outcome focused and ensure that our activities relate to the impact of our work.

## Stakeholders

Five Lamps is involved with a wide range of stakeholders, each with a varying degree of importance. The following are identified by our Social Accountants as our stakeholders.

### Key stakeholders

This table represents the key stakeholder groups who have been consulted as part of these Social Accounts. We have limited our consultation to key stakeholders as these are the people who are predominantly impacted by Five Lamps.

Category	Definition	Details	Reason for inclusion
Customers	Individuals who have accessed one of more of our services during 2011/12	Employability (1,632) Enterprise (1,766) Youth (727) Financial Inclusion (12,080) Community activities (3,700)	Our customers have gained the most benefit from our services
Staff	Individuals who worked for Five Lamps in a paid capacity during 2011/12	Paid Staff (80)	Our staff have had significant interaction with our customers and can evidence change and impact
Partners	Representatives of organisations that work in partnership with Five Lamps	Partners (55)	Our partners support Five Lamps to achieve our vision and are often working with our customers in their own right
Funders	Organisations that have contracted Five Lamps to deliver services	Funders (11)	Our funders have provided the finance to enable us to delivery our activities
Board	Individuals who sit on Five Lamps Board of Directors	Board Members (7)	Our Board members are responsible for the strategic direction and policy of Five Lamps
Volunteers	Individuals who worked for Five Lamps in a voluntary capacity during 2011/12	Volunteers (20)	Our volunteers support our staff in the direct delivery of our services and some are also customers of our services

*The section on customers includes 'Community activities' which relate to the customers that interact with community activities at South Thornaby Community Centre.*

### Other stakeholders

We recognise that there are other stakeholders that we haven't consulted and measured our impact on. These include previous and potential customers, sub-contractors, ex-staff and volunteers, suppliers, wider community and regulatory bodies. In the next round of Social Accounts we may consult with these stakeholders.

### Scope

As outlined on page 3, our 2011/12 Social Accounts are focussed on reporting the impact of our 6 strategic objectives

- Managing organisational performance
- Growing our 4 business divisions by winning contracts
- Growing our asset base
- Building brilliant partnerships and VCS infrastructure
- Measuring social and economic impact
- Continuous Improvement

The organisations' strategic objectives are set once a year by the Chief Executive in consultation with staff. Our objectives are subject to Board approval and are monitored once a quarter.

### Methodology

The three external perspectives that have been explored within our social accounts are:

- Our social impact on customers, staff, partners and Board members
- Our economic impact on customers, staff, partners and Board members
- Our environmental impact on customers, staff, partners and Board members

Quality Focus Groups and surveys have been used previously by the organisation to gather feedback. However, to gather specific feedback around the organisation's mission, values, objectives and activities we designed specific surveys for each of our key stakeholder groups.

A combination of qualitative methods was used to gather information from our key stakeholders, including questionnaires, telephone surveys and focus groups. A range of quantitative methods were also used, including management accounts, contract funding and performance reports, financial value of contract, key performance indicators, number of customers supported and footfall.

Please see the table below for the key stakeholders that were consulted by the following methods, how they were sampled, the sample sizes, response rates and topics consulted on:

Stakeholder	Method of consultation	How sampled	Sample	Completed (% of sample)	Topics consulted on
Customers	Surveys (face to face and online)	Staff Appointment Lists (random sampling)	110	103 (94%)	What are we doing well; What could we do better; Mission; Values; Impact
Staff	Staff surveys (online)	All staff	80	56 (70%)	Mission; Values; What are we doing well; What could we do better; Professional development
Partners	Surveys (online)	Staff key contacts	55	25 (45%)	Values; Mission, What are we doing well; What could we do better; Partnership working; Future partnerships
Funders	Surveys (online)	All Funders	11	6 (55%)	Values, Mission, What are we doing well; What could we do better; Partnership working; Future funding
Board	Surveys (online)	All Board members	7	4 (57%)	Values; Mission; What are we doing well; What could we do better; Board purpose
Volunteers	Volunteer Jury	Most active volunteers	20	4 (20%)	Mission; Values; What are we doing well; What could we do better;

### Customers

Each of our operational delivery teams within the organisation were given a target number of surveys to complete over a ten day period. Customer facing members of staff and volunteers were asked to complete the surveys randomly with customers they had appointments with over the 10 day period and to explain to the customers why as an organisation we were completing the surveys. We recognise that this method of random sampling has provided a low sample number based on overall customer numbers. In the future, we will ensure that random sampling methods are in line with customer demographics and linked closer to customer volumes.

### Staff

All staff were sampled. The survey was sent out using the organisation's internal email system, with a response time of two weeks.

### Partners

55 partner organisations were selected from our organisation's list of key partner organisations, who were sent an email asking them to complete an online survey. The response time for the partner surveys was 2 weeks.

### Funders

All 11 of our Funders were sent an email asking them to complete an online survey. The response time for the Funders survey was 2 weeks.

### Board of Directors

All 7 of the organisations' Board Members were sampled. The survey was sent out by email with a response time of 2 weeks.

### Volunteers

All volunteers were sent an open invitation to attend a Volunteer Jury which was conducted by Nichola Storr (Quality Manager). 4 volunteers attended and they assessed the organisation's journey in meeting its mission, values and objectives. They also discussed the impact that Five Lamps has had on their lives and the impact they felt the organisation had made on our customers' lives.

### Comments

All key stakeholders were asked 'What do you think we are doing well?' and 'What do you think we could do better', as well as being given the opportunity to provide general comments. Selections of these comments have been outlined in the social accounts. These were selected by taking a selection of comments that best represented the overall view of all comments received.

### Methodology

To consult with our customers we used a random sampling method whereby customer facing members of staff were tasked with completing a specific number of questionnaires with customers that they already had pre-booked appointments with. The sample sizes were based around customer volumes, whereby Financial Inclusion had a larger amount of questionnaires to complete as they engage with a greater volume of customers. We recognise that our random sampling methodology needs to be strengthened in future to ensure it is more reflective of customer volumes and demographics. Customers had the option of completing the survey online via SurveyMonkey or face to face with a member of staff at their appointment. The majority of customers chose to complete the survey at their appointment and we recognise that this may have affected their responses given that they were completing them with a member of staff present.

We sampled all of the organisations 11 funders and were pleased to have had a 55% response rate. All funders completed the online questionnaire. We consulted with all 55 of partner organisations that have had an

interaction with Five Lamps; however we recognise that this was a large number to consult with and in future we may consider focussing on consulting with partner organisations that we had had the greater interaction with

We sampled all of the organisations 7 Board of Directors and 80 members of staff using the online survey. For our volunteers, we invited all 20 to attend a volunteer jury; however only 4 volunteers attended which has produced a low sample number.



# Report on Performance and Impact

## Social

*"I have always been in debt since my kids were little. It went from bad to worse and it really got on top of me. I heard about Five Lamps from my friend. John (Hird) sorted everything out for me and it was brilliant. I couldn't save a penny before but I now try to save five, ten pound a fortnight. I might have a bit next year for a holiday"* is a quote from Alison, one of our Financial Inclusion customers who featured as a case study by the Department of Work and Pensions for the 'Social Justice: transforming lives' Strategy.

We regularly hear quotes like this from our customers, explaining the significant impact that Five Lamps has had on their lives. Whilst it's really rewarding to hear these quotes and to showcase our customers' success in our weekly Good News Stories and annual People Matter Awards, we acknowledge that we needed a more robust approach to capturing and quantifying the impact that we have made.

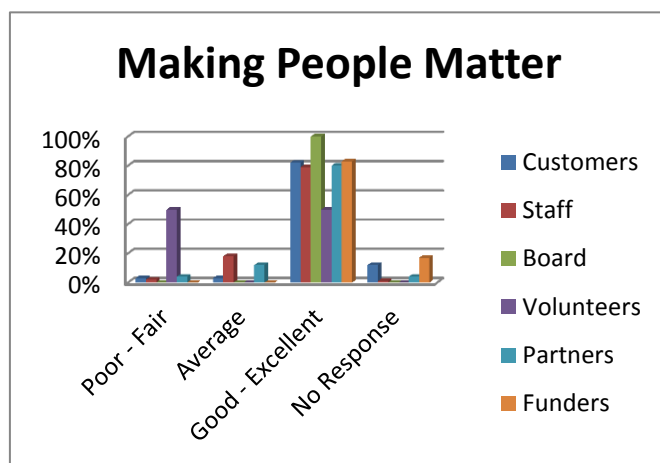
These Social Accounts set out to achieve this and by following the principles of Social Audit and Social Return on Investment we have been able to highlight the change we have made in terms of our social, environmental and economic outcomes

We asked our key stakeholders if they had had a positive or negative experience with Five Lamps; how well they thought we achieved our values and our mission; what we do well and what we could do better.

The results are as follows and are based on the % responses to the sample size). Percentages used within the charts are the percentage of respondents based on their stakeholder group and sample size, as some stakeholder groups had high numbers (customers) and some had low numbers (Board). The comments used have been selected using a fair distribution of comments that best reflect the general scope of comments made.

### Values

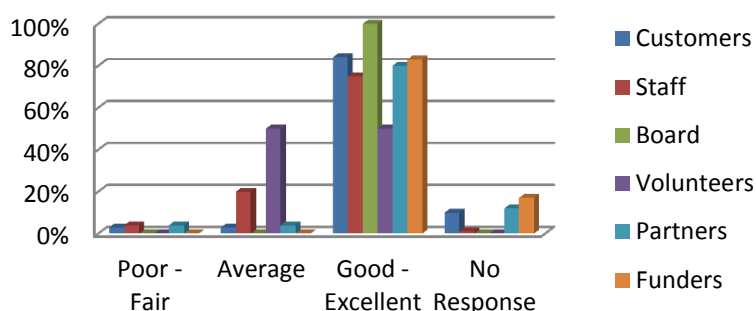
Value: To **make people matter**, by releasing their potential and encouraging self-worth



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value (Board 100%; funders 83%; customers 82%; partners 80%; staff 79% and volunteers 50%). However 50% of volunteers think we have been fair in achieving this value.

Value: **Service matters**, by measuring customer expectations and responding to feedback to sustain customer loyalty

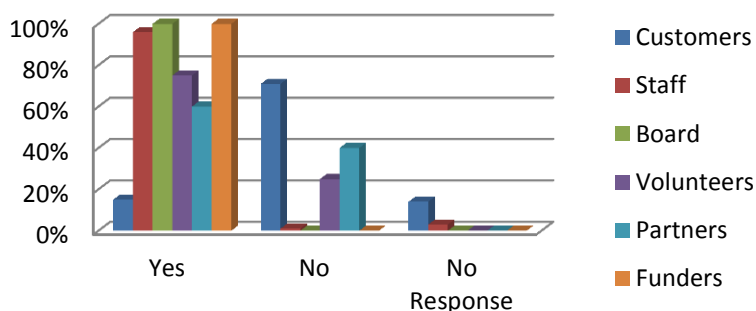
### Service Matters



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value (Board 100%; funders 83%; customers 84%; partners 80%; staff 75% and volunteers 50%). However 50% of volunteers think we have been average in achieving this value.

As part of the consultation on our Service Matters Value, we also asked our key stakeholders if they had heard of our annual People Matter Awards

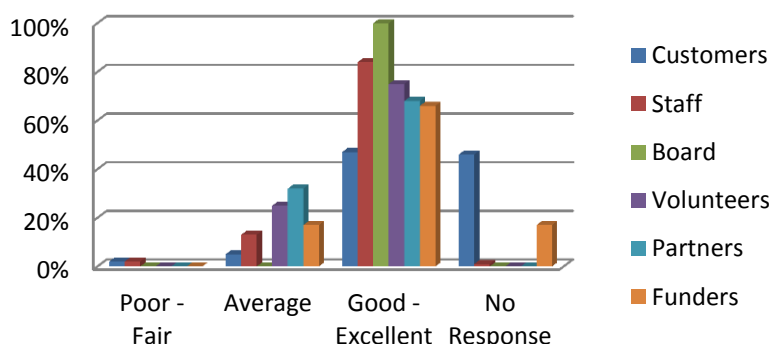
### People Matter Awards



**Interpretation:** Overall our staff (96%), our Board (100%), our volunteers (70%), our partners (60%) and our funders (100%) had heard about our People Matter Awards. 71% of our customers had not heard about the awards.

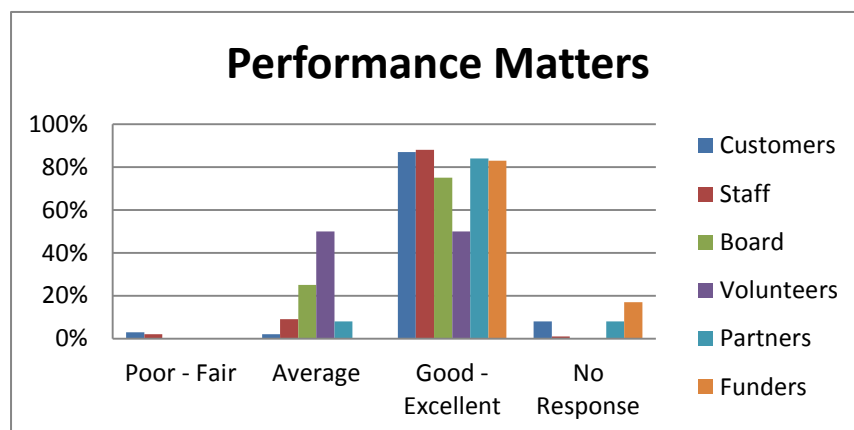
We also asked our key stakeholders their views on our website

### Website



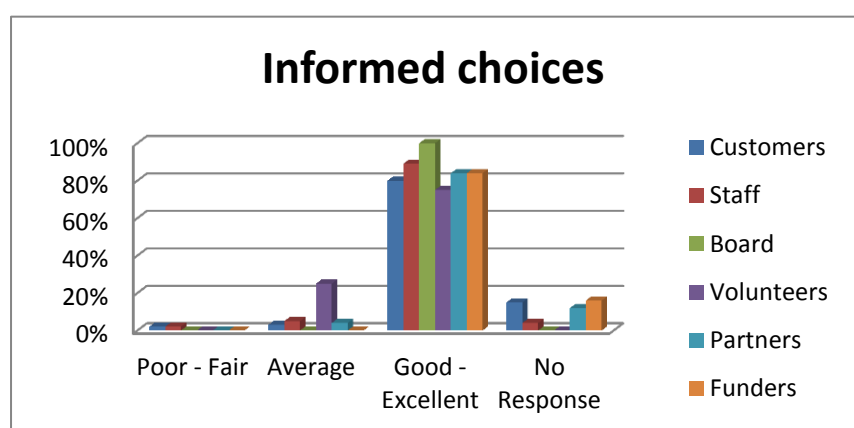
**Interpretation:** Overall the majority of respondents think our website is good to excellent (Board 100%; staff 84%; volunteers 75%; partners 68%; funders 66% and customers 47%). However 46% of customers did not respond to this question.

Value: **Performance matters**, by achieving targets and meeting quality standards



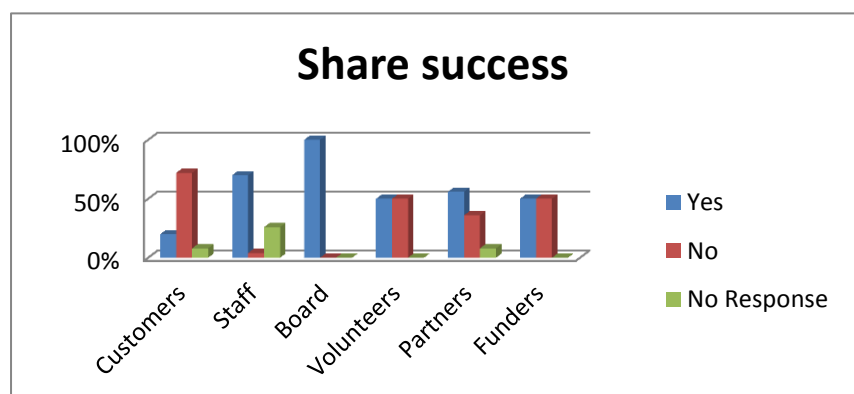
**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value (Customers 87%; partners 84%; funders 83%; staff 88%; Board 75% and volunteers 50%). However 50% of volunteers think we have been average in achieving this value.

Value: To allow customers to make **informed choices** by offering different options and turning aspirations into reality



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value (Board 100%; staff 89%; partners 84%; funders 84%; customers 80% and volunteers 75%).

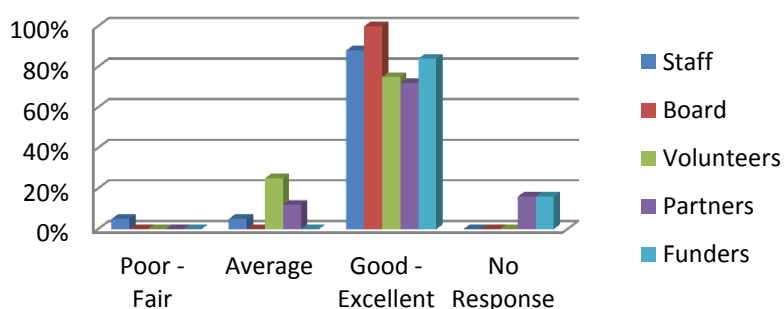
Value: To **share success** by building brilliant partnerships and utilising effective marketing and promotion



**Interpretation:** Overall our staff (70%), our Board (100%), our volunteers (50%), our partners (56%) and our funders (50%) have seen our weekly Good News Stories on our website. 72% of our customers, 50% of our volunteers and 50% of our partners had not seen them.

Value: To **make communities matter**, by understanding neighbourhoods and their needs including everyone

## Make Communities Matter



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value (Board 100%; staff 88%; funders 84%; volunteers 75% and partners 72%).

### Summary

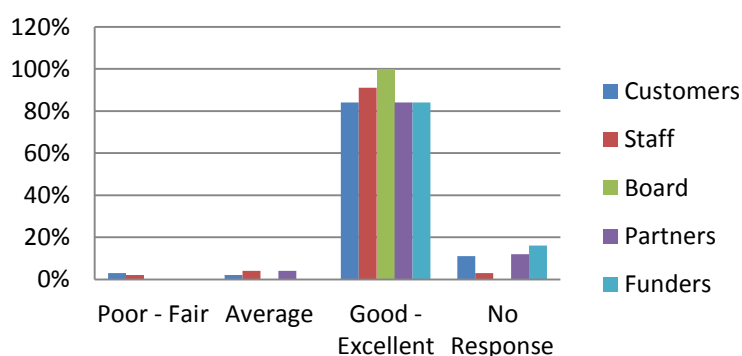
Consultation with our key stakeholders has identified that the majority of them think that we have either been 'excellent' or 'good' in achieving our values. There have been minor variations in responses where some stakeholders have felt that we have been poor or average in achieving some of our values.

We recognise that 71% of our customers had not heard about our Annual People Matter Awards and we will ensure that we share our success more widely with our customers. It is interesting to note that 41% of our customers did not respond to the question regarding our website. This is in part due to the number of our customers that do not have regular access to the internet.

## Mission

Consultation took place with our key stakeholders on how well they thought Five Lamps achieved its mission '**To transform lives, raise aspiration, remove barriers and offer choice**'

## Mission



### Summary

Overall the majority of respondents think we have been good to excellent in achieving our mission (Board 100%; staff 91%; funders 84%; partners 84%; and customers 84%).

## Strategic objectives and Activities

For our 2011/12 Social Accounts we have reported the progress and impact we have made against all of our 6 strategic objectives.

### *Impact*

The table below identifies our performance during April 2011 – March 2012 against our activities. The primary and secondary KPI columns provide additional information on performance. The expected impact column identifies the overarching impact we believe our activities have had. We recognise that this is an area to

strengthen and will look at reporting the impact on our customers lives using analysis of soft outcomes in order to quantify the impact we expect to have made.

Strategic Objective: Managing organisational performance			
Activity	Primary KPI	Secondary KPI	Expected Impact
Employability			
To provide a wide range of quality, customer focussed employment services to customers from the hardest to reach groups in society	1,540 referrals 1,272 to Communities Fund 258 to Work Programme 10 referrals to Family Wise	563 action plans 563 for Communities Fund	Our employability service supported 1,540 people from Hard to Reach groups through Communities Fund, Work Programme and FamilyWise contracts.  589 of these customers secured employed and of which 280 sustained their employment at 26 weeks. We believe that this will have contributed to reducing unemployment within Stockton.
Support unemployed customers into sustainable employment and to provide effective in-work support	589 into employment 560 people supported via Communities Fund 28 people via Work Programme 1 person via FamilyWise	280 people sustained employment at 26 weeks	We supported 1,082 customers to achieve a qualification. We believe that this will have helped to increase attainment figures for learning in Stockton.  We believe that support from our Employability team will have had a positive impact on our customers lives and will have led to some improvement in their quality of life.
To provide a range of training opportunities to customers to help them gain employment	541 people supported to achieve a qualification 92 QCF qualifications via Train to Gain 449 qualifications achieved via Communities Fund	194 CSCS test passed	
To work with a range of employers to provide sustainable job opportunities	86 employers engaged with	246 potential employment opportunities secured 92 qualifications achieved through employer engagement	
To engage, support, create aspirations and progress into employment families with multiple problems (Common Assessment Framework Level 2/3)	6 progress measures achieved	Improved geographical isolation; financial inclusion; electronic isolation; confidence; parenting skills and job search skills and techniques	
Enterprise			
To deliver pre- and post- start-up enterprise support to customers from the hardest to reach groups in society	1,602 people supported with enterprise coaching 1,141 to Enterprise Gateway 253 to New Enterprise Allowance (Mentoring) 208 to Lot2		Our enterprise service supported 1,602 people from Hard to Reach groups through Enterprise Gateway, NEA and Lot2 contracts.  733 of these customers went on to start their own business and of which 547 people were eligible to access a loan to support their business start-up. We believe this has had a positive impact on reducing unemployment within the Tees Valley and increased the number of business start-ups in the North East and Yorkshire.
Support customers into self-employment	733 business start-ups 186 via Communities Fund 547 via New Enterprise Allowance		208 customers attended workshops around starting their own business. We believe that this will have contributed to promoting an enterprise culture within the Tees Valley.
To provide and coordinate a range of enterprise training to customers to help understand the key issues around self-employment	208 customers attending Lot2 workshops		
To help customers access affordable finance for business start-up	547 loans provided via New Enterprise Allowance		
To provide financial and enterprise education to young	4 workshops and programmes delivered	30 young people engaged	

people aged 11 – 25 years		8 hours of face to face delivery	<p>30 young people were supported to access financial and enterprise advice MyBnk workshops. We believe this will have improved their financial education.</p> <p>We believe that support from our Enterprise team will have had a positive impact on our customers lives and will have led to some improvement in their quality of life.</p>
Youth Services			
To engage NEET young people with the skills and qualifications to prepare them for employment	79 referrals 44 to Foundation Learning 35 to GOIL		Our Youth Services supported 79 young people from Hard to Reach groups with the skills and qualifications to prepare them for employment.
To progress NEET young people onto positive progressions	48 positive progressions 6 positive progressions on Foundation Learning 42 for GOIL	13 progressing into employment/ self-employment 2 progressing into further education 30 progressing in a learning activity	13 young people progressed into employment. We believe that this will have contributed to reducing unemployment and NEETs within Stockton.
To provide a range of training opportunities to NEET young people to help them gain employment	3 qualifications achieved 3 for GOIL		648 young people attended evening and weekend youth club activities. We believe this will have had a positive impact on their confidence and aspirations. We believe that our youth club activities also will have had a positive impact on community engagement.
To provide a range of evening and weekend activities for young people to raise their confidence and aspiration	648 young people engaged	197 7- 10 year olds attended All Stars Youth Club 216 11- 18 year olds attended Senior Youth Club 201 7- 18 years olds with special needs attended VIBE Youthy Club 34 Muslim boys attended Sunday Youth Club	
Financial Inclusion			
To provide affordable credit to financially excluded customers	17,025 customers 11,746 customers supported with a personal loan	42% new loans at an average of £202 58% top-up loans at an average of £392 617 referred to Credit Union 13% bad debt	18,428 people from Hard to Reach groups engaged in financial inclusion services.
To support homeowners with client information and advice and an affordable loan	274 homeowners supported with client information and advice via Helping Hands 247 loans issued	2 % supported to source affordable finance elsewhere 70% charges registered with Land Registry £9,001.84 of repayments received 0% delinquency	11,746 customers were supported with an affordable personal loan. We believe that this will have had a positive impact on our customers financial circumstances, particularly those that accessed an affordable loan to repay high interest debt.
To support homeowners with their energy debt	381 referrals to the project	15 applications submitted to British Gas Energy Trust 7 applications submitted to nPower Energy Trust 2 applications submitted to EDF Energy Trust	274 homeowners were supported with a personal loan to improve their homes. We believe that this will have had an impact on reducing the number of homes that fall below the Decent Home Standard in the North East.

		17 energy trust awards made totalling £14,656.72 £8,558 of future debt avoided by switching to a more sustainable tariff 67 seminars/ presentations delivered	17 customers were supported to access a grant to clear their energy debt arrears. We believe this will have had a positive impact on their energy debt as the grant cleared any arrears they had.
To support people to improve their financial education through attendance at a Capacity Builders Workshop	748 participants 529 for Capacity Builders 219 for pre-release prisoners		748 customers accessed financial education through capacity building workshops. We believe this will have had a positive impact on their understanding of financial terms and issues.  We believe that support from our Financial Inclusion team will have had a positive impact on our customers lives and will have led to some improvement in their quality of life.
<b>Strategic Objective: Growing our 4 business divisions by winning contracts</b>			
To secure 75% of all contracts tendered for	26 contracts successfully awarded (79%)	33 contracts applied for	£3,057,737 funding was secured by Five Lamps through the contracts awarded in 2011/12 enabling us to grow our 4 business divisions.
Develop new models of public service delivery in each of our business divisions and delivery in new areas (health and social care and early years provision)	We deliver the following new services: Employability Community Taskforce (sub-contract) Train to Gain (sub-contract) Work Programme (sub-contract) ESF Family Support (sub- contract) ESF Family Support (specialist provision sub-contract) Communities Fund (sustainable jobs) Skills Support for the Unemployed/ Skills Support for the Redundant (SSU/SSR) (sub-contract) Enterprise New Enterprise Allowance Loan Service New Enterprise Allowance Mentoring Enterprise coaching NEN Regional Growth Fund (sub-contract) Youth Services Foundation Learning (contract extension) VIBE (contract extension) Financial Inclusion Growth Fund (contract extension) Fuel Poverty Capacity Builders Warm Homes Healthy People	6 additional staff employed by the organisation	



	Feasibility Study Repossession Prevention Fund Other Spirit Partnership (sub-contract) Third Sector Capacity Fund Empty Homes Community Grants programme		
Extend the geographic reach of our business	We now deliver services through our New Enterprise Allowance loans service in Yorkshire		
Strategic Objective: Growing our asset base			
Securing substantial scale asset transfer to open up opportunities for asset-backed investment	Dialogue is ongoing with Stockton Council around transfer of our leased premises to full Five Lamps ownership and potential transfer of other assets. We were also involved in the consultation on 'Let's Share' Stockton Council's Community Asset Transfer Strategy		4 buildings were maintained for community use – South Thornaby Community Centre; The Youthy; Dovecot Street and Eldon Street. Five Lamps delivers customer facing services from all of these buildings.
Strategic Objective: Building brilliant partnerships and VCS Infrastructure			
To engage with new partner organisations	We are engaged in the following partnerships: CDFA Personal Lending Group Social Enterprise Tees Valley Strategy		We engaged with a range of partner organisations which led to an increase in referrals to and from partner organisation.
Maximising value from our partnerships and joint ventures	We are involved in a joint venture with Community Campus to refurbish empty properties in the North East We have created a supply chain with 6 New Enterprise Allowance subcontractors in Yorkshire We created a supply chain with 5 VCS organisations through Communities Fund		We believe we supported an increase in capacity of VCS through supply-chain activity.
To strengthen the voice, scale and impact of the VCS infrastructure	We have submitted a Change Plan to DWP in partnership with Tees Credit Union Five Lamps Chief Executive is represented on Catalyst, Eastern Area Partnership and Stockton Renaissance		
Strategic Objective: Measuring social and economic impact			
To produce a second set of Social Accounts for year ending March 2012	Published September 2012	20 active volunteers 7 volunteers progressed into employment	Our social accounts in 2010 enabled us to engage with key stakeholders and access funding for additional services including empty homes.
Securing large scale social investment	We will be issuing a prospectus for social investment in summer 2012.		
Strategic Objective: Continuous improvement			

Continuing to invest in our people and our infrastructure	49 staff obtained a qualification	£55,000 infrastructure investment	<p>We believe that providing a nominal learning budget for all members of staff that enabled 49 members of staff to obtain a qualification will have helped to improved staff pride and increase staff skill set.</p> <p>We believe that the organisation's enhanced CV through an increase in quality standards has contributed to reducing staff turnover.</p> <p>We believe that the increase in customer satisfaction has had a positive impact on increasing the numbers of customers that are referred by via word of mouth recommendations.</p> <p>We believe that producing regular Good News Stories has increased the promotion of Five Lamps brand.</p>
Enhanced organisational CV	1 additional quality mark Profit Through Ethics	Direct claims status on all QCF provision The Sunday Times 100 Best Companies to Work for in the Not-For-Profit Sector North East Voluntary and Community Sector Awards for Outstanding Leadership and Volunteer of the year. Avanta Partner of the Year	
Quality focussed service delivery	Customer satisfaction increased to 90% 2 formal customer complaints	90% pass for internal continuous improvement reviews Observations of customer interactions with 100% delivery staff Satisfactory compliance rate on all external audits Satisfactory CITB inspection	
Adding value for customers	8 Quality Focus Groups held 77% of customer improvement suggestions were actioned	13 staff members undertook customer service training	
Sharing our success	63 Good News Stories published	97 positive media logs including print, e-newsletter, radio and TV Annual Report published May 2012 180 stakeholders attended our annual Celebration Event 10,000 Welcome Packs distributed 55,005 visits to website	

## Employability Case Study: The road to success



Natasha Norton, 32 from Stockton had worked hard at school, progressed to college and was accepted for University, where she achieved a degree in Media Production. There was however always something missing. She felt unfulfilled, discontented and suffered from anxiety and depression. She had no idea where to turn. This had an impact on her career and her life. Natasha experienced a breakdown and had to resign from her position as a Learning Officer.

Natasha had to sit down and re-evaluate her life. She had heard of Five Lamps and the support they provide within the community through Financial Inclusion and Business Enterprise and was referred by the Shaw Trust to receive Intensive Support from Jane Simpson, Five Lamps' Intensive Support Worker.

Jane helped Natasha to focus on her career options and choices, identify training and learning options open to her and provided job search support. Jane encouraged Natasha to discuss her hopes and aspirations.

Natasha had a love for driving and had considered a career in logistics. Natasha with support began to seriously consider LGV driving as a career.

Jane helped Natasha to investigate local Hauliers and Distribution companies and was enrolled on an LGV Class C course and test with Five Lamps support. This is a male orientated career, and Natasha realised that it would be an innovative employer who welcomed a woman.

Jane secured funding from Five Lamps as well as bringing in partners Shaw Trust and Choices LGBT to contribute to the considerable amount required for this kind of training. We had secured funding for the Class C, and on receipt of an offer of employment from a local company and a contribution from Natasha herself, we were able to pay for Natasha's Class C&E as well. Her dream job was getting closer.

Natasha's confidence improved and she felt she had a purpose and a future. Natasha studied hard and successfully completed her LGV theory. Natasha successfully passed both her Class C and Class C&E tests, which is no mean feat as any experienced haulier will tell you.

Natasha secured full time employment with Fresh Step Drive, gained experience and progressed to sustainable employment with PD Logistics at Tees Port. She is a competent driver, part of a very industrious team and happy at her work and with her life.

Natasha always knew that the road to success is through hard work, commitment and never giving up on your dream. She says of Five Lamps **"You have made my dream a reality. I couldn't have done it without Jane and Five Lamps!"**

## Enterprise Case Study: To infinity and beyond



In October 2011, Mandy Alderson and Jayne Carr got in touch with Five Lamps with a brilliant idea – to open up INFINITY catering right next to Stockton's Infinity Bridge.

With Jayne's experience in the catering sector and Mandy's in Customer Service they had the perfect combination of great food, well priced, in a perfect location next to this new iconic Stockton landmark.

To help them identify all the key steps and actions they needed to take,

they worked with Chris Butler, Senior Business Development Officer at Five Lamps. Over a number of weeks, Chris supported them to research their customers, pricing, marketing and start-up costs in order to produce a business plan. They secured funding from Stockton Council and launched their new exciting venture.

The business is going from strength to strength, with the girls building up an ever increasing band of loyal customers from the surrounding businesses who enjoy the food and the friendly banter.

When Chris called in recently to check out the parmos, Mandy said **"Five Lamps have been invaluable to us, their advice helped us to pursue our business idea. We would highly recommend their services. Anyone with a business idea should certainly talk to them, its free practical advice. This is our first business venture, we would never have taken it further if it was not for Five Lamps, and we will certainly never look back – Thanks guys."**

## Youth Services Case Study: Music strikes a chord with young people



Five Lamps and Cleveland Police have been working in partnership to create a music project for young people at The Youthy.

Tracy Wilson, Five Lamps' Youth Participation Manger and Ben Millington, PCSO consulted with young people to determine their interest in learning to play new musical instruments and forming music groups. The feedback was extremely positive and young people showed a lot of enthusiasm and excitement, primarily for drums, electric

guitar and singing with a group.

Tracy put in an application with the support of Cleveland Police to TFM's 'A Better Tomorrow Campaign' for funding to buy £946 worth of musical equipment. TFM and the Philanthropic Foundation liked the project so much that on the presentation evening on Thursday 15 March 2012, Five Lamps was awarded £2,000 for the project. The funding has been used to buy a drum kit, electric guitar and amp, an electric bass guitar and amp, 3 microphones and stands and a mixer.

The project will ensure that young people gain new musical skills, develop their creativity and improve their co-ordination skills, patience and concentration. Creativity allows young people to express themselves, be original and imaginative. Learning to play an instrument will also encourage self-discipline for the time needed to learn and develop the new skills. In addition the young people will gain team work and performance skills through working with other young people to create music and form their own bands. For some of the young people, it will be the first time that they have ever played an instrument.

The project also aims to break down some of the barriers between Cleveland Police's Police Community Support Officers and young people. Cleveland Police have committed a Police Community Support Officer and when available, a Neighbourhood Police Officer to each of the music sessions.

Ben Millington said **"Being a drummer myself, I will be teaching the youths to play the drums as part of my work with them - but also donating some of my spare time. A guitar teacher from the area has also offered his services to help the youngsters"**

In time, the project will bring members from The Youthy's other youth club groups together to create music, form the bands and to play at events together. This will help to promote understanding between different ethnicities, young people with and without disabilities and young people of different ages.

Alongside the music project, Jodie Durham Five Lamps' Youth Worker has been working with Cleveland Police to organise football training sessions and matches between young people and the local Police Officers and PCSOs.

Tracy said **"Working with the police has provided an ideal opportunity for the young people to gain new skills whilst enabling a positive relationship to develop"**

## Financial Inclusion Case Study: An affordable option

Five Lamps have been helping people to manage their money through a 'Capacity Builders' course, which helps people to make a budget, understand what financial terms mean and also to cope better with their debt. It also looks at what help is available for people if they are looking to get back into employment or self-employment. After the workshop, our customers have the option of a one to one meeting with a Five Lamps Loan Officer.

Linda from Hartlepool came along to a Capacity Builders workshop and explained that she was worried about her debt. John Hird, Five Lamps' Senior Loans Officer contacted Linda after speaking to her Support Worker. Linda explained to John that her main concern was with 2 small loans from a Cheque Centre that had an annual percentage rate of 2,115%. If these loans are not repaid in full each month, Linda can incur a charge of £25.00.

Due to changes in Linda's financial situation she had been unable to make the full repayment each month to clear the loan, so she was continually being charged £25.00 and was unable to clear the outstanding capital. Some months she could not even pay the £25.00, so incurred further charges.

When John had assessed Linda's personal finances the best solution was for Linda to repay the Cheque Centre with the help of a Five Lamps low cost loan with affordable weekly repayments, which would save her a huge amount of money in interest payments.

John contacted the Cheque Centre to inform them that we would be settling the outstanding balance for Linda and arranging prompt payment to close the account.

Once it had been completed, John rang to let Linda know that she now just had one low fortnightly payment she said **'It has been an awful and worrying experience but with the help from Five Lamps my finances are a lot easier to manage'**

## Financial Inclusion Case Study: Jim keeps his independence



James Ridley, 74 from Durham was living in a home that was unhealthy and unsafe to live in. The only form of heating was a coal fire and the bathroom was unusable due to its location upstairs and Mr Ridley's mobility problems. The rest of the house was in general disrepair.

Jim had no savings and only a small pension and with over £40,000 worth of work needed, he had no way of funding it himself so he contacted his local Council to see if they could help.

Durham County Council introduced Jim to the 'Helping Hand' scheme, which is run by all 12 North East Council's and helps homeowners who are struggling to carry out repairs, essential home improvements or adaptations.

Durham County Council assessed the works needed and arranged for contractors to visit Mr Ridley's home and then referred the case to Five Lamps, the loan administrators for the Helping Hand Scheme.

Michael Sunderland, Five Lamps' Loan Officer visited Jim and arranged to finance the works, partly by a Disabled Facilities Grant and partly by an Equity loan which is secured against the home and only repayable when the property is disposed of. This meant that Jim could have extensive work carried out to his property without having to find the money to pay the loan back monthly.

Measuring our Impact 2011/12

Jim said **"This scheme has helped me to stay in my home and keep my independence – a care home would have been my only other option. I had to live in a care home whilst the works were being carried out, if I had had to stay there my mental and physical health would have been affected. There must be other people like me who are in a similar situation who want to stay in their own home, and this scheme gives them that option"**

### Summary

The above case studies are an effective way of identifying the distance travelled by our customers; noting the barriers that they have had to overcome and the subsequent achievements they have made.

The Youth Services case study has highlighted the work of Five Lamps and the impact of working in partnership with other organisations to provide community activities.

Five Lamps regularly publishes Good News Stories on our website. To read all of these visit [www.fivelamps.org.uk/general/all-news/](http://www.fivelamps.org.uk/general/all-news/)

## Environment

Five Lamps have an Environmental Policy in place. This was issued in September 2008 and is reviewed annually. The Social Audit Network's 'Green Office Checklist' was used to conduct an audit of Five Lamps environmental practices across our location. Five Lamps shows good practice in 39 of the 65 areas within the Green Office Checklist (attached at Appendix 4)

### **Paper**

Five Lamps promotes good practice within 7 out of the 10 categories including: all photocopies are double sided; envelopes are reused; trail photocopying of big batches; scrap paper turned into notepaper; email used wherever possible; documents are kept on disc rather than paper and computer printer margins are set to minimise paper use.

### **Energy**

Five Lamps promotes good practice within 10 of the 12 categories including: hot water pipes are insulated; water temperature is comfortably hot; , windows and doors are free from draughts; lights are always turned off in empty rooms; windows are kept clean and free from obstructions; lights are energy efficient; boilers are regularly serviced; 'lightmiser' energy conservation meters have been installed along with a 'cisternmiser' and heating thermostats are used.

### **Office supplies**

Five Lamps is compliant with 2 out of the 4 categories including: purchasing materials in bulk to avoid excessive packaging and using long-life products.

### **General office**

Five Lamps promotes good practice within 8 out of the 12 categories including: aerosol products with CFC propellant are avoided; products made from tropical hardwoods are avoided; long-life products are chosen over short-life ones; dripping taps are repaired quickly; low flush WCs have been installed; the use of environmentally friendly cleaning products; purchasing from local shops and fridge door seals clean and seal shut.

### **Recycling**

Five Lamps shows good practice in 1 of the 7 categories – recycling of electronic equipment, toner cartridges etc.

### **Transport**

Five Lamps shows good practice in 1 of the 7 categories – office hours are flexible enough to allow people to use public transport.

### **Health & Safety**

Five Lamps shows good practice in all of the 7 categories including: availability of clean drinking water; house plants grown in offices; Sick Building Syndrome issues are identified and resolved quickly; sitting at the computer for long hours is discouraged and lone working and safe use of equipment policies are in place.

### **Implementation**

Five Lamps shows good practice in 3 of the 4 categories including having an environment policy and the opportunity for environmental issues to be raised at staff meetings.



The categories that we consistently do not show any good practice are:

Category	Response
<b>Paper</b>	
Are non-essential copies photocopied on re-used paper?	30% of our staff surveyed do photocopy non-essential items on re-used paper and 11% mostly do. Our Environment Champions are tasked with promoting this good practice to the remaining 64% of staff
Does the office use recycled paper?	We will investigate the cost and quality of purchasing recycled paper supplies
Does the office refuse or return junk mail?	This is not an issue for us as we receive very little junk mail
<b>Energy</b>	
Does your office source any energy from renewable sources?	Purchasing energy from renewable sources is being investigated further by our Environment Champions
Are reflector panels fitted behind radiators	This issue is being considered by our Environment Champions
<b>Office supplies</b>	
Do you purchase eco-efficient or “green” products? – recycled, refillable, water based ink etc.	Where financially viable and practical we will consider purchasing eco-efficient and green products
Do you use paperclips rather than staples	This issue is being considered by our Environment Champions
<b>General office</b>	
Is the toilet paper / hand towels made from recycled fibre?	Purchasing recycled paper/hand towels is being investigated further by our Environment Champions
Do you use washable cups rather than disposable ones?	This issue is being considered by our Environment Champions
Do you purchase fairtrade or organic tea and coffee?	Purchasing fair-trade tea and coffee for meeting refreshments is being investigated further by our Environment Champions
Are any outside areas around the office managed for the benefit of wildlife?	This issue is being considered by our Environment Champions
<b>Recycling</b>	
Is all used paper saved for recycling?	Recycling is a key focus of attention for our Environment Champions
Does the office store then recycle glass, cans etc	
Does the office separate and compost materials	
Is there a paper recycling bin next to the photocopier	
If plastic cups are used are they recycled	
Are you utilising recycling opportunities by co-operating with nearby businesses	



<b>Transport</b>	
Do employees have access to dry, secure cycle storage?	9% of our staff consulted cycle to work as an alternative mode of transport; however 20% of staff said that having access to secure cycle storage would encourage them to cycle to work. The financial viability of this issue is being considered by our Environment Champions
Do you have information available on prices and timetables of public transport?	9% of staff consulted said that having access to information would encourage them to use public transport to get to work. This issue is being considered by our Environment Champions
Are meeting times organised around public transport timetables?	This issue is being considered by our Environment Champions
Do cyclists receive preferential mileage allowance?	64% of staff surveyed said that they would not participate in a preferential mileage allowance for business miles. Our Environment Champions are considering if this issues is appropriate.
Are employees taught and encouraged to drive in an environmentally friendly manner?	This issue is being considered by our Environment Champions
Is it policy to use buses for business purposes whenever possible?	This issue is being considered by our Environment Champions
<b>Implementation</b>	
Does the office have a suggestion box for environmental ideas?	These issue are being considered by our Environment Champions
Does the office hold events with a green theme? E.g. a stationery amnesty.	

### Summary

As an organisation we show good practice in 60% of the 'Green Office Checklist' categories. Although our Environmental Policy recommends good practice, it is in general not monitored on a regular basis with subsequent actions taken resulting in higher levels of compliance.

**Where financially sound and appropriate to the organisation we will action the areas that are not consistently applied across the organisation and also any areas that Five Lamps have not implemented to date** that are recommended in the 'Green Office Checklist'.

Our environmental action plan will identify parameters to be measured and review progress and results quarterly and will be monitored by our Environment Champions.

## Economic

Accurately measuring the full economic impact of a business is a significant task, particularly when considering the wide range and scope of the services that Five Lamps offers through its 4 integrated business divisions.

When we put together our first set of social accounts for the operational year January to December 2010, we used LM3 (Local Area Multiplier) as a basis to calculate our economic impact. We felt that our first attempt was a more than adequate quantum of our impact although we accepted the comments from the Social Audit Panel on the variance of available local area multipliers that had been used and the subjective nature of LM3. We decided at this point to use another social accounting tool to measure our impact for our next set of social accounts.

For our second set of social accounts we have calculated our impact using a Social Return on Investment type approach. As we are developing our understanding of SROI and its value in measuring our impact locally, sub nationally and nationally we have followed this approach as a framework to measuring and accounting the value created by our activities.

We have concentrated our focus on measuring harder outcomes during this set of accounts with a particular focus on our customers, but also recognise the potential to widen the scope and range of our measurement processes to capture the less definite, softer outcomes. We intend to build on this set of accounts next time round by including a wider range of proxy values based on Rickter/Lickert Scale type questioning, focus groups of customers specifically tasked with collecting evidence on given themes and like for like costing analysis. We will also account for the full range of Five Lamps' social value, including community activities at our community centre South Thornaby Community Centre.

The impact of Five Lamps services on our customers has been explored, measured and valued on an impact map. This provided a process which outlines a better off type calculation for our customers. Positive and negative, intended and unintended changes have been considered. The amount of change that will happen anyway and/or will be down to others has also been estimated and taken into account.

### Key terms

**Deadweight:** What would have happened without the activity?

**Displacement:** What activity would we displace?

**Attribution:** Who else would contribute to the change?

**Drop Off:** Will the outcome drop off in future years?

## Employability Rationale

### *Customers are less reliant on benefits*

During 2011/12, we supported 560 customers into employment through the Working Neighbourhoods Fund 'Communities Fund' Programme. For the purpose of these accounts we have worked on the assumption that all of these jobs were full-time (the Communities Fund contract identified full-time jobs as those at 16 hours a week or over) for 26 weeks duration.

In order to identify impact, we have used the financial proxy of £236.33 per week, which has been worked out as:

- An average of personal benefit at £76.19 (JSA at £63.62; ESA at £71.00; IB at £99.15 and IS at £71.00) per week
- Housing benefit average per week at £89.46
- Council Tax benefit average per week at £15.78
- Child benefit average cost of free school meals per week at £9.00
- Health benefit (average cost of 6 free prescriptions per year at £45.90)

The average cost of personal benefits, average cost of housing benefit and average cost of Council Tax were taken from the DWP website. The average cost of weekly charge for provision of school meals for one



was taken from a Stockton Council Select Committee Report. The cost of 6 prescriptions per calendar year was taken from the NHS website.

The above figures assumes that all 560 customers were on an average benefit rate, benefitted from the average housing and Council Tax benefit, had a child that was eligible for free school meals and claimed 6 free prescriptions. We recognise that the above figures do not take into account the impact of Working Tax Credits on these customers.

For the purpose of these social accounts we have provided an estimate on the impact map of how long they stayed in work. The length of employment based on our in work support interventions range from less than 1 week to more than 1 year. We know that 48% of these individuals were still in work at 26 weeks and we know that a percentage of these individuals are still in work currently in September 2012, or made it to one year. We have erred on the side of caution and used 26 weeks as an average in this instance as the quantity to measure the outcome.

We have allowed a 33% reduction for deadweight recognising that the Communities Fund contract provided a bespoke service to these customers; the majority of which may not have been able to secure full time employment for 26 weeks without the guidance, support and access to training that was provided. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 5% reduction for attribution as we acknowledge that referral and partner agencies will have contributed to the change. We have factored in an annual drop off rate of 33% as we historically have converted 1 out of 3 customers to sustain their employment to at least 26 weeks.

#### ***Client fund grant***

374 of our customers were eligible to access grant funding in order for them to overcome any financial barriers they had to starting work (this including paying of travel expenses and appropriate work clothes). We have based the duration of the grant over 12 weeks noting that the grant was able to support people in their first month of work. The average grant accessed was £173.00.

We have identified a 5% reduction for deadweight noting that it is unlikely that the level of grant funding would have been available locally and as such we allowed a 15% reduction for displacement and a 5% reduction for attribution. We have factored in an annual drop of rate of 33% as we historically have converted 1 out of 3 customers to sustain their employment to at least 26 weeks.

#### ***Information, advice and guidance***

563 of our customers benefitted on average 2 hours of information, advice and guidance. We have accounted for this over 26 week's duration in line with job sustainability. We have averaged the cost of this at £30.00 per hour using an average rate taken from a number of online prospectuses for similar information, advice and guidance services. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on customers being less reliant on benefits.

#### ***Training***

255 customers benefitted from an average of 4.5 hours per week of training. We have accounted for this over 12 week's duration based on the average length of training courses. We have averaged the cost of this at £90.00 per hour using an average rate taken from a number of online prospectuses for similar training services. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on customers being less reliant on benefits.

#### ***CSCS Tests***

194 customers were supported to pass a CSCS Test. We have accounted for this over 1 week's duration based on the average length of the CSCS course. We have averaged the cost of this at £22 per hour using an average rate taken from a number of online prospectuses for other CSCS provision.

We have identified a 5% reduction for deadweight noting that it is unlikely that the majority of our customers would have undertaken a CSCS test without the preceding information, advice and guidance they were provided with highlighted the need for the test for the majority of jobs within the construction industry

and as such we allowed a 15% reduction for displacement and a 5% reduction for attribution. We have factored in an annual drop of rate of 33% as we historically have converted 1 out of 3 customers to sustain their employment to at least 26 weeks.

### ***Increased contribution to the economy***

We have assumed that all 589 customers who sustained their employment at 26 weeks provided an increased contribution to the economy through earnings and National Insurance.

We averaged the cost of this at £271.45 per week based on:

- Regional average gross weekly earnings of £256.00
- National Insurance at £15.45

This has assumed that all of the 589 customers were on the national minimum wage. We took the figures for the regional average gross weekly earnings from the DWP website and the National Insurance payable from an online tax calculator. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on customers being less reliant on benefits.

## **Enterprise Rationale**

### ***Information, advice and guidance***

1,554 customers benefitted from one to one intensive start up coaching advice, guidance and support. We have based the duration over 48 weeks rather than a full year to account for holiday periods. We have averaged the cost of this at £90.00 per hour using an average rate taken from a number of online prospectuses for similar training services.

We have allowed a 50% reduction for deadweight recognising that some customers would have accessed enterprise guidance elsewhere. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 10% reduction for attribution as we acknowledge that referral and partner agencies will have contributed to the change. We have factored in an annual drop of rate of 40% as we recognise the high number of business start-ups that fail within the first year.

### ***Mentoring***

759 customers benefitted from intensive mentoring support through one to one sessions and workshops designed around key issues on starting your own business. We have based the duration over 48 weeks and have averaged the cost of this at £90.00 per hour using an average rate taken from a number of online prospectuses for similar training services. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on information, advice and guidance.

### ***Business start-up finance***

547 customers were eligible to access a loan of up to £1,000. We have based the duration over 48 weeks and averaged the cost of the loan including interest at £1,260.00 (based on comparisons of loans online). The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on information, advice and guidance.

### ***Customers are less reliant on benefits***

We supported 547 customers to start their own business. For the purpose of these accounts we have worked on the assumption that all of these businesses related to the equivalent of a full-time job for 26 weeks duration.

In order to identify impact, we have used the financial proxy of £236.33 per week, which has been worked out as:

- An average of personal benefit at £76.19 (JSA at £63.62; ESA at £71.00; IB at £99.15 and IS at £71.00) per week
- Housing benefit average per week at £89.46
- Council Tax benefit average per week at £15.78
- Child benefit average cost of free school meals per week at £9.00
- Health benefit (average cost of 6 free prescriptions per year at £45.90)

The average cost of personal benefits, average cost of housing benefit and average cost of Council Tax were taken from the DWP website. The average cost of weekly charge for provision of school meals for one child was taken from a Stockton Council Select Committee Report. The cost of 6 prescriptions per calendar year was taken from the NHS website.

The above figures assumes that all 547 customers were on an average benefit rate, benefitted from the average housing and Council Tax benefit, had a child that was eligible for free school meals and claimed 6 free prescriptions. We recognise that the above figures do not take into account the impact of Working Tax Credits on these customers.

The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on information, advice and guidance.

### **Coaching**

600 people benefitted from coaching sessions at 1,800 hours. We have based the duration over 48 weeks and averaged the cost of this at £15.00 per hour using an average rate taken from a number of online prospectuses for similar coaching services.

We have allowed a 70% reduction for deadweight recognising that some customers would have accessed enterprise coaching elsewhere. We allowed a 50% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 20% reduction for attribution as we acknowledge that referral and partner agencies will have contributed to the change. We have factored in an annual drop of rate of 40% as we recognise the high number of business start-ups that fail within the first year.

### **Mybnk**

30 young people received 98 hours of financial and enterprise coaching through Mybnk. We have based the duration over 48 weeks and averaged the cost per hour at £15.00 using an average rate taken from a number of online prospectuses for similar coaching services. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on information, advice and guidance.

## **Youth Services Rationale**

### **Customers are less reliant on benefits**

During 2011/12, we supported 9 young people to progress into employment. For the purpose of these accounts we have worked on the assumption that all of these jobs were full-time for 26 weeks duration.

In order to identify impact, we have used the financial proxy of £139.00 per week, which has been worked out as:

- An average of personal benefit at £66.97 (JSA at £56.25; ESA at £56.25; IB at £99.15 and IS at £56.25) per week
- Housing benefit average per week at £56.25 (single person under 25)

- Council Tax benefit average per week at £15.78
- Health benefit (average cost of 6 free prescriptions per year at £45.90)

The average cost of personal benefits, average cost of housing benefit and average cost of Council Tax were taken from the DWP website. The cost of 6 prescriptions per calendar year was taken from the NHS website.

The above figures assumes that all 9 young people were on an average benefit rate, benefitted from the average housing and Council Tax benefit and claimed 6 free prescriptions.

We have allowed a 50% reduction for deadweight recognising that our Foundation Learning provision provided a bespoke service to hard to engage young people; the majority of which would not have been able

to secure full time employment for 26 weeks without the guidance, support and access to training that was provided. We allowed a 10% reduction for displacement recognising that there is little other similar provision within the local area. We also allowed a 40% reduction for attribution as we acknowledge that the young people were also engaged with a number of partner agencies that will have contributed to the change. We have factored in an annual drop of rate of 33% as we historically have converted 1 out of 3 customers to sustain their employment to at least 26 weeks.

### ***Information, advice and guidance***

35 young people benefitted on average 10 hours of information, advice and guidance. We have accounted for this over 22 week's duration on the project. We have averaged the cost of this at £150.00 using an average rate taken from a number of online prospectuses for similar information, advice and guidance services. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on customers being less reliant on benefits.

### ***Qualifications***

3 customers benefitted from an average of 4.5 hours per week of training which led to a qualification. We have accounted for this over 12 week's duration based on the average length of training courses. We have averaged the cost of this at £90.00 per hour using an average rate taken from a number of online prospectuses for similar training services. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on customers being less reliant on benefits.

### ***Increased contribution to the economy***

We have assumed that all 9 young people who sustained their employment at 26 weeks provided an increased contribution to the economy through earnings and National Insurance.

We averaged the cost of this at £271.45 per week based on:

- Regional average gross weekly earnings of £256.00
- National Insurance at £15.45

This has assumed that all of the 9 young people were on the national minimum wage. We took the figures for the regional average gross weekly earnings from the DWP website and the National Insurance payable from an online tax calculator. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on customers being less reliant on benefits.

### ***Youth club activities***

447 young people benefitted from 1,117.5 hours of youth club activity. We have based the duration over 48 weeks rather than a full year to account for holiday periods. We have averaged the cost of this at £60.00 per hour based on the average cost of the venue per hour.

We have allowed a 15% reduction for deadweight recognising that a minority of the young people may have travelled to access similar provision. We allowed a 10% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 5% reduction for attribution as we acknowledge that referral and partner agencies will have contributed to the change. We have factored in an annual drop of rate of 10% as we recognise the high number of young people that continue to attend and progress into our older



youth club provision.

### **Special needs youth club activities**

201 young people with special needs benefitted from 1,005 hours of specialist youth club provision. We have based the duration over 48 weeks and have used an average cost of £50.00 per hour, based on the average cost of similar special needs provision. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on youth club activities.

### **Free office space**

Five Lamps offers free room hire to 15 local VCS and partner organisations. We have based the duration over 48 weeks and have used an average room hire rate of £15.00 per hour to measure this impact. This figure is

our estimate of a weekly hire rate for a furnished office space based on an average of the Local Authority Business Centre and hire rates for other Voluntary Sector organisations locally. We feel that this rate is generous as the rates from other sources do not allow for internet/telephone access, office and reception services which our arrangements include. Some of the spaces that we allow partners to use for free are also in prime town centre locations.

We have allowed a 5% reduction for deadweight recognising that very few local third sector organisations offer this service and as such have allowed a 5% reduction for displacement, a 3% reduction for attribution and factored an annual drop of rate of 10% recognising that some of the partners who use our rooms use these permanently rent free such as Tees Credit Union.

### **Volunteers**

Five Lamps provided 380 hours for volunteer activity in 2011/12. Volunteers who come to us are usually looking for work rather than to provide social structure and we provide relevant up to date qualifications, supervision, CRB clearance and where suitable frontline experience. During this audited year, 11 of our volunteers gained employment either with ourselves, or partner organisations. We have based the duration over 48 weeks and have used an average rate of £6.50 per hour linked to the national minimum wage to measure this impact.

We have allowed a 10% reduction for deadweight recognising that very few local third sector organisations offer this service and as such have allowed a 3% reduction for displacement, a 3% reduction for attribution and factored an annual drop of rate of 10% as we believe that the impact of our volunteers whether within the company or elsewhere won't lessen year on year.

## **Financial Inclusion Rationale**

### **Affordable personal loan**

During 2011/12, we provided 11,746 financially excluded customers with an affordable personal loan. We have based the duration over 52 weeks based on the average repayment schedule of a loan and have used an average cost of £168.88 to measure this impact based on the average cost in interest of a £300 loan from a high interest lender (minus Five Lamps equivalent interest). This information was from a comparison of high interest loans online including Lenders Compared. This assumes that all of our customers would have borrowed high interest credit.

We have allowed a 75% reduction for deadweight recognising that the majority of customers would have accessed a high interest loan if we did not provide the service. We allowed a 75% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 10% reduction for attribution as we acknowledge that referral and partner agencies will have contributed to the change. We have factored in an annual drop of rate of 10% as we recognise the high number of customers that continue to be supported with additional affordable finance.

**Helping Hand**

274 financially excluded customers were provided with an affordable home improvement loan. We have based the duration over 52 weeks and have used the average cost of £7,067.00 (based on a loan of £6,000 over 5 years). This information was from a comparison of home improvement loans online.

We have allowed a 50% reduction for deadweight recognising that some customers would have accessed high interest loans if we did not provide the service. We allowed a 50% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 10% reduction for attribution as we acknowledge that referral and partner agencies will have contributed to the change. We have factored in an annual drop of rate of 10%.

**Energy debt advice**

17 financially excluded customers were supported to access an energy trust grant to clear their energy debt arrears. We have based the duration over 52 weeks and have used the average cost of £1,576.00 (based on

the average energy debt at £1,000 plus interest from a high interest loan). The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on Helping Hand.

**The £ for £ return on investment figures are based on the sum:**

**Total present value / cost of delivering the service**

**The above sum takes into account the discount rate of 3.5% and the sum of impact reducing over 5 years.**

We believe that we may have overstated some of the percentages around deadweight (what would have happened without the activity). Our customers are predominantly from the hardest to engage in our communities and are often excluded or disengaged with mainstream provision. Our success in reaching these customers is based on our ability through our integrated services to systematically remove any barriers they have in their lives.

We feel that whilst in some cases there was some local provision available that some of our customers may have accessed as an alternative to Five Lamps. However taking Enterprise as an example, our Enterprise Gateway service was the only such service available to our customers given the demise of Business Link's services to these customers. For Financial Inclusion, we have identified 75% for deadweight recognising that the majority of our customers' financial needs were such that they would have accessed finance from a high interest lender. However, we believe that this does not account for the wrap around support services we provide to our customers in terms of first stage debt advice and referrals to partner organisations to address the wider issues of financial exclusion; a high interest lender would not provide this level of support.





Employability Impact Map

Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes								Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return				
		Investment	Value £		Description	Indicator	Source	Quantity	Duration	Financial Proxy	Value £	Source						Discount rate		3.5%		
																		Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5
Customers	Less reliant on benefits	Time	£0.00	1,540 customers engaged with our employability service  560 customers were supported to secure employment  280 customers were supported to maintain their employment at 26 weeks	Our employability service engaged the hardest to reach and long term unemployed (a quarter of all customers had been out of work for more than 2 years). By engaging with our services our customers gained employment or self-employment	One to one meetings; Action Plans; Pay Slips	Internal monitoring; Customer monitoring	560	26	Average cost of personal benefit; housing benefit; Council Tax benefit; Child benefit and Health benefits	£236.33	DWP schedule of benefit rates; DWP website; Stockton Council Select Committee Report; NHS website	33	30	5	33	£58,966.23	£58,966.23	£39,507.37	£26,469.94	£17,734.86	£11,882.36
	Customers benefitted from a client fund enabling them to purchase essential items to progress them into employment (transport, training, clothing etc)			374 customers access the client fund	Customers required access to a grant in order for them to overcome significant barriers to starting work	Number of people accessing client grant fund		374	12	Average client grant of £713	£713.00	External monitoring	5	15	5	33	£204,563.09	£204,563.09	£137,057.27	£91,828.37	£61,525.01	£41,221.76



	Present value of each year (after discounting)		£343,758.89	£220,482.12	£142,727.56	£92,393.69	£59,810.40
	Total Present Value (PV)						£859,172.66
	Net Present Value (PV minus the investment)						£32,356.66
	Social Return £ per £						1.04

Enterprise Impact Map

Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes								Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return				
		Investment	Value		Description	Indicator	Source	Quantity	Duration	Financial Proxy	Value £	Source						Discount rate		3.5%		
																		Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5
Customers	Customers are less reliant on benefits (persona; housing; child; health and Council Tax)	Time	£0.00	Enterprise Gateway: 728 customers in total benefiting, 413 attended for 3 days, 315 attended for 1 day.	Our Enterprise Team worked individuals who had tried for many years to gain employment without success and supported them to consider self-employment as an option	One to one Intensive Start up Support (1,554 days of coaching)	Internal/External monitoring	1554	48	Averaged cost of enterprise training courses. £90.00 per day	£90.00	Online prospectus/course search	50	30	10	40	£44,055.90	£217,104.30	£130,262.58	£78,157.55	£46,894.53	£28,136.72
				New Enterprise Allowance Mentoring Service. 253 local people benefiting	Enterprise Team delivered workshops helping local people to consider/investigate self-employment	3 day completed course (759 days of workshops)		759	48		£90.00		50	30	10	40	£21,517.65					
				New Enterprise Allowance Loan Service. 547 local people going into self-employment benefiting	Local people, sometimes financially excluded going into self-employment accessing low cost credit to start business. Number and value of loan	£1,000 per loan at an APR of 10%		547	48	Average APR for personal loan over 1 year @ £1,260.00	£1,260.00	lenderscompared.co.uk	50	30	10	40						

Cost of delivering service	Young given financial and enterprise advice	Less dependent on benefits, more likely to take up self-employment option	£446,203.00	547 local people commenced trading on a self-employment basis.	Our Enterprise Team supported local people into self-employment	One to one meetings, Coaching/Teaching, Business Plans		547	26	Average cost of personal benefit; housing benefit; Council Tax benefit; Child benefit and Health benefits	£236.33	DWP schedule of benefit rates; DWP website; Stockton Council Select Committee Report; NHS website	50	30	10	40	£40,720.84		£40,720.84	£24,432.50	£14,659.50	£8,795.70	£5,277.42
				Lot 2. 600 local people received self-employment advice	Our Enterprise Team offered information, advice and guidance around self-employment	Coaching sessions (1,800 coaching hours)		1800	48	Hourly rate of £15 to provide coaching	£15.00		70	50	20	40	£3,240.00		£3,240.00	£1,944.00	£1,166.40	£699.84	£419.90
				30 individuals receiving coaching sessions (8 hours of face to face delivery) through MyBnk	Local young people given advice on accessing fair credit/handling personal finances/ access to bank accounts/ enterprise	(98 coaching/one to one hours)		98	48		£15.00		50	30	10	40	£463.05		£463.05	£277.83	£166.70	£100.02	£60.01
													0	0	0	0	£0.00		£0.00	£0.00	£0.00	£0.00	£0.00

Total	£446,203.00															£327,101.74		£327,101.74	£196,261.04	£117,756.63	£70,653.98	£42,392.39							
																			£316,040.33	£183,211.79	£106,209.73	£61,570.86	£35,693.25						
																	Present value of each year (after discounting)												£702,725.95
																	Total Present Value (PV)												£256,522.95
																	Net Present Value (PV minus the investment)												1.57
	Social Return £ per £																												

Youth Services

Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes										Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return									
		Investment	Value £		Description	Indicator	Source	Quantity	Duration	Financial Proxy	Value £	Source	Discount rate							3.5%									
													Year 1 (after activity)	Year 2						Year 3	Year 4	Year 5							
Customers	Customers are less reliant on benefits (personal; housing; health and Council Tax)	Time	£0.00	48 positive progressions by NEET young people	NEET young people positively progressing into employment, further education or learning activity.	Number of positive progressions into employment	External monitoring	9	26	Average cost of personal benefit; housing benefit; Council Tax benefit and Health benefits	£139.00	DWP Schedule of benefit rates; NHS Website;	50	10	40	33	£337.77	£337.77		£226.31	£151.62	£101.59	£68.06						
	Our Youth Services Team offered information, advice and guidance around progressions							35	22	Average cost of 10 hours of information, advice and guidance at £150	£150.00		Online prospectus/course search	50	10	40								33	£1,417.50	£949.73	£636.32	£426.33	£285.64
	Customers accessed training to improve their employability							3	12	Average cost of delivering training at £20 per hour (4.5 hours a week = £90.00)	£90.00			50	10	40								33					

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Volunteers	Up to date and relevant work experience and qualifications			380 volunteer hours	Volunteers bringing knowledge, experience and staffing hours to all Five Lamps divisions to widen the range and depth of services	Average number of volunteer hours	ONS	380	48	Hourly rate of £6.50	£6.50	ONS	10	3	3	10	£2,091.62		£2,091.62	£1,882.46	£1,694.21	£1,524.79	£1,372.31
Cost of delivering service		£324,579.00											0	0	0	0	£0.00		£0.00	£0.00	£0.00	£0.00	£0.00
Total		£324,579.00															£90,134.10		£90,134.10	£80,523.21	£72,070.58	£64,595.31	£57,956.08
														Present value of each year (after discounting)			£87,086.08	£75,169.28	£65,003.53	£56,291.08	£48,797.47		
														Total Present Value (PV)							£332,347.44		
														Net Present Value (PV minus the investment)							£7,768.44		
														Social Return £ per £							1.02		

Financial Inclusion Impact Map

Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes							Deadweight %	Displacement %	Attribution%	Drop off %	Impact	Calculating Social Return					
		Investment	Value £		Description	Indicator	Source	Quantity	Duration	Financial Proxy	Value £						Source	Discount rate		3.5%		
																		Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5
Customers	Less reliant on high-cost credit	Time	£0.00	11746 affordable personal loans provided	Our financial inclusion service provided access to affordable credit to financially excluded customers	Number, value and repayment profile of personal loans	Internal monitoring	11746	52	Average cost in interest of a £300 loan over a 52 week period from a doorstep lender (minus Five Lamps equivalent interest)	£168.88	lenderscompared.org.uk	75	75	10	10	£111,581.13	£111,581.13	£100,423.01	£90,380.71	£81,342.64	£73,208.38
	Homes improved to the Decent Homes standard for financially excluded homeowners			274 homeowners provided with an affordable loan to improve their homes. The total value of the loans being £1,746,123.00	Helping Hand loans provide access to affordable credit to homeowners to bring their properties back up to the national Decent Homes standard, the only alternative to homeowners being secured loans with high interest rates	Number and value of personal loans	External monitoring	274	52	Average APR of a £6000 loan for one year of a five year loan repayment plan	£7,067.00		50	50	10	10	£435,680.55	£435,680.55	£392,112.50	£352,901.25	£317,611.12	£285,850.01

[illegible]

	Net Present Value (PV minus the investment)	£700,756.76
	<b>Social Return £ per £</b>	<b>1.52</b>

## Conclusion

**The total present value across all four divisions for the year 2011/12 is £1,326,316.10**

**The total investment across all four divisions for the year 2011/12 is:  
£2,957,634.00**

**Therefore, a Social Return on Investment type calculation for the year 2011/2012 for  
Five Lamps integrated service delivery model is averaged at  
£1.29 for every £1.00 invested**

We have focussed on the harder, easier to measure outcomes to value our impact for our Social Accounts. Things are changing rapidly in our sector and we know that it will become necessary to include the softer outcomes for the next set of accounts. In our 2012/13 Social Accounts, we will broaden what we report on to show balance between hard and soft outcomes and this will report more fully from a financial viewpoint.

We believe our Social Return on Investment type calculation has proven that each of the 4 Five Lamps business divisions has a return on average of £1.29 for every £1 invested. The unique nature of our integrated service delivery model which removes a range of barriers that our customers and their families face provides a real value for money in terms of investment.

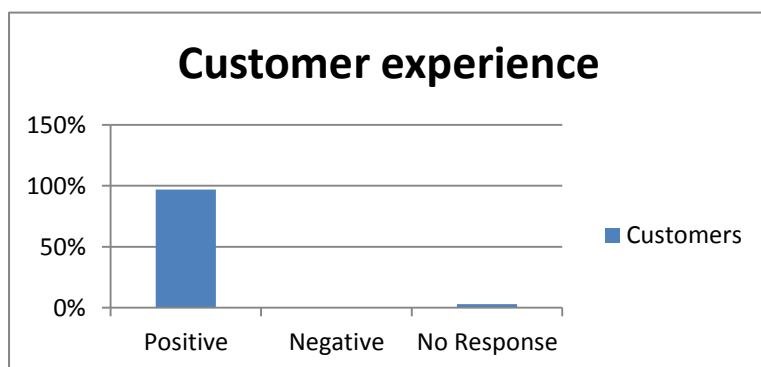
## Other views of stakeholders

### Impact

Consultation took place with our key stakeholders on issues relating to the impact that Five Lamps has had on their lives.

### Customers

We asked our customers if they had had a positive or negative experience with Five Lamps and to provide details on their experiences.



We are pleased to report that 97% of customers that responded to the survey had had a positive experience with Five Lamps. We recognise that customers completed this questionnaire with a member of staff and this may have impacted on their responses.

Below is a selection of responses to the consultation question which asked our customers to tell us more about why their customer experience was so positive. These comments are a selection of the comments that best reflect the overall responses made:

- “The positive people outcome is brilliant. What they offer, they deliver” – Raymond, Employability customer
- “Practical and useful advice. Encouraged me to have the confidence in setting up my own business” – Davina, Enterprise customer
- “Staff are very friendly. They take time to understand my disability. They are very good with us all” – Niki, Youth Services customer
- “Every time I have dealt with Five Lamps it has been an easy experience” – Lisa, Financial Inclusion customer

We asked our customers to tell us more about what we did that made them feel that they mattered to us. Below is a selection of responses.

- “Jane and Mark helped me with making me feel better at things are more in control” – Eleanor, Employability customer
- “Really interested in my idea. Very encouraging experience” – Amanda, Enterprise customer
- “The staff talk to me and make me laugh” – Megan, Youth Services customer
- “Home visit and talking to me going through things and checking everything was okay. Leaving me paperwork so I could read through things clearly so I didn't feel pressured into the service” – Mrs Sweeney, Financial Inclusion customer

We asked our customers to tell us more about their customer service experience. Below is a selection of responses.

- “A number of staff helped me with interview training and helped me to get confident” – Alan, Employability customer
- “Excellent. You really helped me to understand how to start my own business potential and gave me confidence” – Heather, Enterprise customer
- “Enjoy coming” – Lauren, Youth Services customer
- “I would recommend Five Lamps to anyone who needed it” – Jasmine, Financial Inclusion customer

We asked our customers to tell us more about the support we gave them. Below is a selection of responses.

- “Job search, CV update, personal attention” – William, Employability customer
- “Assistance in completing business plan. Treated in a friendly and respectful manner” – Paul, Enterprise customer
- “Helped with English and Maths” – Liam, Youth Services customer
- “Advice on loans and money” – Michael, Financial Inclusion customer

We also asked our customers if we had referred them to another Five Lamps service or to an external organisation for additional support.

- 76% had not been referred to another Five Lamps service
- 14% had been referred to another Five Lamps service
- 24% of customers had been referred to an external organisation for additional support
- 64% of customers had not been referred to an external organisation for additional support

We asked our customers if they had received a Five Lamps welcome pack of which 71% had and 19% had not received a welcome pack.

We also asked our customers how many other people they know that have accessed Five Lamps services and they identified 273 customers, which is an average of 3 customers per respondent. We believe that this evidences that Five Lamps is embedded within the communities in which we operate.

### Summary

We recognise that 97% of customers that completed the questionnaire said that they have had a positive experience however we note that as customers completed the questionnaire with a member of staff present, this may have had an impact on the results.

We recognise that we need to strengthen the internal and external referral systems we have in place to ensure that all customers are referred where appropriate.

On average, each customer that completed the questionnaire have identified a further 3 people who they know who have accessed Five Lamps services; this recognises the importance of word of mouth referrals and how embedded Five Lamps is within the community.

### Key stakeholders

We asked all of our key stakeholders (see page 20 which explains who the key stakeholders are) on what they felt we do well and what they felt we could do better. A selection of these views are as follows:

#### What we do well

<b>Customers</b>	“Helping to get your qualifications” “Deliver what they promise in an agreed timescale” “Help you achieve your goals and make your dreams a reality” “Made enterprise easy to understand. Good communication methods”
<b>Staff</b>	“Continually seeking to address unmet need. Accessible services. Securing resources to enable our services to grow and develop”
<b>Partners</b>	“Building a package of support around the individual and not assuming everyone need the same package”
<b>Funders</b>	“Proactive organisation. Treats people as individuals to achieve their goals. Works well in genuine partnership”
<b>Board</b>	“All of our teams go the extra mile to achieve Five Lamps’ mission and the business ability to provide a truly integrated service”
<b>Volunteers</b>	“Provides support to people”

	You Said	We Did
<b>Customers</b>	"Getting more people at The Youthy"	We advertise the facilities available at the Youthy and have seen an increase in the number of young people regularly attending
	"Internet loan applications"	We are working towards providing an online secure loan application service
	"Enterprise workshops to be broken down so the content is more easily digested"	The Enterprise Team will consider revising the content of future Enterprise workshops
	"Social gatherings. Coffee mornings and afternoons"	Unfortunately none of our current contracts provides funding to organise social gatherings for our customers
<b>Staff</b>	"We need to be more performance focussed"	The newly formed Customer Services and Performance Sub Committee of the Board is responsible for monitoring contractual performance
<b>Partners</b>	"Communicate to partners what they do, perhaps email every 3- 6 months so aware of all the programmes they are involved in"	We will consider the feasibility of producing a quarterly newsletter for all partner organisations
<b>Funders</b>	"Ensure delivery staff are fully aware of the nature of contracts and the requirements thereof"	All staff are fully briefed when we introduce a new contract so that they understand the delivery model and expected outcomes
<b>Board</b>	"We have shown considerable improvement in all areas over this last year, however we can still be viewed by stakeholders and customers as operating in 'silo's' - we continue to hear 'we never knew you did that too' - so believe we can still improve in this area, perhaps quarterly or twice yearly events over and above our People Matter Awards"	The Customer Services and Performance Sub Committee of the Board will investigate the feasibility of hosting additional celebration events
<b>Volunteers</b>	Advertise the service more – the website is professional but people may miss it if they don't know about it	We utilise the promotional budgets for all of our contracts to promote the support available from Five Lamps using a range of methods, including leaflets, stalls at community fun days and online

We asked all of our key stakeholders on what they thought about our weekly Good News Stories. A selection of these views are as follows:

<b>Customers</b>	"They are great. It shows you just what a difference this service makes to people's lives"
<b>Staff</b>	"It's good to know about how Five Lamps have helped to transform and improve peoples lives. It gives staff inspiration to work towards achieving targets and deadlines"
<b>Partners</b>	"Interesting. They demonstrate what can be achieved by 'real' people"
<b>Funders</b>	"Provide an excellent insight into the services provided"
<b>Board</b>	"Now an essential communication for Board members, particularly to keep abreast of Five Lamps on-going achievement of objectives"



### Summary

We consulted with key stakeholders on what they thought we did well and what they thought we could do better. We have highlighted a selection of the responses which best represented all comments from each stakeholder group.

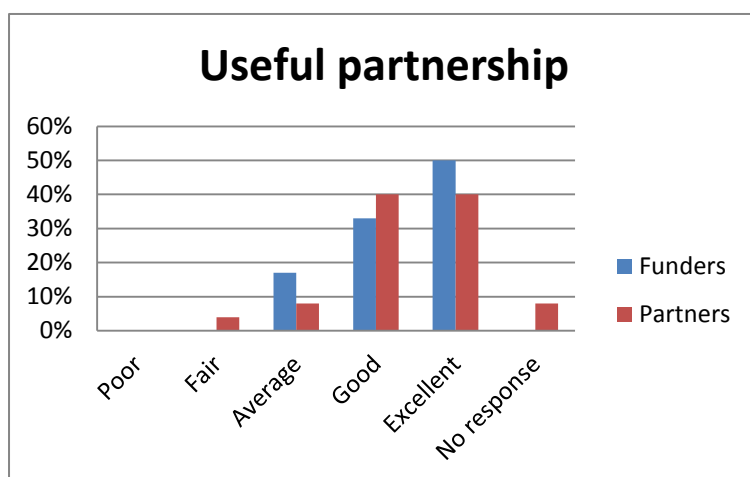
For the comments that best represented those on 'what we could do better' we have provided a 'we did' section which highlights any action will undertake to address the issues raised.

It is positive to hear that our weekly Good News stories have been so well received by all stakeholders.

### Funders and partners

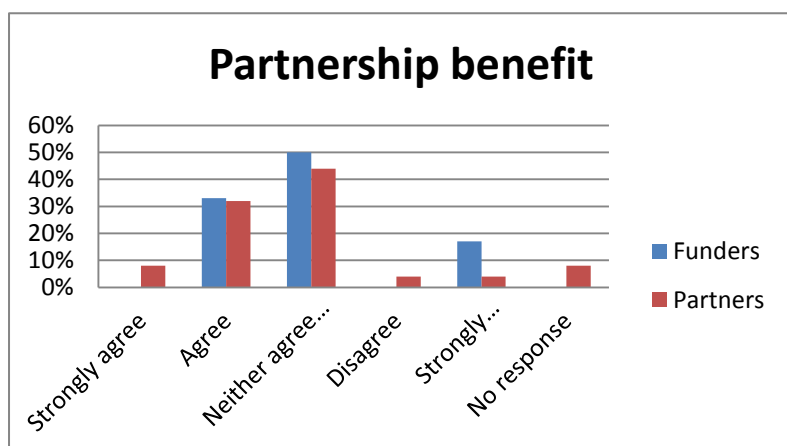
We asked our funders and partners how well has their collaboration / partnership with Five Lamps been useful to them; If Five Lamps have benefitted from the collaboration/ partnership more than they have; and how well have Five Lamps been as an efficient organisation to work with

How well has your collaboration/ partnership with Five Lamps been useful to you



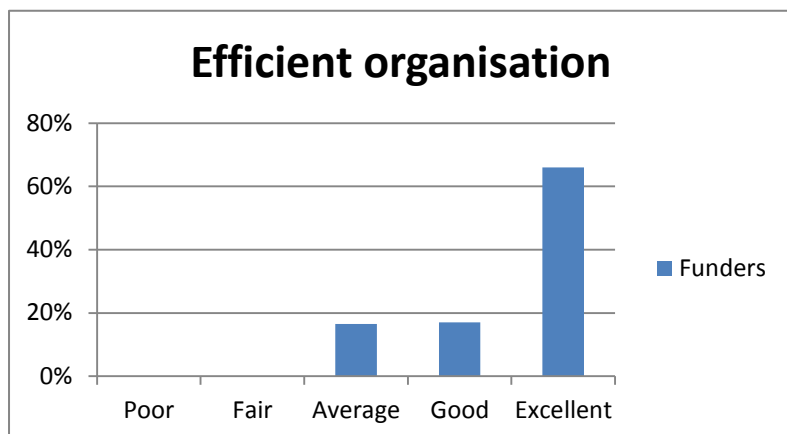
Overall 50% of our funders think that their partnership with Five Lamps has been excellent; 33% think it has been good and 17% think it has been average. Overall 40% of our partners think that their partnership with Five Lamps has been excellent; 40% think it has been good; 8% think it has been average and 4% think it has been fair.

Five Lamps has benefitted more from the collaboration/ partnership that we have



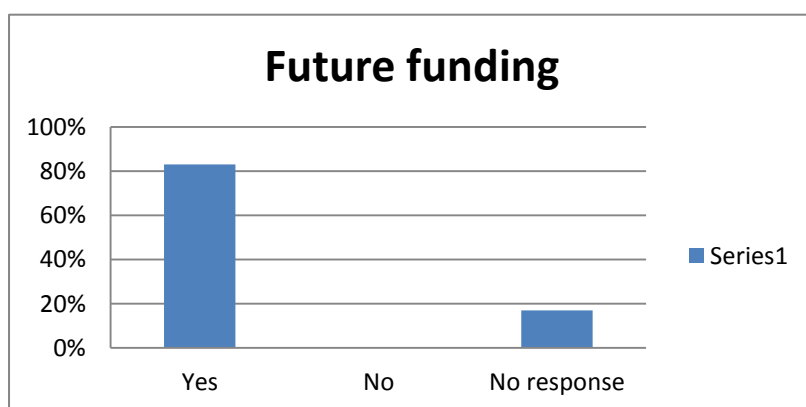
Overall 50% of our funders neither agree nor disagree that their partnership has benefited Five Lamps more; 33% agree and 17% strongly disagree. Overall 44% of our partners neither agree nor disagree that their partnership has benefited Five Lamps more; 32% agree; 8% strongly agree; 4% disagree and 4% strongly disagree.

We asked our funders how well Five Lamps have been an efficient partnership to work with



Overall 66% of our funders think that Five Lamps has been an excellent as an efficient organisation to work with; 17% think it has been good and 17% think it has been average.

We asked our funders if appropriate would they fund Five Lamps again in the future.

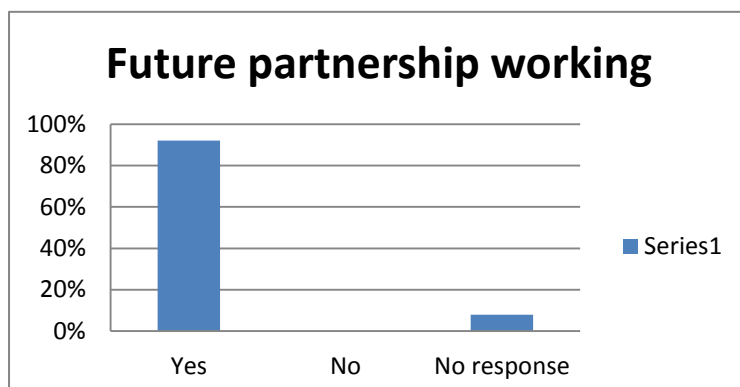


Overall 83% of our funders would fund Five Lamps again in the future if appropriate.

We asked our funders what makes Five Lamps a good organisation to fund. Below is a selection of comments:

- “Good track record, appropriate quality systems in place, good partner to work with”
- “Dependable, reliable and most importantly an organisation that strives to genuinely help local people transform their lives”

We asked our partners if appropriate would they work in partnership with Five Lamps again in the future.



Overall 92% of our partners would work in partnership with Five Lamps again in the future if appropriate.

We asked our partners what makes Five Lamps a good organisation to fund. Below is a selection of comments:

- “Offers things that we are unable to offer our tenants such as quick loans and also, in Middlesbrough, loans that are not available from credit unions as residents need to save for 13 weeks before they are able to apply for a loan”
- “They realise that working together brings better results than working in silo”
- “The staff are hard-working, wanting to work with partners and innovative in its approach”

### Summary

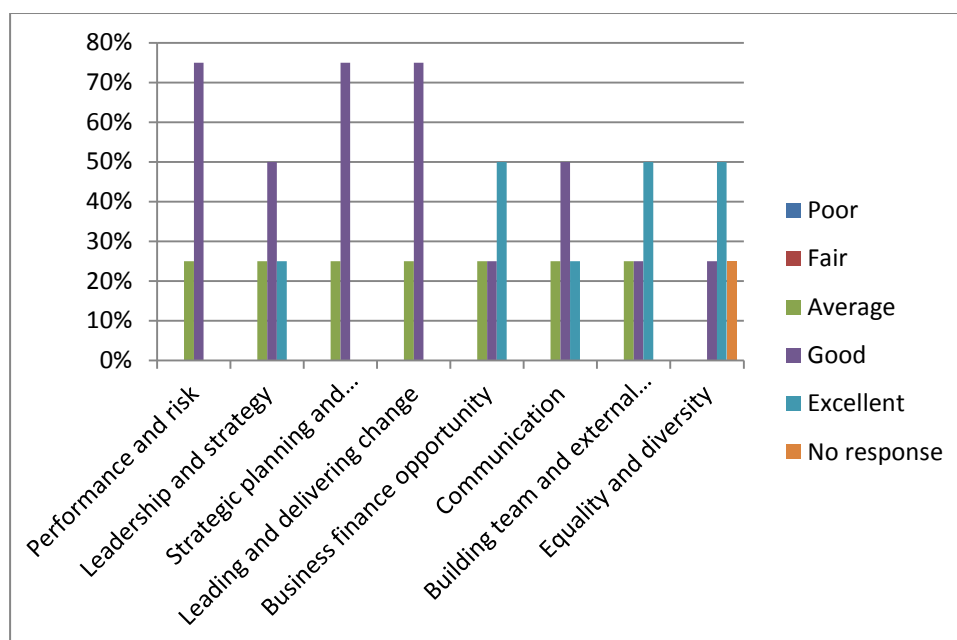
The consultation with funders and partners has highlighted that the majority of respondents think that their partnership with Five Lamps has been useful.

The majority of funders and partners that responded to the survey neither agreed nor disagreed that the partnership benefited Five Lamps more (94%); however 73% agreed or strongly agreed. This is perhaps due to funders perceiving Five Lamps benefiting more due to the funding they have provided to Five Lamps and partners feeling that they haven't benefitted as much as they expected from referrals to their projects from Five Lamps. 25% of respondents strongly disagreed or disagreed that Five Lamps have benefitted more from the partnership.

We feel that the good performance of Five Lamps on funded contracts attributes to the majority of funders who responded to the questionnaire identifying that Five Lamps is an efficient organisation and they would fund us again in the future if appropriate.

### Board

We asked our Board of Directors how well they thought the Board of Directors is achieving its key responsibilities.

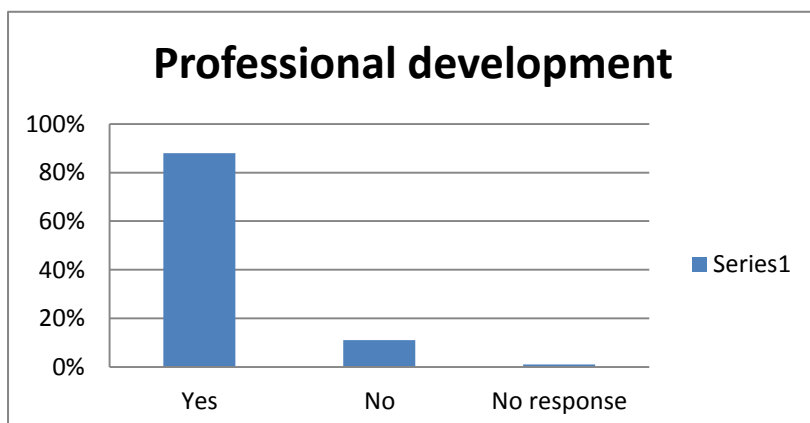


Overall the majority of Board members that responded to the survey think they have been excellent in achieving 3 of their key responsibilities and good in achieving 5 of their key responsibilities.

Please see Appendix 6 for the full results of the consultation with Board members on their key responsibilities.

## Staff

Every member of staff has access to an individual learning budget. We asked our staff if they had undertaken any personal and professional development in 2011/12.



Overall 88% of our staff had done some form of personal and professional development; 11% of staff had not.

We asked our staff what personal and professional development they had undertaken in 2011/12. Below is a section of responses:

- NVQ Level 3 in Advice and Guidance
- NCFE Employability Coaching
- Grief and Bereavement in Children and Young People
- Young People's Drug and Alcohol Misuse Awareness
- Safeguarding
- National Skills Academy for Financial Services-'Teaching Others' Level 3
- NVQ Level 3 in Leadership and Management
- Wavelength Connect 2012
- Level 2 Emergency First Aid
- Excel Level 3
- Diversi-Tees

We also asked our staff why they had not undertaken any personal and professional development. Below is a section of responses:

- "Finding the right course that helps me and also helps the organisation"
- "I have made enquiries into what courses may be suitable and still thinking about what would most benefit me"
- "I have taken advantage of this in the past, but this year there has been a lack of suitable opportunities"

### Summary

The professional and personal development of staff is a key priority for Five Lamps and it is reassuring to note that through the consultation with staff 88% identified that they had undertaken some form of professional and personal development in 2011/12.

We feel that as staff have been able to improve their skills and knowledge base this has enabled them to deliver new initiatives within contracts. This has also been reflected in Five Lamps being placed as one of The Sunday Times 100 Best Companies to Work for which noted that staff feel more motivated by having the opportunity to access an individual learning budget.

The Key Aspects Checklist can be found at Appendix 7. This Checklist will be reviewed on an annual basis.

### Compliance

Five Lamps use a variety of quality assurance and quality improvement processes delivered via its annual timetable of quality activities. It is the Quality Manager's role to deliver this timetable.

We hold the following quality marks:

- Investors in People Gold
- Investors in People Champion
- Customer First
- Matrix

### Quotes from Quality Accreditations

#### ***Investors in People Gold (Taken from employees' perspectives of our customers)***

"We are not here to judge, but to help".

"Our service needs to be holistic i.e. we need to look at the person's problems in a wide context. Not having a job may just be a very small symptom of a much larger set of issues preventing someone from fitting in with society".

We are currently working towards the following quality accreditations:

- Profit through Ethics
- Truth about Youth

#### ***Customer First Assessment***

'Several of the people interviewed expressed their opinion that Five Lamps is a 'great' organisation to work for because of how they are supported and developed to fulfil their duties. This is further endorsed by the external review which was commissioned to survey their employees, demonstrating well above average satisfaction levels across a range of external measures.'

#### ***Matrix Assessment (Taken from employers and customers experiences of Five Lamps)***

'A further strength from the previous Accreditation Review was again evident – support for customers remains a strength of Five Lamps. Customers cite heartfelt appreciation for the support they have received, and staff demonstrate genuine commitment to supporting some people facing significant barriers. Individual learning plans succinctly describe support discussed and provided. Customers, staff and the company website provide numerous examples of practical support.'

'The culture and ethos of the organisation also remains a strength of the support from Five Lamps. The welcoming environment and ready trust from customers for staff remains a striking characteristic of Five Lamps. Despite the structural and staff changes that have happened since the last **matrix** Assessment, the evident priority of all staff working for the organisation is ensuring they provide the support required by each of the people accessing the service.'

#### ***Five Lamps 2012 Ofsted Report (inspection of our Foundation Learning and Train to Gain learning provision)***

In May 2012 Five Lamps underwent an Ofsted inspection. We were graded 'satisfactory' across all areas of provision. Below are some comments taken from the Ofsted report:

'Retention rates across all programmes are good and excellent on the adult skills programme. Learners feel safe. The standard of learners' work meets programme requirements and some learners demonstrate good hairdressing and beauty therapy skills and research techniques into healthy eating and sustainability.'

‘Partnerships with key regional and national strategic groups, funding organisations, other training providers, connexions and local schools are productive and benefit learners. Many learners access Five Lamps programmes through these partnerships.’

‘Care, guidance and specialist support arrangements are good. Learners benefit well from highly effective personalised support from tutors. This support is a key element in Five Lamps improved retention rates, in learners’ vocational skills development and in the development of employability skills such as having a positive attitude to work and working safely.’

The Ofsted report is available at [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

Five Lamps complies with the following:

- Stockton Borough Council’s Health and Safety inspections of our buildings
- Employees and volunteers are subject to an enhanced Criminal Records Bureau check
- Change Matters Performance Framework
- An Independent Financial Audit
- Public and Employers Liability Insurance
- Ofsted – report available at ([www.ofsted.gov.uk](http://www.ofsted.gov.uk))

## Main issues and achievements, conclusions and recommendations

### Values

Consultation with our key stakeholders has identified that the majority of our key stakeholders think that we have achieved excellent or good in achieving our values.

### Mission

Consultation with our key stakeholder has identified that our we have been excellent in achieving our mission

For our 2011/12 Social Accounts we have established a new set of strategic objectives and activities that are focussed on outcomes and impact and relate directly to our strategic objectives. **For our 2012/13 Social Accounts we will use the data collected in these Social Accounts to provide benchmarks to ensure we can compare year on year performance where appropriate.**

### Environmental Impact

As an organisation we show good practice in 39 out of the 65 areas taken from the Green Office Checklist.

**Where financially sound and appropriate our Environment Champions will action the areas that are not consistently applied across the organisation and also any areas that Five Lamps have not implemented to date**

### Economic Impact

We have identified through a Social Return on Investment type approach that for every £1 invested in Five Lamps we have shown a £5.15 return.

We believe that this value of return is a step towards identifying the true impact that the interaction with Five Lamps has on our customer's lives.

For each of our 4 business divisions we were able to demonstrate a positive return on investment which has highlighted:

- Employability and Enterprise – the support we have provided to customers to return to work or start their own business has had a positive impact on their lives shown through a better off calculation based on their reduced dependence on benefits, which in turn has a positive impact on the economy in terms of savings on benefit payments and enhanced national insurance contributions.
- Youth Services – the support we have provided young people to start work has equally had a positive impact on their lives and the economy. We have also been able to highlight the benefit of provided access to youth service provision on an evening and weekend for young people including those with special needs.
- Financial Inclusion – by accessing an affordable loan from Five Lamps rather than from high interest credit providers, we are able to save our customers money in terms of interest payments.

In our 2012/13 Social Accounts, we will broaden what we report on to show balance between hard and soft outcomes and this will enable us to report more fully from a financial viewpoint the impact we have had on our customers lives.

### Conclusions

Our 2011/12 Social Accounts have provided Five Lamps with a significant document that evidences the social, economic and environmental performance and impact made by the organisation. The social accounting process is firmly embedded across the organisation. We believe this document has strengthened our understanding and reporting of our impact from our previous set of Social Accounts and our 2012/13 Social Accounts will be another step closing to enabling us to be in a position to fully understand and account for the impact of our work.

The use of SROI methodology for the first time, following the LM3 calculation in our initial set of Social Accounts, has been a substantial learning experience. We feel that in future years, with extended customer engagement in the process, the greater impact of our integrated services, notably in achieving a myriad of softer outcomes, will be further reflected. The 2011/12 Social Accounts present an excellent baseline.

### Recommendations

- Firmly embed the organisations Performance Management Framework across the organisation and share monthly Key Performance Indicators with Senior Management Team, Board of Directors and staff
- Develop a structured programme of impact measurement activity across the full range of Five Lamps services, embedded in staff appraisals and personal development planning
- Environment Champions to take a lead on ensuring that all actions in the Environment Action Plan are actioned where financially sound and appropriate
- We will consult with a wider range of stakeholders including sub-contractors, suppliers, community members and regulatory bodies
- In the future, we will ensure that random sampling methods are in line with customer demographics and linked closer to customer volumes.
- Promote our annual People Matter Awards with our customers
- Promote our Good News Stories with our customers, volunteers and partners
- Strengthen and increase the number of internal and external referrals made by Five Lamps staff
- The Customer Services and Performance Committee to assess the feasibility of hosting additional Celebration Events
- Provide an online and secure service for our Financial Inclusion personal loan customers
- Enterprise Team to consider revising the content of the enterprise workshops
- Consider the feasibility of producing a quarterly newsletter for partner organisations
- Measure the impact of hard and soft outcomes within our 2012/13 Social Return on Investment to accurately measure the impact we expect to make on our customers lives

## Strengths and weaknesses of the Social Accounting Process

### Strengths

A key achievement has been the timescale in which the social accounts have been developed, in a period of around 4 months. This can be attributed to the systems that we currently have in place, including regular customer, staff and partner feedback.

### Weaknesses

Like many others, we have recognised that Social Accounting models remain in their infancy.

It has been difficult for us to provide comparison with other organisations, as whilst there are a plethora of voluntary and community sector organisations within North East, there are no others providing a similar set of integrated services to the same customer groups/geographical area that Five Lamps covers.





Social accounting and audit for the community sector

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Nicola Hall and Nichola Storr of Five Lamps Organisation at the Social Audit Panel meeting held on 20 September 2012. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes\* of the Social Audit Panel Meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion.

We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of the Five Lamps Organisation as measured against its stated values and objectives and the views of the stakeholders who were consulted.

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle. In particular we would refer to the following:

- i) Try and tailor questions to customers to find out the **impact** Five Lamps actions have on their lives – the difference made to them in much more depth; the distance travelled.
- ii) Consider using all stakeholder consultation to enquire into the **difference** Five Lamps has made for stakeholders.
- iii) Consider analysing the customer stakeholder groups much more in terms of gender, age, postcode, ethnicity, disability, etc.
- iv) Consider integrating all data collection systems so that all focus groups, marketing questionnaires, etc. can feed into the Social Accounts
- v) Consider including industry averages and comparative data in future social accounts
- vi) Consider getting wider consultation with volunteers
- vii) Include a section on 'community activities'

The members of the Social Audit Panel were:

**Alan Kay (SAN Approved Social Auditor, Panel Chair)**

**Lawrence McAnelly (The Junction)**

**Richard Walton (Northern Rock Foundation)**

**Tony Chapman (Durham University)**

**Liz Dewhirst (Avanta)**

Signed:  
Chair of the Social Audit Panel

Dated: 02/10/12

\* the notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of Five Lamps at Five Lamps, Eldon Street, Thornaby, Stockton-on-Tees, TS17 7DJ. Members of the Social Audit Panel have acted in an individual capacity.

Five Lamps' Board of Directors have committed to the production of social accounts as being an annual event and to embed social accounting and audit processes within the organisation.

### Dialogue and disclosure

The full version of the finalised and verified Social Accounts will be made publically available via Five Lamps website. The full version will also be presented to the Board of Directors.

A summary document will be published and circulated to key stakeholders and we will launch the Social Accounts at an event with staff.

Any feedback on the accounts from anyone with an interest would be encouraged and welcomed as the opinions and perspectives of others can help us to provide the best service we can.

A follow-up action plan will be designed, implemented and monitored by the Social Accounting Steering Group over the next 12 months.










**Creating Possibilities: Improving Lives**

**Social Accounts 2011/12**

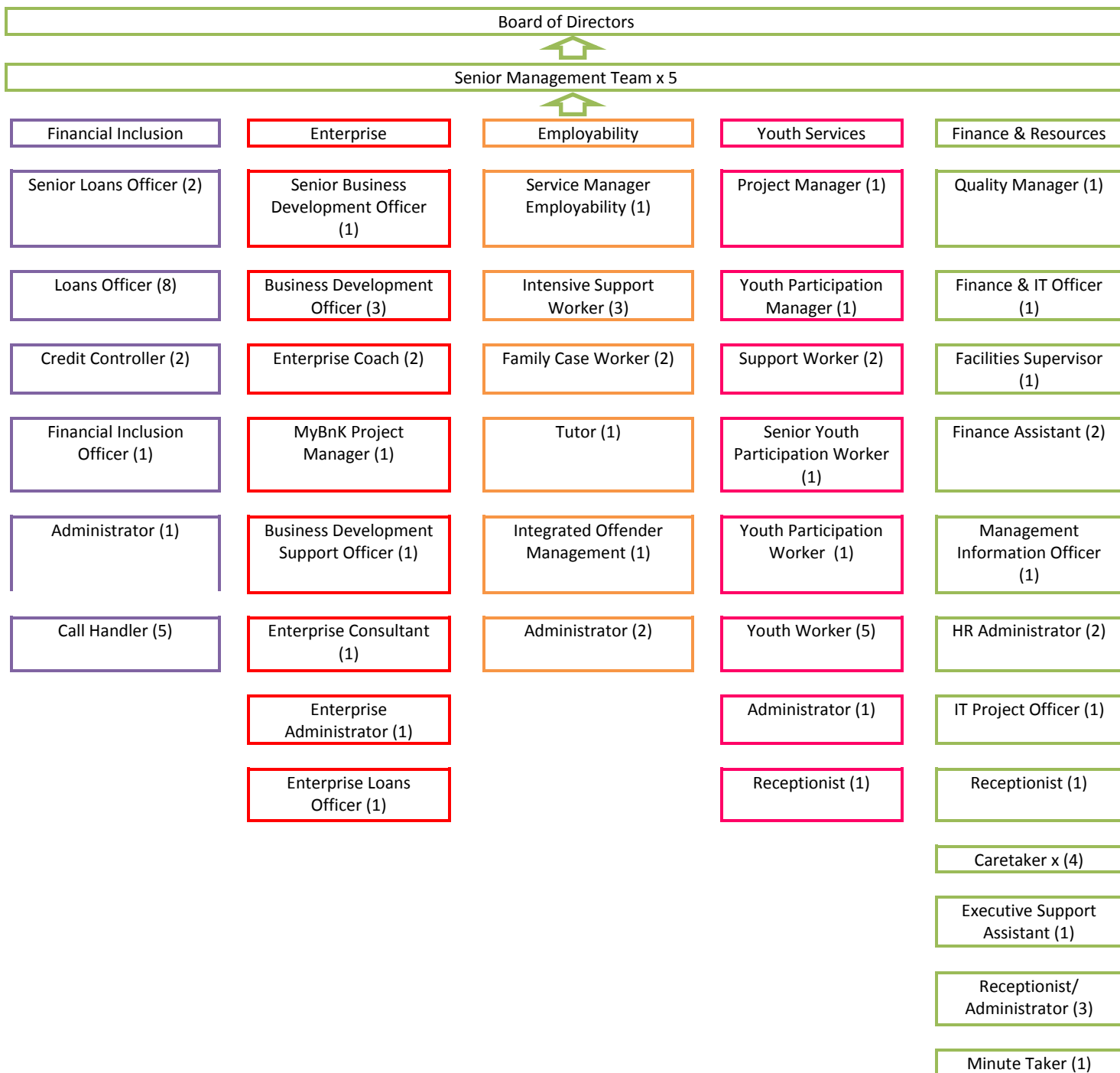
**Appendices**

## Appendix 1: Five Lamps Board of Directors

	<p>Philip Tucker is Chair of Five Lamps Board of Directors. Philip's working career was in secondary education until he retired from the position of Headteacher of a large and successful Specialist Technology College. Philip has been actively involved and a representative in many regional, national and international educational developments. Philip has been a member of 3 other voluntary Boards, as a Trustee and as a Governor; he has been involved with Five Lamps since 2007, became a Trustee in 2008 and Chairman in March 2011. Philip brings substantial education leadership and management experience to the Board. He is also a Parish Councillor and a Magistrate.</p>
	<p>Pat Chambers is Vice Chair of Five Lamps Board of Directors. Pat works independently across a diverse range of industry sectors using her skills and expertise to drive business development and help influence and shape policy across companies that include third sector, energy, renewables, construction, transport and skills and higher education. Her career background is with blue chip organisations at national and international level. Pat has extensive experience in community consultation and is motivated to make a difference at work and in her community; most recently securing Billingham Band Stand as a legacy investment to the town. Pat is also a Board Trustee to Billingham Community Newspaper and school governor at St Michael's RC School.</p>
	<p>Malcolm Bowstead is Five Lamps Board of Directors' Treasurer and Audit &amp; Risk Sub Committee Member. He spent 36 years in the Steel Industry in staff/supervisory positions working at factory level and moving onto Steelmaking Management and Human Resources. He has experience in workforce and management training and development, recruitment, employee relations and managing apprentices. He is also a Mental Health First Aider, Executive/Treasurer of South Tees Advocacy Mental Health Project and occasionally re-homes dogs for a Labrador Welfare Charity. Malcolm is currently also helping to set up a Community Group for elderly residents.</p>
	<p>Vivienne Holmes has a background in town planning and post-16 education: teaching, information advice and guidance and management – specialising in access to learning for those with disabilities and literacy problems. Vivienne now works freelance as an access consultant and trainer seeking to improve quality of provision in colleges and community learning settings. Vivienne is also currently undertaking doctoral research examining the impact of equality legislation; she is a trustee for DISC (Developing Initiatives Supporting Communities), Wear Valley CAB and 2D (Supporting the Community &amp; Voluntary Sector in Wear Valley and Teesdale).</p>
	<p>Ian Wright has over 25 years' experience of working in a range of positions across the public and private sectors. In particular his focus has involved the local authority and affordable housing fields. An area he is passionate about because of the impact housing has on a range of life chances; from health to employment to financial security and strong communities. Ian focuses on the commercial and customer service aspects of business and in his current role manages the member services at the Northern Housing Consortium.</p>
	<p>Trevor Watson has been involved in business locally all his working life encompassing property and financial services within both small and large organisations as a sole trader and director of a national Plc. Trevor has experience in starting and operating successful local business's from scratch as well as heading up the North East division of a national company including board membership. As a public duty Trevor has been a magistrate for 34 years holding the office of Bench Chairman at Langbaugh East Magistrates Court for 7 years and is currently a Deputy Bench Chairman at Teesside Magistrates Court.</p>

		<p>Carol Richardson joined Five Lamps Board of Directors in May 2012. Carol has over 20 years' experience of working in housing and currently is Assistant Director of Housing at Endeavour Housing Association. Carol is looking forward to developing her relationship with the Board, staff and customers.</p>
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## Appendix 2: Five Lamps organisational structure diagram



Information as of September 2012

### Report of Head of Regeneration & Economic Development

#### STOCKTON COMMUNITIES FUND

##### SUMMARY

There is a requirement as part of the Council's governance of the Working Neighbourhoods Fund that Renaissance receive a report on the delivery of the Communities Fund. This report provides an update on the performance and progress of the Communities Fund of the 'employability and skills' element of the Fund up to the end of November 2011.

##### RECOMMENDATION

It is recommended that Renaissance note the report.

##### BACKGROUND

1. The Working Neighbourhoods Fund (WNF) was created by Government to simplify and refocus local level funding to tackle worklessness and low levels of skills and enterprise within some of the most disadvantaged communities. The fund, part of the non ringfenced Area Based Grant (ABG), concentrates the focus of neighbourhood renewal on these core areas of regeneration.
2. Following a transition year for Neighbourhood Renewal Funded projects during 2008/09, CMT, Renaissance and Cabinet agreed to a new way of working by commissioning employability and skills provision that offers a holistic tailored individual approach for those furthest from the labour market and a package of support to increase entrepreneurial activity across the Borough.
3. An allocation of £7.2M was agreed over three years for the employability provision to focus activity on the 24 Lower Super Output Areas (LSOAs) with a benefit claim rate of above 25%.

##### EMPLOYABILITY

4. Five contracts were procured through open and competitive tendering and were awarded to three organisations. The Five Lamps Organisation covering the two contract areas of parts of Thornaby and Stockton Town Centre. Newtown, Norton and Clarences Community Resource Centres (now Know How North East) are focusing on the two contracts in Newtown and parts of Billingham and New College Durham working in the Hardwick/Ragworth areas.
5. Delivery commenced in April 2009. The Five Lamps Organisation has bases in Thornaby at South Thornaby Community Centre, the Youth and Eldon Street and at 32 Dovecot Street in Stockton. Know How North East are now operating from four community resource centres, including Newtown and Norton Grange in Stockton and the Clarences and Low Grange in Billingham. New College Durham have based themselves at Hardwick in Partnership and also use Ragworth Neighbourhood Centre on an outreach basis.
6. Over the two years eight months to the end of November 2011 the Communities Fund providers have engaged with and completed action plans for 3,465 residents. This is 170% above profile. All of the providers have for some time exceeded their total contract values for the numbers of people engaged and action planned.

7. The Communities Fund was targeted towards those individuals furthest from the labour market. However, in the early days of the contracts with no mainstream provision available and the continuing affects of the recession there has been a greater number of short term Jobseeker Allowance (JSA) customers than anticipated. However, this has not detracted from the overall aims of the provision and we are still able to demonstrate how the delivery of the Communities Fund has impacted on the hardest to help. The following gives a flavour of some of the priority groups engaged:
  - 175 people with a drug or alcohol issue, of which at least 71 are currently in drug treatment;
  - 315 ex-offenders, of which at least 15 are either Prolific Offenders (PPO), High Crime Causers (HCC) or meet the Drug Rehabilitation Requirement (DRR);
  - 312 people with a health condition;
  - 206 residents from a black or ethnic minority community;
  - Nearly 500 residents have cited multiple barriers not included in the above figures.
8. Of particular interest to note is that 28% of those engaged, have been out of work for over two years, with over one fifth, 745 people having been unemployed for over three years.
9. Up to the end of November 2011 1,712 of those residents engaged have found work, which equates to a ratio of just over 2.0:1. This is well ahead of the providers anticipated success rate of a ratio of three or four to one and in comparison to the government's previous welfare to work programme Flexible New Deal is significantly better, than the 7:1 ratio quoted.
10. There has been a significant increase in the levels of performance from Year 1 through to the current time. In fact, most providers have secured more job outcomes in the third year than in either of the first two years of delivery. During Year 1 there were 378 job outcomes, 623 in Year 2 and 711 so far in Year 3. The Five Lamps Organisation has the two largest contracts and they have achieved over 1000 job outcomes, exceeding their target on the Thornaby contract. Know How North East is on track to meet their Newtown contract and have achieved 458 jobs to date across both contracts. New College Durham's performance has improved three-fold during this third year and are 63% towards their overall target achieving 179 jobs.
11. In light of the economic climate the numbers in to work is very encouraging, particularly when taking into account the multiple barriers of the priority groups. 263 people into work have been unemployed for over two years, of which 178 had previously been out of work for over three years. In addition, 34 people had never worked.
12. It is encouraging to note that the type of jobs people are moving into covers a wide spectrum of occupational areas from office work, building operatives, retail, care, asbestos removal, welders, riggers to dog groomers. The majority of job outcomes are full time positions, but where they are of a part time nature they are generally above 16 hours, ensuring individuals are able to claim tax credits and therefore will not be worse off in work. There has also been an increase in the number of people starting their own business.
13. The number of people claimed who have been sustained in employment at 26 weeks is now 717, this is 42% of the total job outcomes. However, it should be borne in mind that there is a 26 week time lag with this data.
14. The Lead Providers are expected to work in partnership with other public, private and voluntary and community organisations either on a formal or informal basis. The level of sub-contracting does vary across all of the contracts. To date over £1,000,000 has been paid to sub-contracting organisations; these include Hardwick in Partnership, Eastern Ravens Trust, Low Grange Community Centre, Jobs North East, Tristar Homes, Cultures CIC, CRI, Blind Voice, Turnaround Homes.
15. As previously reported to Renaissance an interim evaluation of the Communities Fund took place last year and a workshop was held during the Summer with the lead providers to focus on the recommendations of the report and to concentrate performance in the final year. This workshop also helped to develop an exit strategy.
16. A number of options were put forward and it was agreed that any underspend on the Communities Fund will be targetted towards young people aged 16-24 years of age. A further report on the options will be



produced for the Council's Corporate Management Team, Cabinet and Renaissance during January, February and March respectively.

17. As part of the final evaluation the second customer satisfaction survey will commence during January and February which will see over 700 questionnaires issued and will help to contribute towards the final evaluation report of the Communities Fund.

**Richard Poundford**  
**Head of Regeneration and Economic Development**  
**Stockton Borough Council**

## Appendix 4: Green Office Checklist

This Green Office Checklist was compiled by REAP with assistance from:

- The Green Office Action Plan, *Friends of the Earth Scotland*
- Green Office Guide, *The Highland Council*
- EcoSchools Handbook, *ENCAMS*
- Focus – The managers guide to reducing energy bills, *Energy Efficiency*

### Paper

Are photocopies double sided?	Y	
Are envelopes opened carefully and stored for reuse?	Y	
Are non-essential copies photocopied on re-used paper?	N	
To avoid mistakes, do you trial copy before printing big batches?	Y	
Is scrap paper turned into useful notepads?	Y	
Is e-mail used whenever possible?	Y	
Are copy documents kept on disk rather than paper?	Y	
Are computer printout margin sizes, fonts etc set to minimise paper use?	Y	
Does the office use recycled paper?	N	
Does the office refuse or return junk mail?	N	

### Energy

Does your office source any energy from renewable sources?	N	
Are hot water pipes and tanks properly insulated?	Y	
Is the water temperature comfortably hot?	Y	
Are windows and doors free of draughts?	Y	
Are reflector panels fitted behind radiators?	N	
Are lights always turned off in empty rooms?	Y	
Are lights turned off as soon as there is enough daylight?	Y	
Are windows kept clean, free from obstructions etc?	Y	
Are all lights energy efficient?	Y	
Are electrical equipment, PC monitors, photocopiers etc switched off when not in use?	Y	
Are boilers regularly serviced?	Y	
Are heating thermostats used?	Y	

### Office Supplies

Are long life products chosen over short life ones?	N	
Are materials bought in large packs to avoid excessive packaging?	Y	
Do you purchase eco-efficient or “green” products? – recycled, refillable, water based ink etc.	N	
Do you use paperclips rather than staples?	N	

### General Office

Is the toilet paper / hand towels made from recycled fibre?	N	
Are aerosol products with CFC propellant avoided?	Y	
Are products made from tropical hardwoods avoided?	Y	
Are long life products chosen over short life ones?	Y	
Are dripping taps repaired quickly?	Y	
Have low flush volume WCs been installed?	Y	
Do you use environmentally friendly cleaning materials?	Y	
Do you use washable cups rather than disposable ones?	N	
Do you purchase fairtrade or organic tea and coffee?	N	
Do you purchase supplies from local shops?	Y	
Is your fridge door seals clean and seal shut?	Y	
Are any outside areas around the office managed for the benefit of wildlife?	N	

### Recycling

Is all used paper saved for recycling?	N	
Does the office store then recycle glass, cans etc?	N	
Does the office separate and compost materials?	N	
Is there a paper recycling bin next to the photocopier?	N	
Does the office recycle its electronic equipment, toner cartridges etc?	Y	
If plastic cups are used are they recycled?	N	
Are you utilising recycling opportunities by co-operating with nearby businesses ?	N	

### Transport

Do employees have access to dry, secure cycle storage?	N	
If you have pool or company cars do they run on unleaded petrol or diesel?		N/A
Do you have information available on prices and timetables of public transport?	N	
Are meeting times organised around public transport timetables?	N	
Are office working hours flexible enough to allow people to use public transport?	Y	
Do cyclists receive preferential mileage allowance?	N	
Are employees taught and encouraged to drive in an environmentally friendly manner?	N	
Is it policy to use buses for business purposes whenever possible?	N	

### Health and Safety

Is fresh fruit available alongside biscuits at break time or for visitors?		N/A
Is clean drinking water available?	Y	
Are house plants grown in the office to lower stress and absorb chemicals?	Y	
Are Sick Building Syndrome problems identified and corrected?	Y	

Is sitting at the computer for long hours discouraged?	Y	
Are policies on lone working, safe use of equipment etc enacted?	Y	

#### Implementation

Is there a green office noticeboard in a prominent position?		N/A
Does the office have a suggestion box for environmental ideas?	Y	
Does the office hold events with a green theme? E.g. a stationery amnesty.	N	
Does the office have an environmental policy?	Y	
Is there an opportunity to raise environmental issues at staff meetings?	Y	
Is resource use monitored and are environmental effects audited?	Y	

## Appendix 5: Example consultation questionnaire

Customer Survey - Social Accounts 2011/12
<p>Dear Customer</p> <p>Thank you for taking the time to complete this survey. The purpose of this survey is to get your views on the impact that Five Lamps has had on your life.</p> <p>We will ask you questions on your customer experience; what you think Five Lamps does well; what you think could be improved and how well you think we have achieved our values and our mission.</p> <p>The results of our survey will be used in our 2011/12 Social Accounts. It should take no more than 5- 10 minutes to complete. Please note the deadline to complete this questionnaire is Thursday 12 July 2012.</p> <p>Thank you</p>
Details
<p>1. Your name</p> <p>2. Your postcode</p> <p>3. Which Five Lamps service are you a customer of?</p> <p>4. Did you have a positive or negative customer experience with our services?</p>
<p>5. We are pleased that you have had a positive customer experience with Five Lamps</p> <p>Tell us a bit more about why it was so positive</p>
<p>6. We are sorry that you feel that you have had a negative customer experience with Five Lamps.</p> <p>Tell us a bit more about why it was such a negative experience</p>
Values
<p>7. Value: To make people matter by releasing their potential and encouraging self-worth</p> <p>Thinking about our Value 'Making People Matter' - Have well did we make you feel that you mattered?</p> <ul style="list-style-type: none"> <li>- Poor</li> <li>- Fair</li> <li>- Average</li> <li>- Good</li> <li>- Excellent</li> </ul> <p>8. What did we do that made you feel that you did/did not matter?</p> <p>9. Value: service matters by measuring customer expectations and responding to feedback to sustain customer loyalty</p> <p>Thinking about our value 'Service matters' - How would you rate our customer service?</p> <ul style="list-style-type: none"> <li>- Poor</li> <li>- Fair</li> <li>- Average</li> <li>- Good</li> <li>- Excellent</li> </ul> <p>10. Have you heard about our annual People Matter Awards?</p> <ul style="list-style-type: none"> <li>- Yes</li> <li>- No</li> </ul> <p>11. Tell us more about your customer service experience with Five Lamps</p> <p>12. What do you think about our website?</p> <ul style="list-style-type: none"> <li>- Poor</li> <li>- Fair</li> <li>- Average</li> <li>- Good</li> <li>- Excellent</li> </ul> <p>13. Value: performance matters by achieving our targets and meeting quality standards</p>

Thinking about our value 'Performance Matters' - How well did we meet your needs as promised to an agreed timescale?

- Poor
- Fair
- Average
- Good
- Excellent

14. Tell us more about the support we gave you

15. Is there any support that you needed that we didn't give you?

16. Value: to make informed choices by offering different options and turning aspirations into reality

Thinking about our value 'Informed choice' - How well were you offered different options and a real choice?

- Poor
- Fair
- Average
- Good
- Excellent

17. Did we refer you to another Five Lamps service for additional support?

- Yes
- No

18. Which Five Lamps service did we refer you to?

19. Was the referral to another Five Lamps service helpful?

20. Did we refer you to another organisation for additional support?

- Yes
- No

21. Which organisation(s) did we refer you to?

22. Was the referral to another organisation useful

23. Value: share success by building winning partnerships and utilising effective marketing and promotion

Thinking about our value 'Share Success' - Have you seen our weekly 'Good News Stories' on our website?

- Yes
- No

24. What did you think about our 'Good News Stories'?

25. Were you provided with a customer welcome pack?

- Yes
- No

26. Value: to make communities matter by understanding neighbourhoods and their needs including everyone

Thinking about our Value 'Make Communities Matter' - How many other people do you know who have accessed Five Lamps' services?

#### **Mission**

27. How well do you think Five Lamps achieves its mission 'To transform lives, raise aspiration, remove barriers and offer choice'?

- Poor
- Fair
- Average
- Good
- Excellent

#### **What we do well and what can we do better**

28. What do you think Five Lamps does well?

29. What do you think Five Lamps could do better at?

#### **Thank you**

Thank you. The results of your questionnaire will form part of Five Lamps 2011/12 Social Accounts.

## Appendix 6: Consultation with Board of Directors on key responsibilities

**Key responsibility: To continuously develop and review the organisation's strategy, objectives, performance, statutory compliance and risk ensuring the measurement of impact on our customers and communities**

Overall 75% of our Board think they have been good in achieving this key responsibility. 25% of our Board think they have been average. *"The ongoing implementation of the Audit & Risk Committee will address this area of the business"* was a comment made by a Board member in relation to this responsibility.

**Key responsibility: To lead the development of Five Lamps' vision, values and strategic direction**

Overall 50% of our Board think they have been good in achieving this key responsibility. 25% of our Board think they have been average and 25% think they have been excellent. *"We have restructured our board, improving the leadership skills in line with our strategic vision for the future of the organisation and would anticipate these changes to move us to excellent in 2013"* was a comment made by a Board member in relation to this responsibility.

**Key responsibility: To create coherent strategic plans and timetables, monitor performance and review outcomes and impact**

Overall 75% of our Board think they have been good in achieving this key responsibility. 25% of our Board think they have been average. *"The recent formation of the Customer Services & Performance Committee and plans for a User Group will address this. The Audit & Risk Committee will also support this"* was a comment made by a Board member in relation to this responsibility.

**Key responsibility: To proactively and positively plan for strategic transformational change and continuous service improvement in Five Lamps' service delivery**

Overall 75% of our Board think they have been good in achieving this key responsibility. 25% of our Board think they have been average. *"This year has seen the Board take a far more proactive stance, greater engagement with all staff and all areas of the business, however there is always scope for improvement"* was a comment made by a Board member in relation to this responsibility.

**Key responsibility: To assess and evaluate the key strategic, financial, commercial opportunity and investment issues facing Five Lamps, in the context of the complex political, economic, sociological, technical and legal context in which it operates**

Overall 50% of our Board think they have been excellent in achieving this key responsibility. 25% of our Board think they have been average and 25% think they have been good. *"The strengthened Board working closely with the experienced Senior Management Team are aware of the huge changes in which the business will operate in the future and the need to adapt to them."* was a comment made by a Board member in relation to this responsibility.

**Key responsibility: To promote the work of Five Lamps to a variety of external partners, stakeholders and audiences. To proactively promote the strategy and work of the Board internally**

Overall 50% of our Board think they have been good in achieving this key responsibility. 25% of our Board think they have been average and 25% think they have been excellent. *"The members of the Board bring a broad spectrum of skills and stakeholder contacts to the organisation. 2012 has seen a proactive line in communication both internally and externally and I see this as an area for continued focus in coming years"* was a comment made by a Board member in relation to this responsibility.

**Key responsibility: To develop, maintain and support productive external, Board and internal networks, partnerships and relationships that produce positive outcomes for the organisation**

Overall 50% of our Board think they have been excellent in achieving this key responsibility. 25% of our Board think they have been average and 25% think they have been good. *"Internal relationships via joint meetings and events have already commenced and the Board are also able because of their diverse skills to assist in the"*

***development of external relationships as and when require.***” was a comment made by a Board member in relation to this responsibility.

**Key responsibility: To proactively champion equality and diversity in everything that it and the organisation does, particularly in the context of making people matter and working with some of the most disadvantaged people in society. This is inclusive of every aspect of equality race, ethnic origin, religion or belief; sex, gender, identity and gender reassignment, sex orientation, disability, age, marriage or civil partnership, pregnancy or maternity**

Overall 50% of our Board think they have been excellent in achieving this key responsibility. 25% of our Board think they have been average. ***“We continue to robustly challenge ourselves to deliver an inclusive approach to equality and diversity.”*** was a comment made by a Board member in relation to this responsibility.



## Appendix 7: Key Aspects Checklist

### Human Resources

		Number			Date/Details/Comment
1.1	<b>Number of employees:</b> <div> Full-time  Part-time  Occasional  Volunteer </div>	54 26 0 38			31/03/2012
1.2	<b>Number of members</b>				N/A
1.3	<b>Policies and Procedures in place:</b>	<b>Y</b>	<b>N</b>	<b>NA</b>	
	a. employee contracts	√			All employees are issued with a contract of employment before they commence working for Five Lamps.
	b. employee job descriptions	√			All employees are issued with a job description before they commence working for Five Lamps and if their job role changes they are issued with a new job description.
	c. staff appraisals	√			The next 'Core Competency Framework' is due to take place between June to September 2012. The appraisal using the 'Core Competency Framework' takes place on an annual basis with a 6 monthly review.
	d. grievance procedures	√			A procedure is in place and is reviewed annually (or earlier if necessary). The procedures is due to be reviewed in December 2012
	e. disciplinary procedures	√			A procedure is in place and is reviewed annually (or earlier if necessary). The procedure is due to be reviewed in March 2013.
	f. equality and diversity policies	√			A procedure is in place and is reviewed annually (or earlier if necessary). The procedure is due to be reviewed in April 2013.
	g. equal opportunities	√			A statement is in place and is reviewed annually (or earlier if necessary). The procedure is due to be reviewed in April 2013.
	h. pay differentials between the highest paid and the lowest paid	√			Spine rates spreadsheet covering all job roles within the organisation.
	i. other, such as family friendly policy:	√			Work/Life Balance strategy and policy
1.4	<b>Investors in People</b>	√			Five Lamps holds Investors in People 'Gold' and is an iIP Champion organisation. We are due for re-accreditation in August 2013
1.5	<b>Consultations:</b>				
	a. with paid employees	√			Employees completed a consultation exercise on the performance and impact of Five Lamps. All staff completed consultation exercises using the Investors in People framework and Sunday Times Best Companies to Work for. Please see attached results of consultation.
	b. with volunteers	√			All of Five Lamps volunteers were invited to a volunteer jury on 10 July 2012 to allow us to analyse the performance and impact of Five Lamps.
	c. other	√			Other forms of consultation included surveys sent to partner organisations, a Board and a customer survey. Both surveys focused on Five Lamps performance and impact.

## Good Governance and Accountability

		Y	N	NA	Date/Details/Comment
2.1	<b>Legal form of organisation:</b> Company limited by guarantee <input checked="" type="checkbox"/>				
2.2	<b>Appropriate annual return filed</b>	√			April 2012
2.3	<b>Annual General Meeting held</b>	√			AGM held on the 1 November 2011
2.4	<b>Regular Board/Management Committee meetings</b>	√			The Board has been restructured and meets once a quarter with two sub-committees which are Audit, Risk and Performance and Customer Service.
2.5	<b>Annual Report published</b>	√			May 2012
2.6	<b>Membership increased/decreased</b>	√			Membership has decreased post restructure of the Board.
2.7	<b>Social Accounts prepared</b>				The cycle ran in line with the financial year from 1 April 2011 to 31 March 2012. The data was analysed and the accounts prepared from May to July 2012
2.8	<b>Social Accounts verified by Social Audit Panel</b>				Panel to meet on 20 September 2012
2.9	<b>Social Accounts reported to Stakeholders</b>	√			The Social Accounts will be reported to stakeholders (customers, staff, volunteers, Board members, partners and funders) via a published document, our website and a launch event.
2.10	<b>Consultations:</b>				
	a. with members of the organisation	√			Employees completed a consultation exercise on the performance and impact of Five Lamps. All staff completed consultation exercises using the Investors in People framework and Sunday Times Best Companies to Work for. Volunteers attended a Volunteers Jury to gather in-depth feedback around the performance and impact of Five Lamps. Please see attached results of consultation.
	b. with members of the Board or Management Committee	√			Board members completed a consultation survey on the performance and impact of Five Lamps services. Please see attached results of the consultation exercise.
	c. with Advisory Body members (if appropriate)			√	
2.11	<b>Other quality systems used:</b>	√			Investors in People Gold, Customer First, matrix, Change Matters and Ofsted.

## Asset Lock and Use of Surplus

		Y	N	NA	Date/Details/Comment
3.1	<b>Asset Lock in constitution</b>			√	
3.2	<b>Use of surplus:</b>				
	a. no surplus made	√			
	b. to reserves or re-investment	√			
	c. to charitable purposes		√		
	d. to employee bonuses		√		
	e. to directors' emoluments		√		

	f. to other		√		
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### Financial Sustainability

		Y	N	NA	Date/Details/Comment
4.1	<b>Annual Accounts prepared and filed</b>	√			<i>Companies House</i>
4.2	<b>Balance sheet strengthened/weakened</b>	√			The balance sheet was strengthened. Reserves increased. The trading surplus was transferred to the reserves
4.3	<b>Profit/loss for year</b>	√			Please see the above.

### Environmental Sustainability

		Y	N	NA	Date/Details/Comment
5.1	<b>Environmental policy in place</b>	√			Please see the attached.
5.2	<b>Reports on environmental practices available:</b>				
	a. energy use: heat and light	√			Please see attached report from Groundwork North East – Green Check Environmental Business Review Assessment Report.
	b. energy use: transport		√		Please see attached report from Groundwork North East – Green Check Environmental Business Review Assessment Report.
	c. consumption of materials	√			Please see attached report from Groundwork North East – Green Check Environmental Business Review Assessment Report.
	d. re-use of materials		√		Please see attached report from Groundwork North East – Green Check Environmental Business Review Assessment Report.
	e. recycling of materials	√			Please see attached report from Groundwork North East – Green Check Environmental Business Review Assessment Report.
	f. waste disposal	√			Please see attached report from Groundwork North East – Green Check Environmental Business Review Assessment Report.
5.3	<b>Carbon footprint calculated</b>	√			
5.4	<b>Other</b>	√			Procurement, storage, nuisance and visual impacts. Please see attached report from Groundwork North East – Green Check Environmental Business Review Assessment Report.

### Economic Impacts

		Y	N	NA	Date/Details/Comment
6.1	<b>Purchasing policies defined</b>	√			
6.2	<b>Report on effect of purchasing policies available</b>			√	

6.3	<b>Local multiplier effect of organization calculated</b>			√	
6.4	<b>Savings to public purse calculated</b>	√			Contained within the economic impact section of the Social Accounts
6.5	<b>Value of volunteer contribution</b>	√			Contained within the economic impact section of the Social Accounts
6.6	<b>Total inward investment attracted</b>	√			Contained within the economic impact section of the Social Accounts
6.7	<b>Cash and in-kind contributions to the community</b>	√			Contained within the economic impact section of the Social Accounts
6.8	<b>Other financial and economic impact calculations:</b>	√			Contained within the economic impact section of the Social Accounts