



# FIVE LAMPS

— *Making People Matter* —

## Creating Possibilities: Improving Lives

### Annual Review and Social Accounts April 2012 – March 2013

## 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

## Welcome



Five Lamps first committed to publishing social accounts back in 2010; since then we have published two sets of social accounts each time increasing our understanding of the impact we make on the lives on our customers and key stakeholders.

We were delighted when our last set of social accounts covering the 2011/12 financial year was nominated and subsequently awarded the **RBS SE100 Impact Champion Award**. This national recognition is of great significance to the organisation and underpins our commitment to invest in measuring our social value.

We were named as Impact Champions by the RBS SE100 judges as we were an organisation that not only had clearly measured its social value, but one which in doing so had improved its business. The judges were impressed with the step changes we made from our first impact report to our second and how by measuring our value we have been able to win new business.

Our third set of social accounts covers the financial year 2012/13, a year in which we delivered the majority of our strategic objectives but a year that was particularly challenging.

On 31 March 2012, three substantial contracts which had contributed nearly 55% (circa. £2.2million) of our 2011/12 turnover, came to an end. Despite exceptional performance on all three it was of great disappointment that there was no continuation of funding for these specific initiatives which spanned Employment (Stockton Communities Fund); Enterprise (Stockton Enterprise Gateway) and Financial Inclusion (DWP Financial Inclusion Transition). The Board, in full cognisance of the position, set a deficit budget for the first time in eight years, and delegated full responsibility for the identification and implementation of a programme of efficiency measures to the Chief Executive and Senior Management Team.

There are few organisations in our sector, indeed in many other business sectors, who could have traded through such a position, which reflects the difficulty social enterprises experience in securing growth and sustainability, and also the strength of Five Lamps diverse service portfolio and strong recent financial performance.

Despite the ending of the three contracts we had plans to secure Empty Homes funding and to expand our Financial Inclusion division through securing additional capital for on-lending. We had also targeted the localisation of DWP Social Fund as a service which we could deliver successfully. Our enterprise service had aspired to expand lending activity and we planned to access Regional Growth Fund and Start-Up Loans sub-contracts through our trade organisation the CDFA. All of these initiatives came to fruition during the year.

The review of our operations and our subsequent programme of efficiency measures, led to the phased discontinuation of two of our long standing services. Adult Skills (formally Train to Gain) had seen diminishing returns since the introduction of minimum contract levels and our absorption into a sub-contract with Tees Achieve, and Foundation Learning (formally Entry to Employment) had experienced similar reduction in revenues, as the programme became a more academic model better suited to colleges and further education establishments.

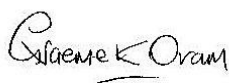
We believe that our social accounts give us a competitive edge when tendering for new work and we look forward to the full implementation of the Public Services (Social Value) Act 2012.

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 2012/13 Social Accounts. It is a source of considerable pride that at the end of a particularly challenging financial year, we are able to publish these Social Accounts which demonstrate a social return of £1.67 for every £1 invested. We continue to develop our approach to the calculation of our Social Return on Investment, indeed to impact measurement generally, and will further refine that approach in our work on the 2013/14 Social Accounts on which work has already commenced.

Welcome to our 2012/13 Social Accounts. Once again I am hugely respectful of the work of Nicola Hall, Nichola Storr and Bill Erskine, our impact champions for their work to produce this document.



Graeme Oram  
**Chief Executive**

## 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 Dave Furze and Alan Kay (Social Audit Network), Lesley King (Stockton Borough Council), Mike Clark (Association of North East Councils) and Richard Walton (Northern Rock Foundation) for taking part in the Social Audit Panel.

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

## List of Acronyms

APR	Annual Percentage Rate
CDFA	Community Development Finance Association
CRM	Customer Relationship Management System
CSCS	Construction Skills Certification Scheme
DCLG	Department of Communities and Local Government
DWP	Department for Work and Pensions
E2E	Entry to Employment
ERDF	European Regional Development Fund
ESF	European Social Fund
GOIL	Get On In Life
HMP	Her Majesty's Prison
IB	Incapacity Benefit
ICRF	Investment and Contract Readiness Fund
IS	Income Support
ISUS	Intensive Start Up Support
JSA	Job Seekers Allowance
KPI	Key Performance Indicators
KS4	Key Stage 4
NEA	New Enterprise Allowance
NEEAL	North East Enterprise Agencies Limited
NEET	Not In Education Employment or Training
NEN	National Enterprise Network
RBS	Royal Bank of Scotland
RGF	Regional Growth Fund
SE100 Index	Social Enterprise 100 Index
SROI	Social Return on Investment
VCS	Voluntary and Community Sector
VIBE	Versatile, Imaginative, Brilliant, Energy
YPLA	Young People's Learning Agency

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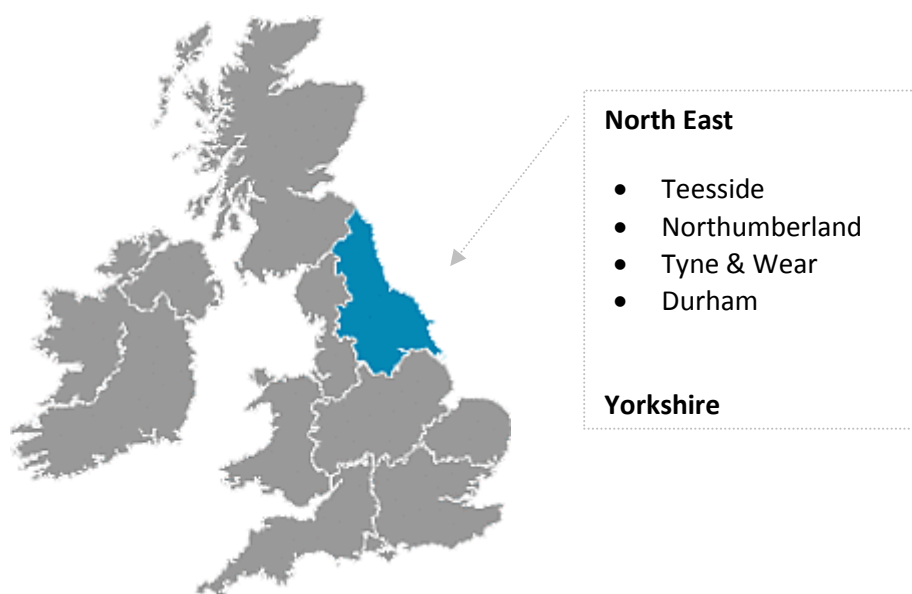
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## 1. Background

Five Lamps is one of the largest community-based 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 deliver an integrated range of social, economic and financial inclusion services within which we seek to transform lives, raise aspiration, remove barriers and offer choice.

Five Lamps' services are primarily focussed on providing services to deprived communities and 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 is a registered charity (702314) and a company limited by guarantee (2441319).

### 1.1 Policy Context

#### Key Statistics

Five Lamps focuses its activities on decreasing unemployment and encouraging our customers to want to move into work to improve the sub regional and regional unemployment figures for Stockton-on-Tees and the North East of England. When our customers move into employment we aim to find them sustainable jobs and support them into focusing on their future career aspirations to aid them in gaining an acceptable standard of living.

With Five Lamps strong background of supporting our customers into self-employment the organisation has made a large contribution of the number of new business registrations in Stockton-On-Tees. Five Lamps Financial Inclusion and Housing Division supported over 12,000 financially excluded customers with a personal loan.

Social, Economic & Financial Inclusion	How Five Lamps Make A Difference
<b>8 million people (15% of the population) are 'underbanked' ie excluded from mainstream financial services and affordable credit</b>	<ul style="list-style-type: none"> <li>• Access to affordable credit</li> <li>• First-stage debt advice</li> <li>• Signposting to bank accounts and credit union support</li> </ul>

<p>(Source: 'Shark Bait' The Economist, 8 October 2011)</p> <p><b>38% of 'underbanked' people turn to high cost lenders</b></p> <p>(Source: CDFA 'Just Finance' 2012)</p> <p><b>In the North East 82% of people have a bank account compared with 95% of people in the South East of England having a bank account.</b></p> <p>(Source: Barnes et al, (Taken from the Joseph Rowntree Trust Report into Financial Exclusion))</p>	<ul style="list-style-type: none"> <li>• Financial Literacy and Awareness programmes</li> <li>• Support for disadvantaged and vulnerable groups, including troubled families with complex needs</li> <li>• Personal loans and business loans</li> </ul>
<p><b>There are over 700,000 empty homes in England (46,000 in the North East) with over 300,000 having been empty for over six months</b></p> <p>(Source: 'Laying The Foundations' – A Housing Strategy for England, HM Government 2011)</p>	<ul style="list-style-type: none"> <li>• £1.3million refurbishment programme for first 75 empty properties</li> <li>• Work placements and tasters for 16-18 year olds and apprenticeships</li> <li>• Supply chain opportunities for new and early life businesses</li> </ul>
<p><b>There are 968,000 (16%) young people (16-24) in England not in Education, Employment or Training (NEET). 10.3% of 16-18 year olds are recorded as NEET</b></p> <p>(Source: Department of Education August 2012)</p>	<ul style="list-style-type: none"> <li>• Foundation Learning provision</li> <li>• 'Get On In Life' programme</li> <li>• Information, advice and support</li> <li>• Confidence and capacity building</li> </ul>
<p><b>There are 2.157million (8% of population) unemployed in England with 134,000 (10.4% the highest for any UK region) unemployed in the North East</b></p> <p>(Source: Office for National Statistics, Labour Market Statistics, Regional Summary August 2012)</p> <p><b>Within Stockton- on- Tees unemployment is 9.3% compared with the national average for Great Britain of 7.3%.</b></p> <p><b>21.9% of economically active people want a job compared to the national average of 24.7%</b></p> <p><b>In the North East of England the average gross weekly pay is £472.30 compared to the national average of £518.10</b></p> <p>(Source: Nomis official labour market statistics 2012)</p> <p><b>The number of VAT new registrations of businesses in 2007 in Stockton- on- Tees was 525 which was 3.7% higher than the national average</b></p> <p>(Source: Nomis official labour market statistics 2007)</p>	<ul style="list-style-type: none"> <li>• Routes into employment</li> <li>• Skills support for the unemployed and those facing redundancy</li> <li>• Business animation and support into self-employment</li> <li>• Information, advice and guidance</li> <li>• Targeted support for individuals and whole families</li> </ul>



## Policy Context and Legislative Changes

The Welfare Reform Act 2012 was introduced as many people on benefits believed that the financial risks of moving into work were too great. For some, the gains from work, particularly if they worked part-time, were small, and any gain could easily be cancelled out by costs such as transport. The government believed that the previous system was too complex and there were insufficient incentives to encourage people on benefits to start paid work or increase their hours.

The main aims of the Welfare Reform Act 2012 were to make the benefit system fairer and more affordable to help reduce poverty, worklessness and welfare dependency and to reduce levels of fraud and error. Five Lamps delivers the Work Programme and Family Wise to help tackle worklessness in the local area. Customers on the Work Programme are offered 'Better off Calculations' to demonstrate the financial benefits of moving into paid employment and coming off benefits. Our Family Wise programme also promotes supports customers who are unemployed move into self-employment.

There is no recurring mainstream funding for our youth services provision delivered at our purpose build location, the Youthy. Due to cuts in local authorities Stockton-on-Tees local authority currently fund one of the evenings at our Youthy. We were also successful in securing three years funding from Children in Need for our special needs youth provision.

In the last ten years, financial exclusion has emerged as a policy concern and funding has been made available at national and local levels. The voluntary sector plays a crucial role in providing services to financially excluded groups. As well as providing affordable personal loans Five Lamps has provided educational programmes to financially excluded people including our customers currently serving a prison sentence and delivering workshops in schools to ensure that young people when they leave school do not become financially excluded. Our MyBnk and Capacity Builders programme aim to ensure that there is greater access to high quality 'sales-free' financial advice for those who are most vulnerable to the consequences of poor financial decision-making.

## 1.2 Measuring our impact

Building on the success of our first two sets of Social Accounts, our 2012/13 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 social, environmental and economic performance and impact of all of our 6 strategic objectives

- **Managing organisational performance;** which is underpinned by:
  - **Growing our 3 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 through our activities, which are in turn driven by our values, these underpin our mission to transform lives, raise aspiration, remove barriers and offer choice.

Five Lamps Board of Trustees and Senior Management Team have embraced the social accounting process and have ensured it is embedded across the organisation.

The terms of reference of the Customer Services and Performance Sub Committee of the Board of Trustees highlights their responsibility for the overview of social impact and annual social accounting processes.

The Senior Management Team has responsibility for the performance management framework of the organisation and reviews the organisations Key Performance Indicators (KPI) on a monthly basis, which are also reviewed quarterly by the Customer Services and Performance Sub Committee. KPIs are used to review performance against internal and contractual targets and to improve service delivery.

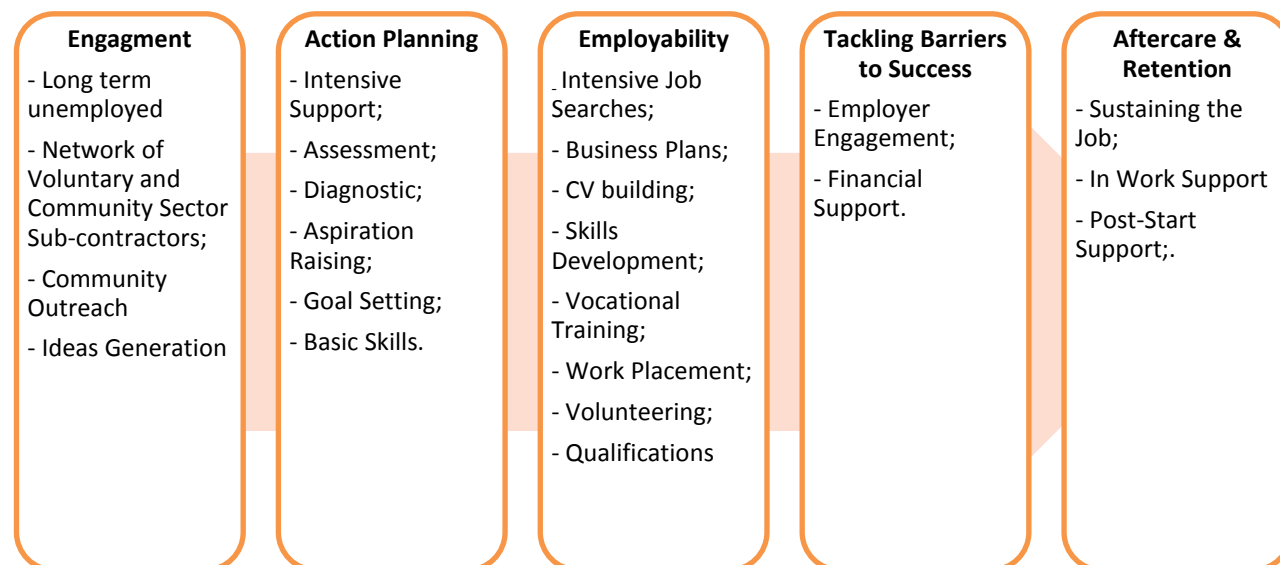
## 2. Key achievements 2012/13

Five Lamps' supports communities through three integrated business divisions:

### 2.1 Economic Development

**Aim: To have a positive impact and increase employment figures in the North East & Yorkshire, by supporting people to access training, sustainable job opportunities and by supporting them to start their own businesses**

Our Economic Development teams recognise the key stages of our customers' journey to self/employment:



2012/13 was a challenging year for our Economic Development Division. As noted previously, two significant contracts within the division came to an end on 31 March 2013 with no continuation of these specific initiatives. Despite this, 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 continued to increase.

### Work Programme (Avanta)

<b>Contract Period</b>	July 2011 – July 2016
<b>Expected outcome</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
<b>Performance April 2012 – March 2013</b>	Engaged and action planned 206 customers, of which 68 have been supported into employment and 27 sustained their employment at 26 weeks

Five Lamps is a sub-contractor in delivering the Work Programme, the Governments flagship welfare to work scheme. Activity in 2012/13 was positive, engaging with 206 customers, of which 34% progressed into employment. Work Programme is a mandatory scheme where the average customer has been unemployed for 5 years and they are generally regarded as being the hardest to reach and engage with.

### FamilyWise (The Wise Group)

<b>Contract Period</b>	January 2012 – December 2014
<b>Expected outcome</b>	To engage, support, create aspirations and progress into employment families with

	multiple problems within Stockton
<b>Performance</b> <b>April 2012 – March 2013</b>	Engaged and action planned 73 customers of which 5 secured employment and sustained this employment at 26 weeks

Activity in 2012/13 for our FamilyWise programme was also positive, engaging with 73 customers and their families to gain new skills and overcome their barriers to finding employment.

### Skills Support for the Unemployed (New College Durham)

<b>Contract Period</b>	April 2012 – March 2013
<b>Expected outcome</b>	To deliver accredited and non-accredited learning programmes to 130 learners, of which 48 of these learners would progress into employment/self-employment.
<b>Performance</b> <b>April 2012 – March 2013</b>	73 learners were recruited onto the project who undertook either accredited or non-accredited learning programmes. 8 learners progressed into employment/self-employment.

Five Lamps were also a sub-contractor to New College Durham delivering the Skills Support to the Unemployed contract. We were profiled to engage with 130 customers on unaccredited and accredited learning programmes and to progress 48 of these learners into employment/self-employment. Due to starting delivery of the project late (November 2012), the levels of recruitment onto the programme were only 50% of the profile.

Disappointingly 8 learners progressed into employment/self-employment due to the difficulties in obtaining the evidence of self-employment outcomes with the time delays in the HMRC registration process from applying for registration and receiving registration as there was a deadline on the contract of someone completing their training and moving into employment/self-employment to claim the job evidence.

### Train to Gain (Stockton Council)

<b>Contract Period</b>	August 2011 – July 2012
<b>Expected outcome</b>	36 learners to complete their NVQ qualification at levels 2 and 3 in either Youth Work, Business Administration and Customer Service
<b>Performance</b> <b>April 2012 – March 2013</b>	26 learners completed their NVQ qualification. 3 learners completion date were extended into the 2013/14 financial year and 7 learners withdrew from the project.

Having previously held a contract directly with the Skills Funding Agency from 1 August 2011 to the 1 July 2012, Five Lamps held a sub-contract to deliver the Adult Skills Budget from Tees Achieve (Stockton Borough Council). We decided not to renew this sub-contract after 1 July 2012 as the management fee that had to be paid to deliver the contract was not financially viable. However to honour existing commitments to individuals we carried some existing learners over into the next academic year for completion.

### New Enterprise Allowance Mentoring Service (DWP)

<b>Contract Period</b>	July 2011 – December 2014
<b>Expected outcome</b>	Overall 18 month contract target to support 760 Job Centre Plus referred customers to consider and investigate the possibility of self-employment
<b>Performance</b> <b>April 2012 – March 2013</b>	We supported 226 customers to consider the possibility of self-employment, of which 152 started their own business

We strongly performed on the DWP prime contract to deliver the New Enterprise Allowance Mentoring service enabling 67% of customers to start their own business following intensive business mentoring.

### New Enterprise Allowance Loan Service (DWP)

<b>Contract Period</b>	July 2011 – December 2014
<b>Expected outcome</b>	Overall 2 year contract to provide 5,260 loans to unemployed people to start their own business
<b>Performance April 2012 – March 2013</b>	We supported approved 1,373 business loan applications

Performance on the DWP prime contract to deliver the New Enterprise Allowance Loan Service throughout the North East and Yorkshire was among the best in the country across a wide variety of indicators. The strong performance of NEA Loans has seen the programme extended by DWP through to December 2014.

### Start-Up Loans (Start Up Loans UK)

<b>Contract Period</b>	February 2012 – March 2014
<b>Expected outcome</b>	To provide access to finance, support and training to young people aged 18 – 24 to start their own business
<b>Performance April 2012 – March 2013</b>	We supported 44 business loan applications with a total value of £238,950.00

In January 2013 we commenced delivery of Start-Up Loans, a major Government initiative to support entrepreneurs under the age of 30 into self-employment.

### Five Lamps own funded enterprise activity

<b>Contract Period</b>	N/A
<b>Expected outcome</b>	In recognition that there is no pre-start provision for people locally, we continued to deliver enterprise workshops as a means of giving potential entrepreneurs a guideline into aspects of self-employment so they were aware and prepared for the work required once they started a funded programme of self-employment
<b>Performance April 2012 – March 2013</b>	705 customers attended enterprise workshops

### Mybnk

<b>Contract Period</b>	This is a franchise which we started delivery in January 2012
<b>Expected outcome</b>	69 workshops and programmes delivered; 1,970 participants; 263 hours of face to face delivery
<b>Performance April 2012 – March 2013</b>	52 workshops and programmes delivered; 380 participants; 86 hours of face to face delivery

Our 'Mybnk' franchise, only the second outside London, has continued to increase its reach and revenue generation. The inclusion of financial education in the national curriculum has generated considerable interest in the range of Mybnk products.

## Economic Development Case Study: Joanne has been on an incredible journey



Joanne Lewis has a young son who has Downs Syndrome and requires additional support and medical attention, which will continue throughout his life. Joanne was her son's full time carer, whilst her husband Michael continued to work to support the family.

In 2010 Michael was made redundant and the family were facing hardship and the terrifying possibility of their home being repossessed.

Whilst caring for her family, Joanne developed additional skills and realised her strengths lay within the medical profession. To gain formal qualifications, she has completed a Level 2 in Health & Social Care and completed her Diploma in Health & Social Care Level 3 at College in July 2012. To progress further and ultimately secure a permanent position, Joanne registered with St Johns Ambulance and North East Ambulance Service, where she is a dedicated volunteer.

Joanne's goal was to complete a HGV course and secure a license in order to secure employment as a Paramedic or Technician.

Jane Simpson, Family Coach at Five Lamps met Joanne at a family event at Five Lamps Youth in Thornaby, where Joanne attends with her young children. Jane introduced herself and explained the services Five Lamps could provide to people who are looking to find work through The FamilyWise project.

Jane provided intensive support to Joanne over a number of months and managed to secure a grant from the Ropner Trust to fund the cost of the HGV course and further training that Joanne required in order to achieve her goal.

Joanne has shown determination and discipline whilst completing her training and voluntary posts; facing the challenges at home with support from her husband Michael. With optimism and positivity, Joanne studied hard to meet the demands of the HGV theory course and a literacy and numeracy programme.

Joanne prepared well for the HGV theory test which meant that she passed the exam and is close to achieving her career goal.

**Joanne said "I felt I had asked the impossible from Jane. Not only did she help me achieve my goal but exceed this and more"**

FamilyWise is funded from the European Social Fund Support for Families with Multiple Problems contract

## Economic Development Case Study: Young Fine Arts Graduate uses creative talents to start a successful business



Amy Lindsay studied Fine Art at Northumbria University and became frustrated with the lack of opportunities in her chosen sector when she finished her degree. Unable to find work Amy approached Five Lamps in October 2011 to discuss the possibility of starting her own creative business.

As a skilled artist and calligrapher Amy had often looked at wedding stationery and felt she could use her talents to produce higher quality designs at a more affordable price. When the Five Lamps Enterprise Team saw samples of her designs they quickly agreed with her.

With no previous business experience Amy needed guidance with the practical aspects of setting up and running her own business, Amy also needed financial help to purchase materials and equipment. During her business planning with Five Lamps Amy learnt lots of new skills, her creative talent shone through and she developed an excellent advertising and promotion strategy, including a national advertising campaign with Perfect Wedding.

**Amy said “I can’t thanks Five Lamps enough for what they did to help me in setting up my business. They were always on hand to offer guidance, advice, encouragement and even networking opportunities. I felt my mentor Carol Sanderson went above and beyond to help me make the most of the resources that were available to me and I knew she was always a phone call away if I was struggling with anything. Being self employed can be a very isolating experience and I found having someone to talk to one on one on a weekly basis absolutely invaluable. I love being able to do something I feel plays to my strengths and talents every day and I feel like I am constantly learning new skills and achieving things I didn’t think I was capable of”**

Amy started trading in April 2012 and her business has gone from strength to strength, she is now a preferred supplier to prestigious Wynyard Hall.



## Economic Development Case Study: Five Lamps deliver Financial Skills at North Shore Academy



In December 2012, North Shore Academy invited Five Lamps' MyBnk Project to deliver a taster session in personal finance to a handful of Year 9 students. The group was selected by Assistant Head of KS4, Clare Marshall, as she recognised that the group was sure to benefit from money management education.

24 students received an hour's stand-alone session of My Choices taken from the full programme Money Twist designed specifically for KS3 and KS4 learners. Topics which were covered in this module included needs, wants and budgeting, Youth Employment Laws and Minimum Wage and Saving.

Interactive activities were the favourite by the learners and feedback received after each session showed that the workshops had really engaged with every student.

Percentage of participants reporting good or better, after the programme:

- Understanding of three realistic ways to save money: 71%
- Ability to prioritise needs and wants: 75%
- Ability to use a budget to help me make effective use of my money: 92%

As well as measuring the academic outcomes of the workshops we also thought it was important to capture the soft outcomes and see how the young people really felt about what they had learnt in an hour. Here's what some of the students told us:

- "It has helped me and I am thinking of new ways to get money like jobs and good ways to save money"
- "I think this is an excellent way to help us save money"
- "Good because it helps people make options on how to spend and save their money"

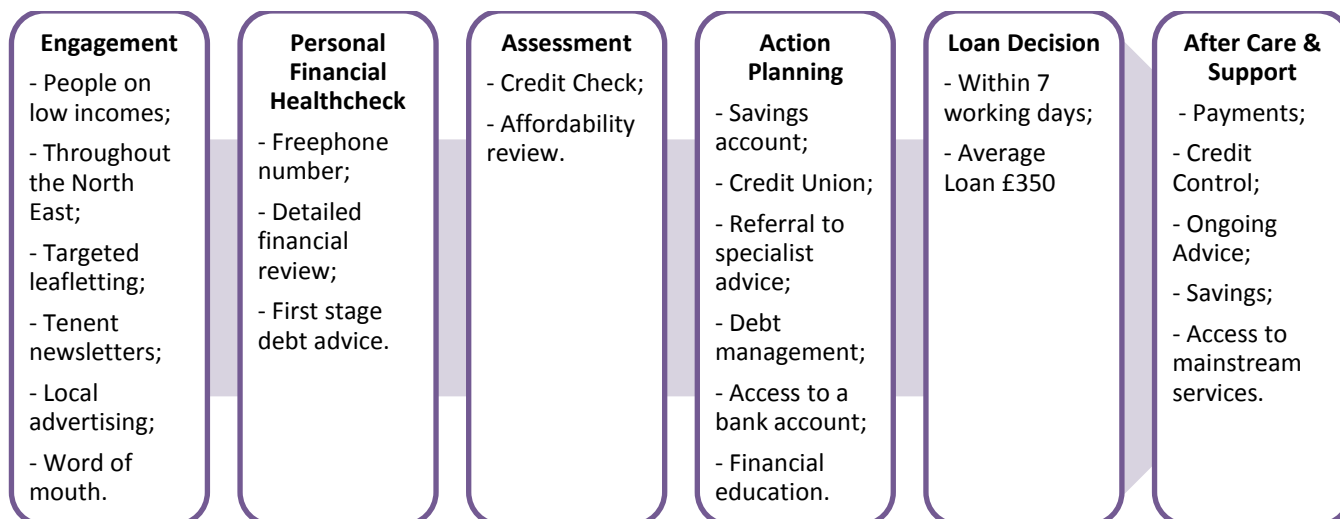
Assistant Head of KS4 Claire Marshall commented on the Money Twist session: **"We felt the level was pitched right for the students, as money handling can be a difficult topic to grasp. The resources were really good, bright and user friendly. The course certainly made the students begin to think about how they were spending their pocket money and decide between what items were needed and which were just wants. We will definitely recommend MyBnk and look forward to working with Jenny and Five Lamps in the future"**



## 2.2 Financial Inclusion & Housing

**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. To bring back into use long term empty properties.

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



As part of the strategic refresh in June 2013, our previous 'Financial Inclusion' business division expanded its remit to include 'Financial Inclusion & Housing', in recognition of the organisations vision to deliver a housing service.

### Financial Inclusion Growth Fund

<b>Contract Period</b>	This contract ended March 2011, however we continued activity in 2012/13)
<b>Expected outcome</b>	To support financially excluded individuals with an affordable loan; To ensure the level of bad debt (default Direct Debit payments) remains under 13% of the outstanding balance
<b>Performance April 2012 – March 2013</b>	We supported 12,082 customers with a personal loan; The level of default Direct Debit payments averaged at below 13% throughout 2012/13

Despite a significant contract 'DWP Financial Inclusion Transition' ending on 31 March 2013, 2012/13 was a successful year for Financial Inclusion & Housing division. We supplemented our personal lending capital by securing £1million from Unity Trust Bank in June 2012. This represented a landmark deal for Unity, their first such investment in the personal lending arena and the largest single bank deal with a UK personal lending CDFI.

Our personal lending service made over 12,000 loans in 2012/13 and projects further growth in 2013/14. We are responsible for circa 40% of all CFDA members lending by loan volume (source: 'Inside Community Finance' The CDFI Industry in the UK 2012 – CDFA March 2013).

### Helping Hand (12 North East Councils)

<b>Contract Period</b>	April 2010 – March 2015
<b>Expected outcome</b>	To support homeowners with client information and advice; To support homeowners with an affordable home improvement loan
<b>Performance April 2012 – March 2013</b>	139 homeowners supported with client information and advice via Helping Hand; 136 loans were issued to financially excluded homeowners

Helping Hand', the regional Private Housing Financial Assistance Service which we deliver for the 12 North East Local Authorities, has now made over 500 loans totalling £5.1million. A further £1million is now committed and the fund totals £9.1million. There is a strong level of satisfaction with service delivery and the Partnership Board has agreed that the current contract, now in its fourth and final year, will be rolled forward for a further twelve months. In the meantime Five Lamps and the Partnership Board are exploring options for the longer-term including the leverage of bank finance to enable the funds to continue Helping Hand's growth.

### Middlesbrough Repossession Fund (Middlesbrough Council)

<b>Contract Period</b>	July 2012 – ongoing
<b>Expected outcome</b>	To provide financial assistance to homeowners who are facing eviction
<b>Performance April 2012 – March 2013</b>	4 financially excluded homeowners provided with a loan to prevent their home from being repossessed

### Empty Homes Community Grants (DCLG)

<b>Contract Period</b>	June 2012 – March 2015
<b>Expected outcome</b>	To bring back into use 75 long term empty properties over a 3 year period
<b>Performance April 2012 – March 2013</b>	17 properties surveyed, of which 11 homeowners expressed verbal interest in progressing with the scheme

In the summer of 2012, Five Lamps secured £1.3million from the Department of Communities and Local Government 'Empty Homes Community Grants Programme' to refurbish 75 currently empty properties in Darlington and County Durham by March 2015. Early activity on the contract is promising, focussing on engaging homeowners with long term empty properties to sign up to Five Lamps lease and repair scheme.

In recognition of the increased complexity of the organisation and the trading opportunities with the Empty Homes programme, a trading company named Conduit was established DATE, which will be a wholly-owned subsidiary of Five Lamps and will gift-aid relevant surpluses to the Charity.

### Warm Homes Healthy People (Stockton Council)

<b>Contract Period</b>	September 2012 – September 2014
<b>Expected outcome</b>	To support customers with energy efficiency and fuel switching advice
<b>Performance April 2012 – March 2013</b>	141 customers supported, of which 8 applications were made to utility to clear energy arrears and 102 were given energy efficiency and fuel switching advice

2012/13 saw a second year of funding for delivery of 'Warm Homes Healthy People' which enabled Five Lamps to continue to provide a specialist energy debt advice service. The project enabled customer's energy debt to be cleared through an energy trust grant of £1,593.00 and 102 customers saved a total of £6,096.00 by switching to cheaper energy tariffs.

### Capacity Builders (HMP Kirklevington Grange)

<b>Contract Period</b>	
<b>Expected outcome</b>	To provide financial education Capacity Builders workshops to pre-release prisoners at HMP Kirklevington Grange
<b>Performance April 2012 – March 2013</b>	274 pre-release prisoners received financial education through a Capacity Builders workshop

## Energy Debt Advice (British Gas Energy Trust)

<b>Contract Period</b>	July 2011 – June 2012
<b>Expected outcome</b>	To support customers with applications to utility trusts to clear their energy debt arrears
<b>Performance April 2012 – March 2013</b>	34 applications submitted to utility trusts clearing £13,826.98 of energy debt

## Financial Inclusion Case Study: Help for homeowners in Middlesbrough

In 2003, Middlesbrough Council transferred its housing stock to a not-for-profit housing association, Erimus Housing. It now owns approximately 10,500 properties across Middlesbrough and also delivers the Homelessness and Housing Advice services on behalf of the Council.

In 2011, Erimus Housing was approached by a couple who were having difficulties keeping up with their mortgage payments and had fallen into arrears.

The couple were both registered disabled and fell into difficulty with their payments after one of them had lost their job. The mortgage provider had issued proceedings for possession and following a court hearing the Judge had granted an extension of 28 days to allow the couple to attempt to resolve their financial situation. They were extremely concerned about losing their home and contacted Erimus Housing for advice and assistance.

Erimus' Homeless Prevention Officer met with the couple to discuss their circumstances and talked through the options available to them. It was agreed that the best option would be to help clear the arrears and secured loan with an interest-free loan from the Repossession Prevention Fund. The Homeless Prevention Officer made a referral to the Five Lamps.

Middlesbrough Council contracted Five Lamps to administer the Repossession Prevention Fund. Five Lamps is one of the largest community-led social and economic regeneration businesses in the North East and takes a holistic approach as well as providing money advice, checking income and expenditure and issuing loans, it also offers advice and assistance on employment and self-employment opportunities.

On receiving the referral, John McCoy Five Lamps' Loan Officer visited the couple at the first opportunity and was able to assess their situation. Having gone through their income and expenditure it was apparent that if their arrears and secured loan were cleared, they would be able to afford the mortgage payments on their current income. The loan of £4,000 allowed the Loan Officer to negotiate with the lenders for a full and final settlement of the arrears; both lenders agreed to the terms and the court proceedings were stopped.

The couple were delighted to be able to have kept their home and to have an affordable payment plan in place. They were thankful to everyone who had been there to support them through their difficult situation.

The Repossession Prevention Fund is an effective method of preventing homelessness. Since it started in March 2010, a total of 34 households in Middlesbrough have been assisted with an affordable interest-free loan, up to December 2012. This includes owner-occupiers in mortgage arrears as well as private and social rented tenants in rent arrears. The income that is received from loan repayments is recycled and used to issue loans to other households, it is anticipated that a further 20 households will be assisted through the current budget.

## Financial Inclusion Case Study: Grace clears her Money Shop Loan in the nick of time

Grace who lives in Northumberland called Five Lamps recently with an urgent request to help her clear a 'pay day loan'.

Her application was reviewed by Vince Rogers, Five Lamps' Loan Officer who established that the payment for her pay day loan was due immediately or she would pay a further penalty. The annual percentage rate (APR) for this loan was almost 2000%.

Further investigation revealed Grace's loan, taken shortly after Christmas 2011, had subsequently been 'rolled over' on a number of occasions, incurring significant additional fees.

Vince spoke directly to The Money Shop and obtained agreement to waive their fee subject to a same day payment being made. Vince worked with Grace to successfully apply for an affordable Five Lamps personal loan at an interest rate of 49.9% which would enable Grace to pay off her loan to The Money Shop and also benefit from lower repayments and interest.

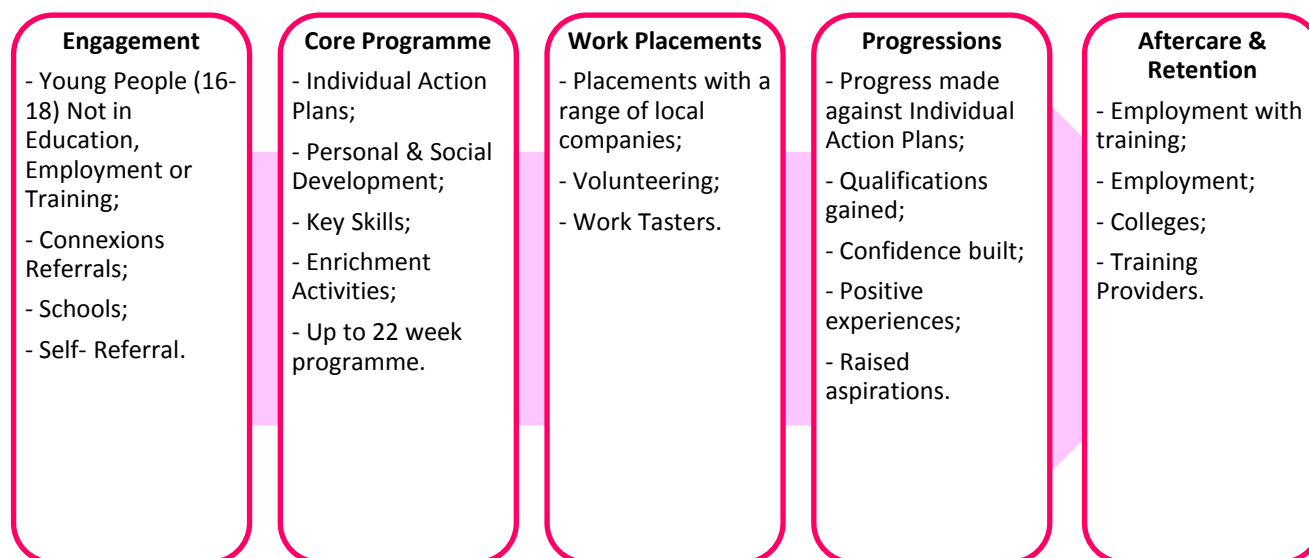
Grace was able to clear her debt with The Money Shop and avoid further penalties.

Both Grace and her daughter were extremely grateful for Five Lamps support. Grace said **"It is a massive relief to know I do not need to worry about how I will repay that loan. The payments with Five Lamps are so much cheaper and more affordable. I am so relieved they could help me, and very impressed at the speed of their response"**

## 2.3 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:



The youth service, based within a purpose built facility 'The Youthy' remains the focal point of youth activity in Thornaby. Our service delivers to groups not typically supported by what is now a severely restricted range of statutory youth services, including 7-11 year olds; young men from the local Muslim community; young people with special needs. It continues to be a source of disappointed that there is such a paucity of funding available to support young people from disadvantaged communities and vulnerable groups.

The Board of Five Lamps is strongly committed to supporting our youth provision as a key charitable objective but this is reliant on the business' ability to generate surpluses elsewhere. During 2012/13 this meant that one of our youth club nights had to be discontinued.

### Foundation Learning (YPLA)

<b>Contract Period</b>	August 2010 – July 2013
<b>Expected outcome</b>	To support NEET young people into employment, further education or training opportunities.
<b>Performance April 2012 – March 2013</b>	We supported 22 young people to participate in the Foundation Learning Programme, of which 2 young people were supported into employment, 4 were supported into further education, 2 were supported into an apprenticeship and 17 achieved a qualification

As noted previously, within this financial year we discontinued our Foundation Learning provision which had experienced reductions in revenue funding and became a more academic model better suited to colleges and further education establishments. 22 young people were supported in 2012/13, all of which progressed positively into further education, achieved qualifications or were supported to secure employment.

**GOIL (Stockton Council)**

<b>Contract Period</b>	January 2010 – December 2013
<b>Expected outcome</b>	To engage 90 young people over a 3 year period.
<b>Performance April 2012 – March 2013</b>	We engaged 24 16- 19 year olds on the programme, of which 7 young people secured employment, 4 were supported into further education, 24 engaged in a learning activity and 6 achieved a qualification

GOIL continued in 2012/13 to provide opportunities for hard to engage NEET young people, supporting 7 young people in securing employment.

**VIBE (Children in Need)**

<b>Contract Period</b>	April 2011 – March 2014
<b>Expected outcome</b>	Overall 3 year contract target to work with 90 young people aged 5-18 years with special needs
<b>Performance April 2012 – March 2013</b>	80 new members were signed up to the VIBE youth club

**Evening and Weekend Youth Club Activity**

<b>Contract Period</b>	N/A
<b>Expected outcome</b>	To increase the number of young people registering as members of The Youthy
<b>Performance April 2012 – March 2013</b>	374 young people registered as members of The Youthy (52% are 7-10 year olds; 21% are 7-18 year olds with special needs; 18% are 11-18 year olds; 9% are Muslim boys attending a Sunday Youth Club)

Our evening and weekend youth clubs continue to be popular with local young people, attracting an additional 374 new members in 2012/13.

**Miss W E Lawrence 1973 Settlement**

<b>Funding Period</b>	2013 - 2015
<b>Expected outcome</b>	To provide training opportunities for young people to support their progression into employment.
<b>Performance April 2012 – March 2013</b>	Support has been provided to 8 young people to sustain their employment.

Five Lamps was provided with funding for 3 years from the Miss W E Lawrence 1973 Settlement to provide training opportunities for young people to support their progression into employment. Funding is also used to provide in-work support and to date has supported 8 young people to sustain their employment.

## Youth Services Case Study: Jake is well on the way to completing his apprenticeship



Jake Morgan first came to Five Lamps in July 2010 when he attended an Entry to Employment (e2e) programme. When he left, he tried to find work, but unfortunately he was unsuccessful and his confidence fell to an all-time low.

Six months after leaving e2e, Jake was eligible to access support from Five Lamps' Get On In Life (GOIL), which he did in May 2011.

Jake attended fortnightly meetings with Anne Rookes, Five Lamps' GOIL Advisor, who supported Jake to carry out job searches, look at training and employment opportunities, practiced interview techniques and researched companies. Anne also spent time building Jake's confidence back up.

Five Lamps run GOIL on behalf of Stockton Council to support young people aged 14 -19 who are Not In Education, Employment or Training (NEET). Five Lamps works with young people to re-engage them in learning, training and employment, GOIL is funded by the European Social Fund (ESF).

Jake appreciated the one-to-one support and said **"I wouldn't have known where to start without Five Lamps' support"**.

In July 2011 Jake started a training placement with K D Flavells as a welder. The following month Jake was offered a permanent position as an apprentice welder.

Jake started Middlesbrough college for one day a week as part of his apprenticeship programme and a year later he is well on his way to completing his apprenticeship. Anne continues to make regular contact with Jake and he is aware that support from Five Lamps is still available to him.



## 2.4 Community Services

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 2,879 per month and The Youthy an average footfall of 421 per month.

Funding for our community service activities is provided through community groups and residents booking and paying for the use of our centres. Community service activities currently being delivered are:

- Bingo
- Line Dancing
- Slimming World
- Remembering Thornaby
- Confidence Building Courses
- ICT Courses
- Personal Development Courses
- Health Checks

We also have two community cafes operating from our centres. One is located at Eldon Street and the other one is located at South Thornaby Community Resource Centre.

## 2.5 Financial summary

Full copies of our Audited Accounts for 2012/13 can be downloaded from our website [www.fivelamps.org.uk/general/audited-accounts/](http://www.fivelamps.org.uk/general/audited-accounts/)

On 31 March 2012, three substantial contracts totalling £2.2m (circa 55% of our 2011/12 turnover) came to an end despite exceptional performance it was of great disappointment that there was no continuation of funding for these specific initiatives.

We implemented a programme of efficiency measures and set a deficit budget for the first time in 7 years. We also implemented plans for growth in our Financial Inclusion & Housing service and targeted new business in the empty homes, business lending and welfare assistance fields, securing a number of new contracts in the process.

We were able to restore the operation of the organisation to profit within 9 months.

- Turnover was £2.3m in 2012/13 and will rise to £3.7m in 2013/14
- The cost of delivering services reduced from £3.9m in 2011/12 to £3.13m in 2012/13
- A negative movement in funds of £868k reduced our reserves to £3.2m



### 3. 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 2011/12 Social Accounts	2012/13 Social Accounts
<b>Social Audit panel 2011/12 recommendations</b>	
1. 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.	We recognise that this is an area that needs further improvement and consideration. For our 2013/14 social accounts we will undertake a greater in-depth impact survey with our customers and stakeholders and analyse the results based on demographics.
2. Consider using all stakeholder consultation to enquire into the difference Five Lamps has made for stakeholders	
3. Consider analysing the customer stakeholder groups much more in terms of gender, age, postcode, ethnicity, disability, etc	
4. Consider integrating all data collection systems so that all focus groups, marketing questionnaires, etc. can feed into the Social Accounts	
5. Consider including industry averages and comparative data in future social accounts	We have been unable to source any comparative industry standard data for our 2012/13 social accounts
6. Consider getting wider consultation with volunteers	We consulted with all 27 of our volunteers but unfortunately only had a 33% response rate. We will consider using other consultation methods in the future.
7. Include a section on 'community activities'	This is included under 2.4 Community Services
<b>Five Lamps recommendations</b>	
8. Firmly embed the organisations Performance Management Framework across the organisation and share monthly Key Performance Indicators with Senior Management Team, Board of Trustees and staff	The KPI report is discussed monthly at Senior Management Team meetings and is a useful business improvement and review tool. The report is presented quarterly to the Board of Trustees Customer Services and Performance Committee
9. Develop a structured programme of impact measurement activity across the full range of Five Lamps services, embedded in staff appraisals and personal development planning	Impact measurement has been embedded across the organisation where all direct delivery staff are responsible for producing Good News Stories to show the impact that Five Lamps have had on our customers lives; a target is set within staff appraisals relating to impact measurement
10. Environment Champions to take a lead on ensuring that all actions in the Environment Action Plan are actioned where financially sound and appropriate	A new staff group 'Culture Champions' has been established which has responsibility for implementing environmental policies
11. We will consult with a wider range of stakeholders including sub-contractors, suppliers, community members and regulatory bodies	As our sub-contractors, suppliers, community members and regulatory bodies have a limited understanding of our values and of our activities and impact we decided not to consult with these groups as we felt that we would gain very little in the consultation exercise. We consulted with community members through 'Five Lamps Street'

	and included sub-contractors without the consultation with partners
12. In the future, we will ensure that random sampling methods are in line with customer demographics and linked closer to customer volumes.	In our 2012/13 consultation exercise we have used random sampling methods in line with customer demographics and we have ensured that the number of customers sampled represent customer volumes.
13. Promote our annual People Matter Awards with our customers	Videos of our People Matter Awards are available on our website and have been shared through our facebook pages
14. Promote our Good News Stories with our customers, volunteers and partners	Copies of our Good News Stories are on display in all of our buildings and this is included within our Communication Policy
15. Strengthen and increase the number of internal and external referrals made by Five Lamps staff	Internal and external referrals are monitored through monthly KPIs
16. The Customer Services and Performance Committee to assess the feasibility of hosting additional Celebration Events	The Customer Services and Performance Committee acknowledge that unfortunately the organisation is not in a position financially to fund additional celebration events
17. Provide an online and secure service for our Financial Inclusion personal loan customers	Priority has been focussed on established an online application process for welfare assistance customers. It is envisaged that the online loan service will be live by December 2013.
18. Enterprise Team to consider revising the content of the enterprise workshops	The enterprise team have reviewed the content of the workshops and have made appropriate revisions
19. Consider the feasibility of producing a quarterly newsletter for partner organisations	Quarterly newsletters for partner organisations will be launched January 2014
20. 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	Unfortunately we have not been able to measure the impact of soft outcomes within our 2012/13 economic analysis, however we have undertaken surveys with customers to establish the impact that our services have had on their lives

## 4. 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

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 objective	Activity	Activity in 2012/13
Managing organisational performance	<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 to 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 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> <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> <li>To provide affordable credit to financially excluded customers</li> <li>To support homeowners with client information and advice and an affordable loan</li> <li>To support homeowners with their energy debt</li> <li>To provide financial education Capacity Builders workshops to pre-release prisoners at HMP Kirklevington Grange</li> <li>To bring back into use long term empty properties</li> <li>To continue the growth to scale and sustainability of the Great North Loan Fund, our planned £20million multi-faceted loan fund/regional financial inclusion initiative</li> </ul>	Performance against this strategic objective is reported in pages 9 to 21
Growing our 3 business	<ul style="list-style-type: none"> <li>To secure 75% of all contracts tendered for</li> </ul>	22 contracts successfully awarded (76%). £3,497,183 funding was

divisions by winning contracts		secured by Five Lamps through the contracts awarded in 2012/13 enabling us to grow our 3 business divisions
	<ul style="list-style-type: none"> <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> </ul>	<p>We deliver the following new services</p> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>- Start Up Loans</li> <li>- Skills Support for the Unemployed</li> </ul> <p><b>Financial Inclusion</b></p> <ul style="list-style-type: none"> <li>- Warm Homes Healthy People</li> <li>- Middlesbrough Repossession Fund</li> <li>- Empty Homes Community Grants Programme</li> </ul>
	<ul style="list-style-type: none"> <li>Extend the geographic reach of our business</li> </ul>	We now deliver services through our New Enterprise Allowance loans service in Yorkshire
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>	<p>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</p> <p>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.</p>
Building brilliant partnerships and VCS Infrastructure	<ul style="list-style-type: none"> <li>To engage with new partner organisations</li> </ul>	<p>We are engaged in the following new partnerships:</p> <ul style="list-style-type: none"> <li>- CDFA Personal Lending Group</li> <li>- Social Enterprise Tees Valley Strategy</li> <li>- Synergy</li> <li>- On-Site Stockton</li> <li>- Tees Credit Union Change Team</li> </ul>
	<ul style="list-style-type: none"> <li>Maximising value from our partnerships and joint ventures</li> </ul>	<p>We have created a supply chain with 6 New Enterprise Allowance subcontractors in Yorkshire.</p> <p>We have established an SLA with FRADE Stockton who provide quality recycled furniture as part of our welfare assistance contract</p>
	<ul style="list-style-type: none"> <li>To strengthen the voice, scale and impact of the VCS infrastructure</li> </ul>	<p>We have submitted a successful bid to Stockton BC in partnership with Tees Credit Union to plan their pathway to sustainability.</p> <p>Five Lamps Chief Executive is</p>

		represented on Catalyst, Eastern Locality Forum and Stockton Renaissance
Measuring social and economic impact	<ul style="list-style-type: none"> <li>To produce a third set of Social Accounts for year ending March 2013</li> </ul>	To be published January 2014. Our social accounts are instrumental in bringing our impact to the attention of stakeholders and investors, as well as providing huge added value to tenders.
	<ul style="list-style-type: none"> <li>To produce a detailed investment prospectus by December 2013</li> </ul>	Five Lamps is fully committed to securing substantial investment from both conventional and social investor routes, to grow our successful personal lending, empty homes and 'Helping Hand' programmes, building on the capital injection from Unity Trust Bank in June 2012. The strengthening of the organisation's balance sheet is a key strategic priority.
Continuous improvement	<ul style="list-style-type: none"> <li>Continuing to invest in our people and our infrastructure</li> </ul>	<p>We believe that providing a nominal learning budget for all members of staff that enabled 32 members of staff to obtain a qualification will have helped to improved staff pride and increase staff skill set. We are keen moving forward that all members of staff access their notional learning budget.</p> <p>32 members of staff obtained a qualification</p>
	<ul style="list-style-type: none"> <li>Enhanced organisational CV</li> </ul>	<p>We believe that the organisation's enhanced CV through an increase in quality standards has contributed to reducing staff turnover and improved staff motivation within the organisation.</p> <p>Re-accredited to Investors in People 'Gold Award' and Customer First.</p> <p>Participated in the Sunday Times 100 Best Companies to Work for.</p> <p>Graeme Oram won the Ernest and Young Social Entrepreneur of the Year Award North Region.</p>
	<ul style="list-style-type: none"> <li>Quality focussed service delivery</li> </ul>	<p>Customer satisfaction increased to 88%.</p> <p>90% pass for internal continuous improvement reviews</p>

	<ul style="list-style-type: none"> <li>• Adding value for customers</li> </ul>	<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 and the use of social media.</p> <p>99 customers attended Quality Focus Groups throughout the year.</p>
	<ul style="list-style-type: none"> <li>• Sharing our success</li> </ul>	<p>41 Good News Stories published. 66 positive media logs including print, e-newsletter, radio and TV. 47,642 visits to website</p>

## 5. Stakeholder consultation

Five Lamps is involved with a wide range of stakeholders, each with a varying degree of importance. Our key stakeholders are outlined below.

### 5.1 Key stakeholders

We have limited our consultation to key stakeholders as these are the people who are predominantly impacted by Five Lamps.

A combination of qualitative methods were used to gather information from our key stakeholders, including questionnaires 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, number of customers referred internally and externally, number of good news stories published, number of staff undertaking personal development activity and footfall. Questionnaires and focus groups were also used to gather quantitative measures.

Stakeholder	Sample	Completed (% of sample)	Topics consulted on
<b>Customers</b> Individuals who have accessed one or more of our services during 2012/13	150	135 (90%)	Mission; Values; Impact; Meeting customer needs
<b>Staff</b> Individuals who have worked for Five Lamps in a paid capacity during 2012/13	81	53 (65%)	Mission; Values; What are we doing well; What could we do better; Professional development; 'Five Big Things for 2013'; Green methods of transport
<b>Partners</b> Representatives of organisations that work in partnership with Five Lamps	42	13 (30%)	Mission; Values; What are we doing well; What could we do better; Partnership working; Future partnerships
<b>Funders</b> Organisations that have contracted Five Lamps to deliver services	15	9 (60%)	Values, Mission, What are we doing well; What could we do better; Partnership working; Future funding; Awareness of our previous Social Accounts
<b>Board</b> Individuals who sit on Five Lamps Board of Trustees	7	7 (100%)	Values; Mission; What the Board are doing well; What the Board could do better; Board purpose; Confidence in Board activities
<b>Volunteers</b> Individuals who worked for Five Lamps in a voluntary capacity during 2012/13	27	9 (33%)	Mission; Values; What are we doing well; What could we do better; Professional development; support offered

#### Customers

Each of business divisions within the organisation was given a target number of surveys to complete over a two week period. Customer facing members of staff and volunteers were asked to complete the surveys randomly with customers they had appointments with over a two week period. Staff and volunteers explained to the customers why as an organisation we were completing the surveys. To ensure that random sampling methods are in line with customer demographics and linked closer to customer volumes we ascertained the number of customers each operational service division had and the total number of customers Five Lamps delivered services



to as a whole organisation in order to allocate sample sizes proportionately. We have also used the results of our regular customer consultation questionnaires which customers can access from our website or from staff at their appointments. The customer questionnaire asks customers to identify the impact that Five Lamps has had on their lives.

To demonstrate our value 'Making Communities Matter' we have outlined a street (Langley Avenue, Thornaby) where a large number of households have accessed one or more Five Lamps services.



In 2012/13 there were 15 individual households located on Langley Avenue where someone within the household accessed one or more of Five Lamps services. There were 3 households within Langley Avenue that accessed more than one of Five Lamps services and in two households on the street different people living at the same address accessed a service provided by Five Lamps.

### Staff

All staff were involved. The survey was sent out using the organisation's internal email system, with a response time of two weeks. The organisation's Culture Champions encouraged all staff to complete the surveys.

### Partners

42 key partner organisations were sampled including all 4 of the organisations who hold a sub-contract with us. The key partner organisations were sent an email asking them to complete an online survey. The response time for the partner surveys was 2 weeks.

### Funders

All 15 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 Trustees

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 27 active volunteers were sampled using a paper based survey which was sent out to them via the organisation's internal mail. The response time for the volunteers' survey was 2 weeks.

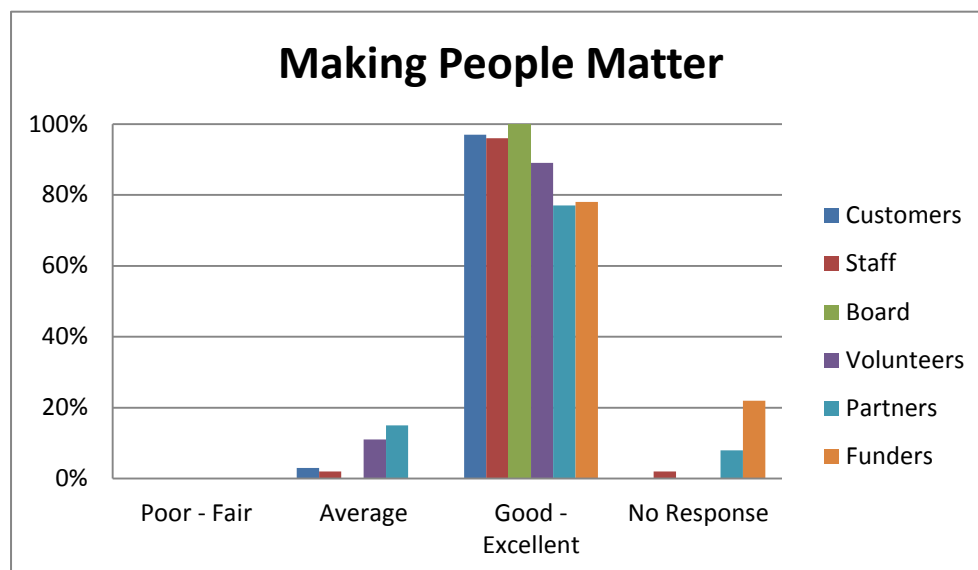
## 5.2 Results of consultation

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 scope of comments made.

## Values

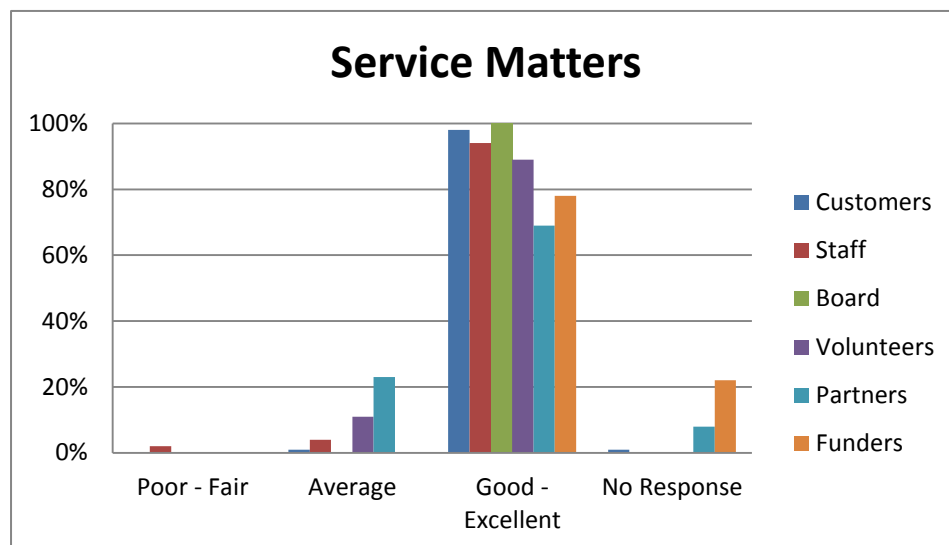
Value: **To make people matter**, by releasing their potential and encouraging self-worth



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value

- Board 100%
- Customers 97%
- Staff 96%
- Volunteers 89%
- Funders 78%
- Partners 77%

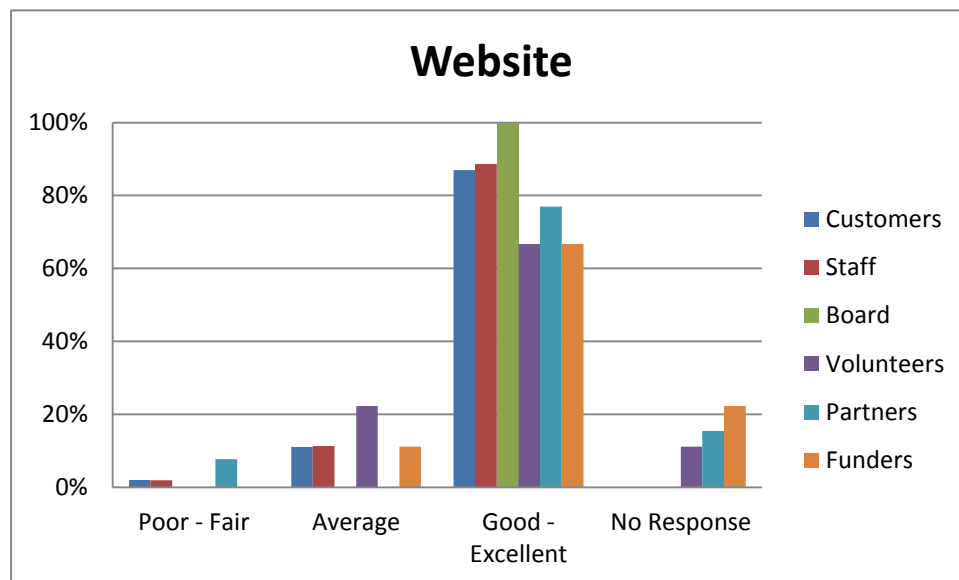
Value: **Service matters**, by measuring customer expectations and responding to feedback to sustain customer loyalty



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value

- Board 100%
- Customers 98%
- Staff 94%
- Volunteers 89%
- Funders 78%
- Partners 69%

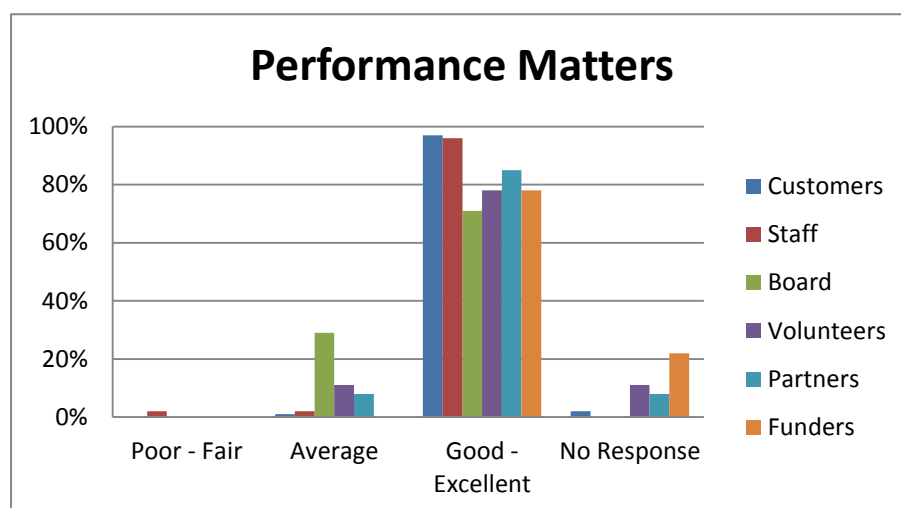
We also asked our key stakeholders their views on our website



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value

- Board 100%
- Staff 89%
- Customers 87%
- Partners 77%
- Volunteers 67%
- Funders 67%

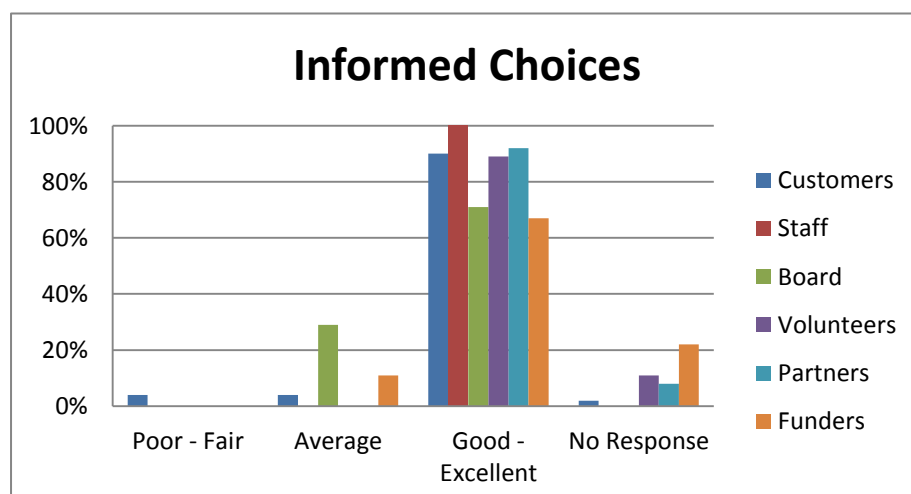
Value: **Performance matters**, by achieving targets and meeting quality standards



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value

- Customers 97%
- Staff 96%
- Partners 85%
- Funders 78%
- Volunteers 78%
- Board 71%

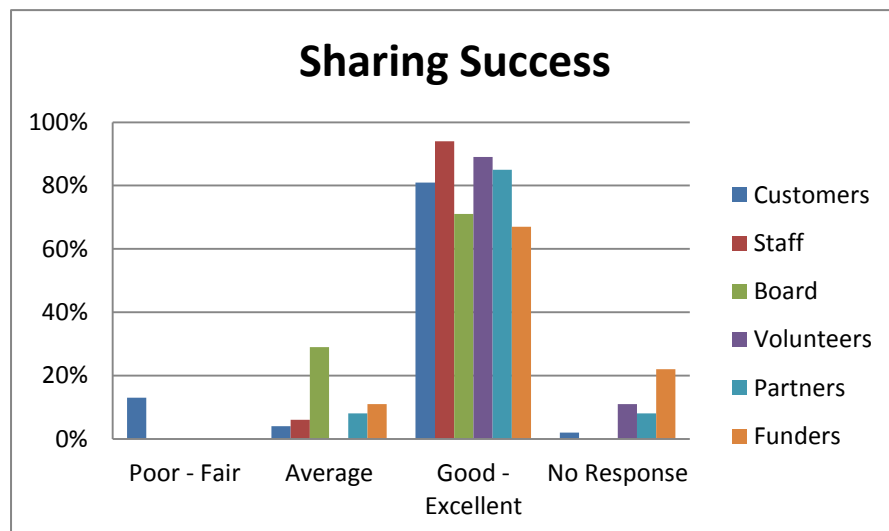
Value: To allow customers to make **informed choices** by offering different options and turning aspirations into reality



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value

- Staff 100%
- Partners 92%
- Customers 90%
- Volunteers 89%
- Board 71%
- Funders 67%

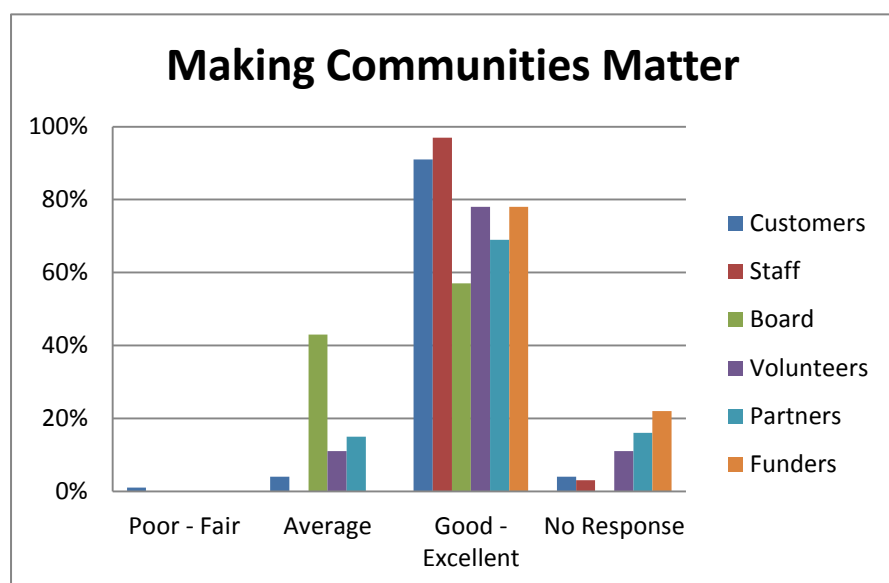
Value: To **share success** by building brilliant partnerships and utilising effective marketing and promotion



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value

- Staff 94%
- Volunteers 89%
- Partners 85%
- Customers 81%
- Board 71%
- Funders 67%

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

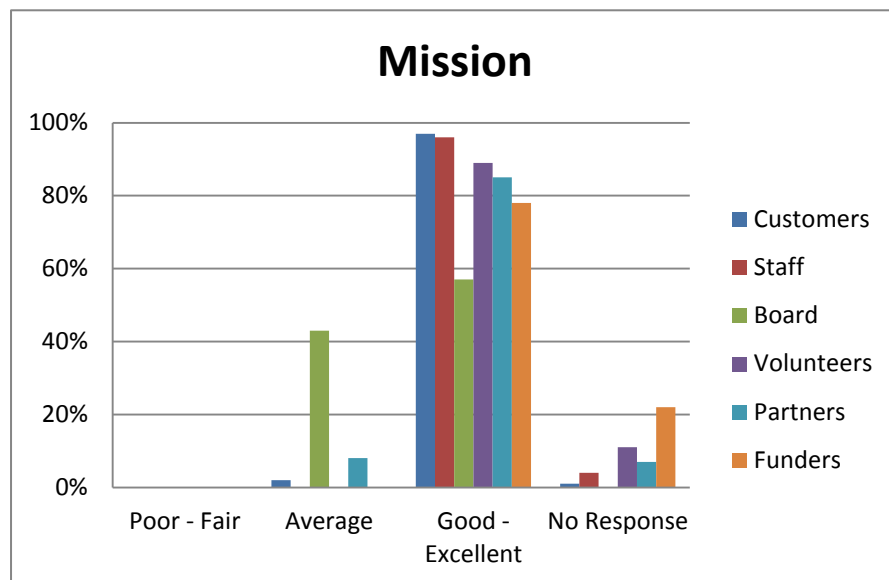


**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving this value

- Staff 97%
- Customers 91%
- Board 57%
- Volunteers 78%
- Funders 78%
- Partners 69%

## Mission and Vision

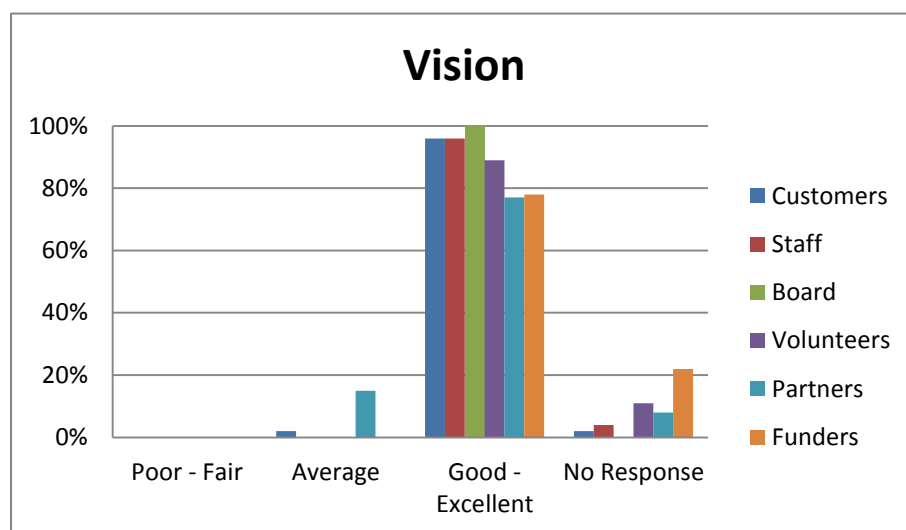
Consultation took place with our key stakeholders on how well they thought Five Lamps achieved its mission  
**‘To transform lives, raise aspiration, remove barriers and offer choice’**



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving our mission

- Customers 97%
- Staff 96%
- Volunteers 89%
- Partners 85%
- Board 57%
- Funders 78%

Consultation took place with our key stakeholders on how well they thought Five Lamps achieved its Vision  
**‘Creating Possibilities: Improving Lives?’**



**Interpretation:** Overall the majority of respondents think we have been good to excellent in achieving our vision

- Board 100%
- Customers 96%
- Staff 96%
- Volunteers 89%
- Funders 78%
- Partners 77%

## Conclusion

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 some variations in responses where some stakeholders have felt that we have been poor or average in achieving some of our values, particularly Performance Matters, Share Success and Making Communities Matter.

Performance Matters – 29% of our Board and 11% of our customers think we have been average in achieving this value. The organisation now has a Performance Management Framework where Key Performance Indicators are

regularly reviewed by the Senior Management Team and the Customer Services and Performance Sub-Committee of the Board.

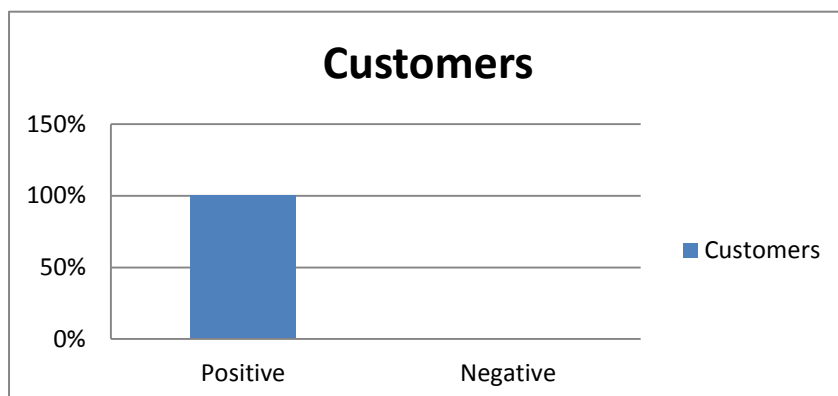
**Share Success** – 13% of our customers think we have been poor in achieving this value and 29% of our Board and 11% of our Funders think we have been average in achieving this value. These results are disappointing as the organisation has ensured that weekly Good News Stories which promote the success and impact we make on our customer lives are promoted on our website, social media channels and are often published in local media. We recognise that we need to share these success stories more widely through an e-newsletter for partners.

**Making Communities Matter** – 43% of our Board, 15% of funders and 11% of volunteers think we have been average in achieving this value. The organisation works hard to ensure it lives up to this value but given the difficult financial year in 2012/13 we perhaps were not able to live up to this value as much as we would have liked.

The response rate to the customer surveys was excellent. The majority of these surveys were completed by two members of staff over the telephone. In the future we will continue to use this method. We were satisfied with the response rate from our funders who were sent the survey link via email. We will use this method when we produce our next set of social accounts. We were disappointed with the response rate from our partners. In the future we will conduct this survey over the telephone rather than sending the survey link via e-mail. We would have liked to have seen more of our staff and volunteers complete the survey. In our 2013/14 social accounts we will use the organisation's Culture Champions to promote the staff survey and encourage people to complete it within their divisions. The Chair of the Board of Directors encouraged all Board members to complete the Board survey. We will follow the same method in our 2013/14 Social Accounts.

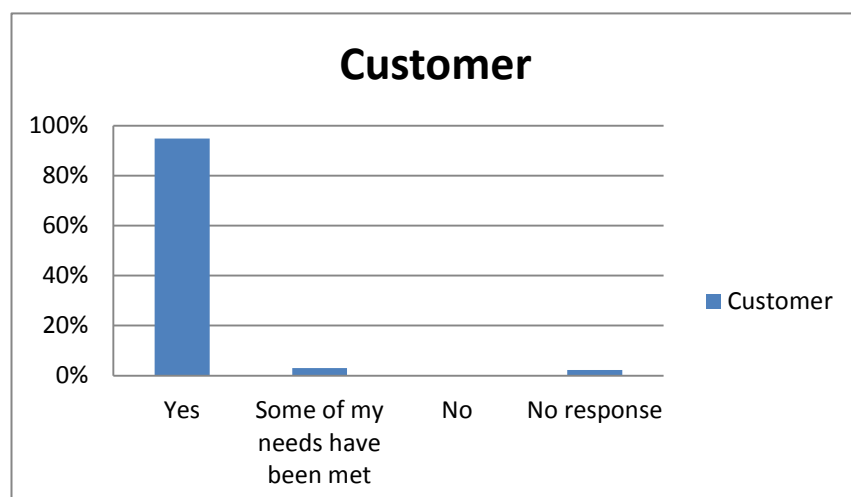
## Customers experience

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 100% of customers that responded to the survey had had a positive experience with Five Lamps. We recognise that some customers completed this questionnaire with a member of staff and this may have impacted on their responses.

We also asked our customers if they believe that the reason why they accessed Five Lamps services has been met



We are pleased to report that 95% of customers felt that the reason they accessed our services has been met. 3% of customers felt that only some of their needs had been met.

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:

- **"Staff were very helpful"** – Hayley, Financial Inclusion & Housing customer
- **"Helped with my business plan and made starting business easy"** – Ian, Economic Development customer
- **"I have had a good experience all my money problems have been sorted out"** – Stacey, Financial Inclusion & Housing customer
- **"Clear information detailed very helpful. Right direction good working relationship"** – Jan, Financial Inclusion & Housing and Economic Development customer
- **"Because anything can happen"** – Youth Services 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.

- **"Always made to feel like I could contact you"** – Jade, Financial Inclusion & Housing customer
- **"Interested in me and my business experiment"** – Steven, Economic Development customer
- **"Made me feel important and listened"** – Emma, Financial Inclusion & Housing customer
- **"When the staff ask for my opinions"** – Jake, Youth Services customer
- **"Time taking to discuss options, meetings aren't rushed"** – Michelle, Economic Development customer

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

- **"Step by step advice"** – Martin, Financial Inclusion & Housing customer
- **"Friendly staff"** – Jamie, Youth Services customer
- **"Everyone is so positive"** – John, Economic Development customer
- **"They are always there to help"** – Denise, Financial Inclusion & Housing customer
- **"Very supportive and helpful"** – Leighton, Economic Development customer

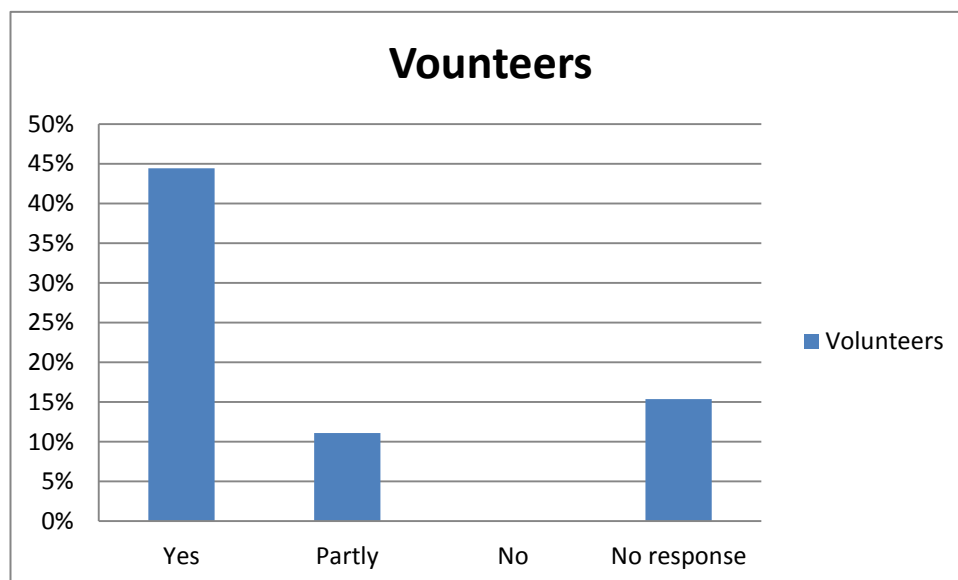
We asked our customers to tell us more about the support we gave them. Below is a selection of responses.

- **"Step by step advice"** – Irene, Financial Inclusion & Housing customer
- **"I was supported throughout the whole loan process"** – Natalie, Financial Inclusion & Housing customer
- **"Helps me grow skills"** – Jake, Youth Services customer
- **"Met deadlines achieved goals"** – Jan, Economic Development customer
- **"Excellent advice on book keeping"** – Paul, Economic Development customer

We also asked our customers how many other people they know that have accessed Five Lamps services and they identified 243 customers, which is an average of 1.8 customers per respondent. We believe that this evidences that Five Lamps is embedded within the communities in which we operate.

### Volunteer experience

We asked our volunteers if the time they have spent volunteering with Five Lamps has helped prepare them for paid employment



We are pleased to report that 55% of our volunteers reported that their time spent volunteering with Five Lamps had either fully or partly prepared them for paid employment

### Key stakeholders

We asked all of our key stakeholders 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>	"Making loans accessible" "Treating customers with respect and asking for feedback" "Good valuable service and its free" "Helping people start business and get back in to work"
<b>Staff</b>	"Supporting staff to be the best they can" "Offering people real solutions and in a time that suits them" "Winning new contracts" "Delivering a diverse range of contracts effectively"
<b>Partners</b>	"Supporting young people with education and training opportunities" "Great partnership working, innovative in approach"
<b>Funders</b>	"Responding quickly to queries by caseworkers" "Five Lamps values all people, staff, customers, partners and other stakeholders alike"
<b>Volunteers</b>	"It offers a range of services to the public" "Offering different youth nights and age ranges"



*What we could do better*

	You Said	We Did
<b>Customers</b>	"Letting us know about other services"	We recognise that our staff need to be more proactive at making internal and external referrals
	"Not waiting too long on the phone"	We have launched our online loan application form to support customers to make online applications rather than wait on the phone to make an application during peak times
	"Advertise more"	We do advertise our services widely but acknowledge the geographical spread of our services means that we don't always get this right
<b>Staff</b>	"The interaction between the different divisions within Five Lamps"	We recognise that we need to work with staff to ensure they become more proactive at working in partnership and making internal referrals
	"The work of the Culture Champions will improve the culture at Five Lamps making it feel like a more professional place to work"	The Culture Champions have a remit to improve the culture across the organisation
<b>Partners</b>	"Maybe keeping organisations updated on the great work that you do and sharing the learning?"	We will produce regular e-newsletters to our key partners informing them of our success and new contracts
<b>Funders</b>	"Increase financial performance as well as changing customer's lives"	
<b>Volunteers</b>	More information about Five Lamps activities	We recognise that we need to work with volunteers to promote the work of all Five Lamps business divisions

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>Partners</b>	"Client results show so much more than other feedback"
<b>Funders</b>	"Excellent .The impact on people's lives and the community is tremendous."
<b>Board</b>	"Brilliant, as a board member these help shine the light on the diversity of our customers and their successes"

**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 represent all comments from each stakeholder group.

For the comments that best represent 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.

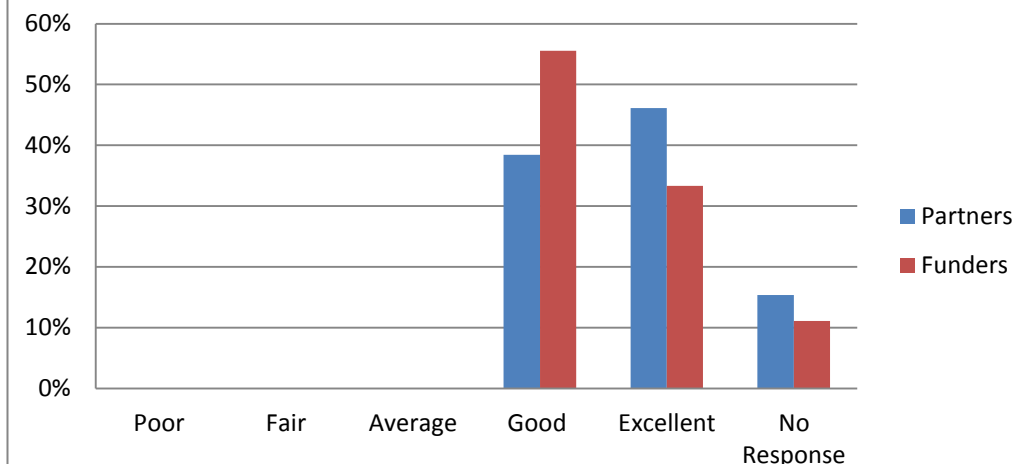
It is positive to hear that our weekly Good News stories have been so well received by all stakeholders.

**Funders and partners**

We asked our funders and partners how much their collaboration / partnership with Five Lamps has 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 much has your collaboration/ partnership with Five Lamps been useful to you

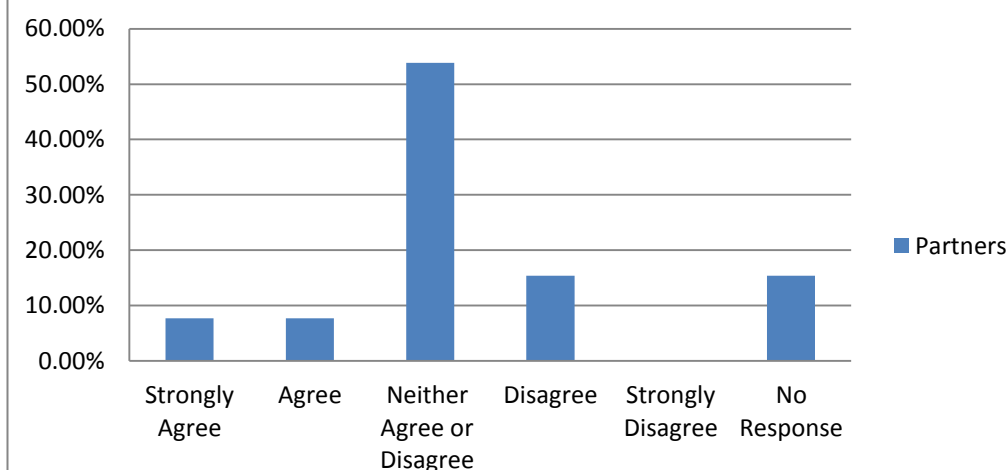
## Useful Partnership



Overall 56% of our funders and partners think that their partnership with Five Lamps has been good and 33% think it has been excellent.

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

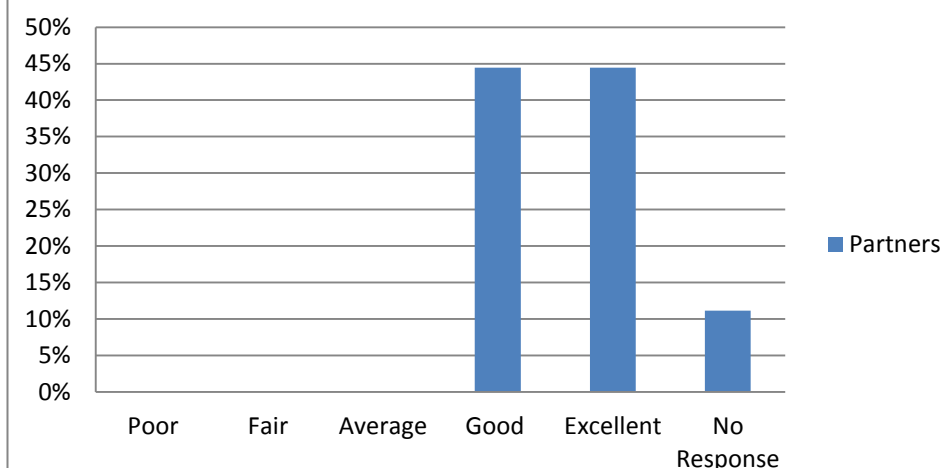
## Partnership Benefit



Overall 54% of our partners neither agree nor disagree that their partnership has benefited Five Lamps more; 15% disagree and 15% agree or strongly agree.

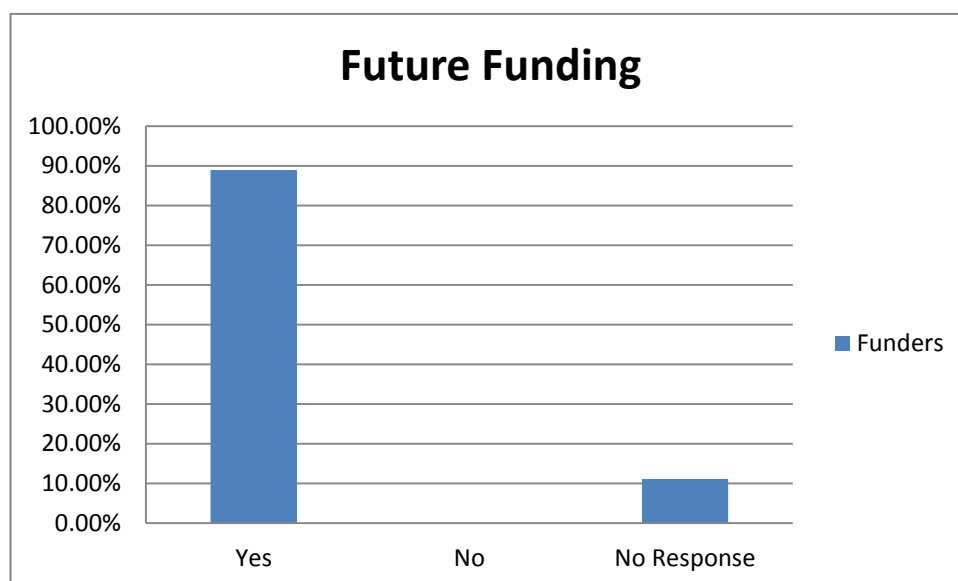
We asked our funders how well Five Lamps have done at being an efficient partnership to work with

## Efficient partnership



Overall 89% of our partners think that Five Lamps has been excellent or good as an efficient organisation to work with.

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

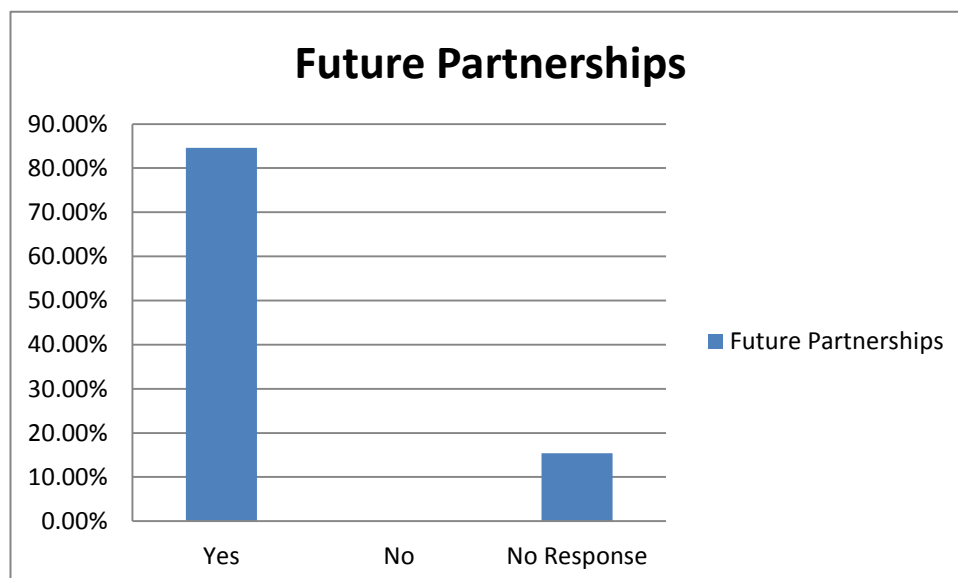


Overall 89% of our funders would fund Five Lamps again in the future if appropriate.

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

- “They work hard to meet outputs, and contribute positively to find better ways to deliver better outcomes”
- “They get to the heart of those hardest to reach”

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



Overall 85% 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:

- “Knowledge, expertise, commitment, enthusiasm and passion to do new things”
- “Proactive, clear vision, work well in partnership”

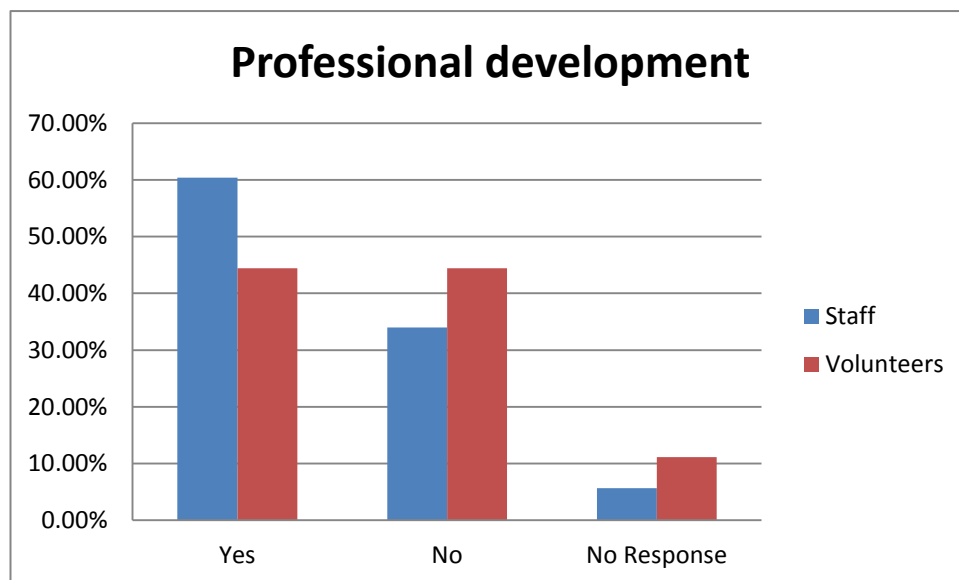
### Summary

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

We feel the good performance of Five Lamps on funded contracts in 2012/13 has attributed to the majority of funders responding positively to the questionnaire, identifying that Five Lamps is an efficient organisation and they would fund us again in the future if appropriate.

## 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 2012/13.



Overall 60% of our staff and 44% of our volunteers had done some form of personal and professional development; 78% had not.

### Summary

The professional and personal development of staff and volunteers is a key priority for Five Lamps and it is reassuring to note that through the consultation with staff 60% identified that they had undertaken some form of professional and personal development in 2012/13.

We feel that as staff and volunteers 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.

## 5.3 Other stakeholders

We recognise there are other stakeholders that we haven't consulted and measured our impact on. These include sub-contractors, suppliers, community members and regulatory bodies. We believe these other stakeholder groups have a limited knowledge of Five Lamps services and our values and, therefore, limited evidence would result from a consultation exercise with these other stakeholders.

## 6. Social, environmental and economic analysis

The conventional way to measure the success of a business is the bottom line. But the concept of a triple bottom line, where social and environmental factors are considered along with economic ones, is of more relevance to Five Lamps.

This chapter aims to measure the financial, social and environmental performance of Five Lamps.

### 6.1 Social

*“Lots of positive changes have happened in my life since being referred to Five Lamps. I am really thankful for the help and support I have received with various aspects of my life, not just in my search for work and believe I would not have been so successful, so soon, in gaining employment if it had not been for Five Lamps’ help”* is a quote from Mandy, one of our Economic Development customers.

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 showcase our customers’ success in our weekly Good News Stories and annual People Matter Awards, we acknowledged that we needed a more robust approach to capturing and quantifying the impact that we have made.

Since September 2012 we have started to capture information on how accessing Five Lamps services has changed the way customers feel. The results are as follows:

	Number of responses	Improved	Feel the same	Worse
Financial Awareness	97	59.79%	40.21%	0.00%
Money	216	61.57%	37.96%	0.46%
Confidence	220	72.27%	27.27%	0.45%
Influences - other people and places	205	57.07%	42.93%	0.00%
Influences - drug and alcohol	177	37.29%	62.71%	0.00%
Health	199	46.73%	52.76%	0.50%
Happiness	206	64.56%	39.81%	0.97%
Education and training	121	71.90%	28.10%	0.00%
Employment prospects	53	79.25%	20.75%	0.00%
Self-employment prospects	74	87.84%	12.16%	0.00%
Meaningful use of time	123	74.80%	24.39%	0.81%
<b>Total</b>	<b>1,691</b>	1,045	651	6
<b>Percentage</b>		<b>61.80%</b>	<b>38.50%</b>	<b>0.35%</b>

In most instances our support has led to a positive improvement in people’s lives, particularly an improvement in their confidence, financial awareness and their self-employment/ employment prospects.

In some instances our customers feel the same about something as before they accessed our support. This includes the how drug, alcohol and health influence them.

A small percentage of customers felt their situation had become worse after our support, including 0.45% who felt their confidence had decreased and 0.50% who thought their health had got worse. It is important to acknowledge that this may have been something unrelated to Five Lamps.



## 6.2 Environment

Five Lamps Culture Champions are responsible for monitoring, reviewing and reducing the organisation's Environment Impact Action Plan, which will be measured by the 'Green Office Checklist'. The Culture Champions also promote best practice across the organisation.

In 2012/13 the progress which the Culture Champions have made covers:

### Improved recycling across the organisation

This was implemented using the concepts of recycle, reduce and reuse. Boxes are now placed next to water coolers in Five Lamps buildings to collect empty plastic cups. They are then used in Five Lamps' allotment. Towards the end of 2012 there was a stationary amnesty week. A box was placed beside the photocopiers in all offices to encourage any stationary staff had collected in their drawers and cupboards that they were not using to be placed in the box in order to allow other colleagues to use them. A box was also placed next to the photocopier in all buildings so that any envelopes that can be used can be placed in the box and re-used for internal mail.

### Staff tips to become more environmentally friendly in the office

The environmentally friendly advice was distributed in a newsletter which was sent out via e-mail to all staff. The tips that were given to staff were:

1. Switch off lights when leaving the room.
2. Reuse paper to jot down any notes or telephone numbers.
3. Make sure all electronic appliances in the office are switched off at the main socket at the end of the day.
4. Drink tap water rather than use the water cooler
5. Reuse carriers bags
6. Reuse plastic cups
7. When printing, print documents back to back and in black and white to reduce paper waste and minimise printing costs
8. Use scrap paper to print off informal documents
9. Reuse envelopes when sending post internally
10. Look at car sharing with other colleagues in Five Lamps or more environmental ways of travelling to work e.g. walking or cycling

We have measured the impact that the Culture Champions have made by using the 'Green Office Checklist'. The checklist focuses on categories of good environmental practice for paper, energy, office supplies, office supplies, general office, recycling, transport, health and safety and implementation. Below is a summary of the areas in which Five Lamps promotes good practice:

- Scrap paper is turned into useful notepads.
- Copy documents are kept on disc rather than paper
- Windows and doors are free from draughts
- Lights are always turned off in empty rooms
- All commonly used materials are bought in large packs to avoid excessive packaging
- Paperclips are used rather than staples where applicable
- Aerosol products with CPC propellant are avoided
- Low flush volume WC's have been installed
- All used paper is saved for recycling
- All toner cartridges are recycled
- Flexible working is in place to allow staff members to use public transport
- Broad range of health and safety policies in place including safe use of equipment and lone working
- Sitting at the computer for long hours without a break is discouraged
- Stationary amnesty has been held this year

- All staff members can talk through suggestions for environmental improvements with one of the sustainability champions who will share the ideas with the rest of the champions

Below are the areas we are not demonstrating good practice using the 'Green Office Checklist':

Areas not demonstrating good practice	Response
<b>Paper</b>	
Are non-essential copies photocopied on re-used paper?	We have recognised this area in our Environmental Impact Action Plan. The Culture Champions are working with their divisions to improve this.
Does the office use recycled paper?	The Culture Champions will action this when negotiating prices with our stationary suppliers.
<b>Energy</b>	
Does your office source any energy from renewable sources?	The Culture Champions have investigated this and the initial cost of investing in renewable sources will be too high. If in the future there is any government funding for organisations to help source energy from renewable sources the Culture Champions will compile a report to go to the Senior Management Team and Board of Trustees.
Are reflector panels fitted behind radiators?	This issue is currently being investigated by the Culture Champions.
<b>Office Supplies</b>	
Are long life products used rather than shorter ones	Long life products are used in some instances instead of shorter ones only when it is more financially viable to use long life products. As an organisation in the near future it is not envisaged that we will change this approach.
<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 Culture Champions
Do you use washable cups rather than plastic ones?	All staff members are encouraged to use washable cups for making drinks and using the water coolers. Plastic cups are only used by customers, therefore the use is minimal.
Do you purchase fair-trade tea and coffee?	All staff members purchase their own tea and coffee. A poster is currently being designed by the Culture Champions to encourage staff to purchase fair-trade tea and coffee to drink at work.
Are any outside areas around the office managed for the benefit of wildlife?	This is being investigated by the Culture Champions.
<b>Recycling</b>	
Is all used paper saved for recycling	In the majority of cases paper is saved for recycling. The Culture Champions will be working within their teams to promote more embedded and consistent recycling in 2014.
Does the office store and recycle glass, cans etc?	This is a priority for the Culture Champions to implement in 2014.
If plastic cups are used are they recycled?	The Culture Champions will organise the use of a recycling bin being placed next to all of the organisation's water cooler.
<b>Transport</b>	
Are meeting times organised around public transport timetables?	There is only one bus route that links all Five Lamps sites. Although meetings are not specifically organised around the timetable. The buses run every ten minutes, which means that staff can travel to all sights for meetings on a regular basis using the bus route
Do cyclists receive preferential mileage allowance?	A survey was undertaken as part of the Environmental Action Plan and 64% of staff said they would not participate in a scheme for preferential

	mileage for cycling
Are employees taught and encouraged to drive in an environmentally friendly manner?	The financial viability in terms of direct costs and staff time spent training is too high at present. If the government launches any funding to support organisations in ensuring that their staff drive in an environmentally friendly manner the Environment Champions will investigate this again and possibly apply for any potential funding.
Is it policy to use buses for business purposes whenever possible?	This issue is being considered by our Culture Champions

### Summary

As an organisation we show good practice in 73% of the 'Green Office Checklist' categories, this is an improvement of 13% on our 2011/12 social accounts. This improvement in good practice is due to the work carried out and monitored by Five Lamps' Environmental Champions, however, we recognise, as demonstrated above, there are still further actions to be implemented across the organisation. The organisation's Culture Champions will now take on this role.

The Culture Champions aim is to challenge the culture of the organisation and help make Five Lamps the 'best' place to work. They will support all staff and listen to anything they have to say. The Culture Champions will also improve staff members environmental awareness and action areas of improvement identified in the 'Green Office Checklist'. Where financially sound and appropriate to the organisation we will action the areas that are not consistently applied across the organisation



## 6.3 Economic

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

We calculated our impact using a Social Return on Investment type approach. As we develop our understanding of SROI and its value in measuring our impact locally, sub nationally and nationally we are following this approach as it provides a framework to measure and account for the value created by all of our activities.

We have concentrated our focus on measuring harder outcomes with a particular focus on our customers. We recognise the potential to widen the scope and range of our measurement processes to capture the less definite, softer outcomes. For example, we have not included in the final SROI ratio, the broader value of moving people into work being linked to wellbeing for the family (other than health benefits for the person helped into work) due to the lack of sector standard financial proxies for these values. However, we hope the wider social value of the programme is in some way illustrated by the case studies in this report.

The impact of Five Lamps services on our customers has been explored, measured and valued on an impact map. Positive and negative, intended and unintended changes have been considered. The level 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?

## Economic Development Rationale

### *Increase skills and qualifications to enhance employment chances*

99 customers benefitted from an average of 1 hour per week of training for 12 weeks (based on the average length of training courses) and we expect the effect of this training to last for 2 years. 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 33% reduction for deadweight recognising that our employability contracts provide 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 30% 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 60% recognising that in future years the outcome will be reduced by other factors.

109 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 and expect the effect of this training to last for 3 years (in line with the expiry date of the CSCS card). 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 20% reduction for deadweight noting that it is unlikely that some of our customers would have undertaken a CSCS test without the preceding information, advice and guidance they were provided with highlighting the need for the test for the majority of jobs within the construction industry. We also allowed a 30% 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 60% recognising that in future years the outcome will be reduced by other factors.

### *Intensive one to one information, advice and guidance sessions to develop an action plan with employment goals*

279 customers benefitted on average 1 hour per week of information, advice and guidance. We have accounted for this over 26 week's duration in line with job sustainability and expect the effect of this support to last for 1 year. We have averaged the cost of this specialist advice at £105.00 per hour using an average rate taken from a number

of online prospectuses for similar information, advice and guidance services. We have identified a 33% reduction for deadweight noting that it is unlikely that some of our customers would have progressed without intensive support. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 25% 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 60% as we recognise that in future years the outcome will be reduced by other factors.

### ***Secured employment and reduction in welfare benefits claimed***

We supported 81 customers into employment, resulting in a reduction in welfare benefits claimed. For the purpose of these accounts we have worked on the assumption that all jobs were full-time for 26 weeks duration and expect the effect of this reduction in benefits to last for 1 year.

In order to identify impact, we have used the financial proxy of £12,693.02 per annum, which has been worked out as:

- An average of personal benefit at £4,058.08 (JSA at £71.00; ESA at £71.00; IB at £99.15 and IS at £71.00 per week x 52 weeks)
- Housing benefit at £3,692.00 (average per week at £71.00 x 52 weeks)
- Council Tax benefit at £3,692.00 (average per week at £71.00 x 52 weeks)
- Child benefit average cost of free school meals at £468.00 (average cost of £9.00 per week x 52 weeks)
- Health benefit at £508.00 (NHS cost saving for ex JSA customer per annum)

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 health benefit is taken from the DWP Cost Benefit Analysis.

The above figures assumes that all 81 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 accessed NHS health services. We recognise that the above figures do not take into account the impact of Working Tax Credits on these customers.

We have allowed a 50% reduction for deadweight recognising that some of our customers would have secured employment without our support. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 30% 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.

### ***Increase understanding and skills to prepare for self-employment***

705 customers benefitted from workshop sessions designed around key issues on starting your own business. We have based the duration over 2 weeks (3 hours per week) and expect the effect of this support to last for 6 months. 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 of our customers would have progressed into self-employment without our support. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 30% 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 40% as we recognise that in future years the outcome will be reduced by other factors.

### ***Intensive one to one information, advice and enterprise coaching sessions to develop an action plan/ business plan with self-employment goals***

918 customers benefitted on average 1 hour per month of enterprise coaching and expect the effect of this support to last for 1 year. We have averaged the cost of this specialist advice at £105.00 per hour using an average rate taken from a number of online prospectuses for similar information, advice and guidance services. We have allowed a 50% reduction for deadweight recognising that some customers would have accessed enterprise coaching elsewhere. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 25% 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 60% as we recognise the high number of business start-ups that fail within the first year.

### **Business start-up and reduction in welfare benefits claimed**

We supported 1,242 customers to start their own business, resulting in a reduction in welfare benefits claimed. For the purpose of these accounts we expect the effect of this reduction in benefits to last for 1 year.

In order to identify impact, we have used the financial proxy of £11,432.02 per annum, which has been worked out as:

- An average of personal benefit at £4,058.08 (JSA at £71.00; ESA at £71.00; IB at £99.15 and IS at £71.00 per week x 52 weeks)
- Housing benefit at £3,692.00 (average per week at £71.00 x 52 weeks)
- Council Tax benefit at £3,692.00 (average per week at £71.00 x 52 weeks)
- Child benefit average cost of free school meals at £468.00 (average cost of £9.00 per week x 52 weeks)
- Health benefit at £508.00 (NHS cost saving for ex JSA customer per annum)
- Minus NEA support at £1,261.00 (£65.00 per week for 13 weeks and £32.00 per week for the following 13 weeks)

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 health benefit is taken from the DWP Cost Benefit Analysis.

The above figures assumes that all 1,242 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 accessed NHS health services. We recognise that the above figures do not take into account the impact of Working Tax Credits on these customers.

We have allowed a 50% reduction for deadweight recognising that recognising that some of our customers would have progressed into self-employment without our support. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 30% 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 40% as we recognise that in future years the outcome will be reduced by other factors.

### **Start-up funding**

1,417 customers were eligible to access a business loan of up to £1,000. We have based the duration over 2 years and averaged the cost of the loan including interest at £439.80 (based on comparisons of loans online). We have allowed a 33% reduction for deadweight recognising that a minority of customers would have secured start-up funding without our support. 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 off rate of 60% as we recognise that in future years the outcome will be reduced by other factors.

### **Sensitivity Analysis**

As 'start up funding' accounts for the greatest proportion of the economic development rationale, a sensitivity analysis was undertaken.

The purpose of undertaking a sensitivity analysis is to vary the main assumptions that have been made during the evaluation and to 'test' the potential impact these variations may have on resulting social return ratio(s). The aim is to test which assumptions have the greatest effect on your model.

The recommended approach is to calculate how much change is needed to get the ratio down to a neutral 1:1, and explore if these changes are credible. In general the greater the change that you need to make in order for the SROI to become £1 for every £1 invested, the more likely that the result is not sensitive.

If the assumptions are changed and this doesn't make a big difference to the ratio then you can be confident that you have accounted for 'real' social value.

A number of different scenarios have been investigated as detailed below: £4.19

#### Scenario 1 – changes to deadweight and attribution

- Changing deadweight for the outcome from 33% to 50% reduces the SROI ratio to £4.10
- Changing attribution for the outcome from 30% to 50% reduces the SROI ratio to £4.04

The above changes have proven to very small degree in that there is a greater impact on the SROI ratio through this change, reducing it from £4.19 to £3.99. The adjustment to deadweight is reasonable given that for a minority of customers, they may be able to access similar alternative affordable forms of business finance. Making an adjustment to attribution recognises that the contribution from others to the outcome.

#### Scenario 2 – changing quantities

As customers are the main beneficiaries, changes have been made within this stakeholder group for the sensitivity analysis. The number of customers who were supported with a business loan and therefore who experienced the outcomes reported have been reduced by half. This reduced the SROI ratio to £3.92.

Again even though this is a significant change to the customer quantity figures, it has not had the same significant effect on the SROI ratio. Whilst it is obvious that the exact same changes will not be experienced by each customer, it is also unrealistic to suggest that no change will be experienced by half of the stakeholders given the reported and anecdotal evidence.

Note - as the duration of outcome is set at 2 years and the financial proxy of comparing with the cost of an alternative business loan from guarantorloans.co.uk, the sensitivity of these on the overall impact has not been tested

#### **Increased understanding of finance and enterprise**

380 young people received 86 hours of financial and enterprise coaching through Mybnk. We expect the effect of this support to last for 1 year and averaged the cost per hour at £90.00 using an average rate taken from a number of online prospectuses for similar coaching services. We have allowed a 50% reduction for deadweight recognising that some of the young people would have improved their knowledge of enterprise and finance through other sources. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 25% 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 60% as we recognise that in future years the outcome will be reduced by other factors.

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

We have assumed that all 1,498 customers who secured employment/ self-employment sustained their employment at 26 weeks provided an increased contribution to the economy through earnings and National Insurance. We expect the effect of this support to last for 1 year.

We averaged the cost of this at £1,422.38 per annum based on:

- Regional average gross weekly earnings of £13,312.00 (£256.00 per week x 52 weeks)
- National Insurance of £803.40 (£15.45 per week x 52 weeks)
- Minus £12,693.02 reduction in welfare benefits

This has assumed that all of the 1,498 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. We have allowed a 33% reduction for deadweight recognising that some of our customers would have progressed into employment without our support. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed a 30% 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 recognise that in future years the outcome will be reduced by other factors.

**The total present value across Economic Development for the year 2012/13 is  
£4,230,540.33**

**The total cost of delivering Economic Development services for the year 2012/13 is:  
£1,059,701.00**

**Therefore, a Social Return on Investment type calculation for the year 2012/13 for  
Economic Development is £3.99 for every £1.00 invested**

## Youth Services Rationale

### *Intensive one to one information, advice and guidance sessions to develop an action plan with future progression goals*

46 young people benefitted on average 2 hours per week of information, advice and guidance. We have accounted for this over 26 week's duration and expect the effect of this support to last for 1 year. We have averaged the cost of this specialist advice at £105.00 per hour using an average rate taken from a number of online prospectuses for similar information, advice and guidance services. We have allowed a 10% reduction for deadweight recognising that a small minority of the young people would have progressed positively without our support. We allowed a 30% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed an 30% 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 50% as we recognise that in future years the outcome will be reduced by other factors.

### *Increase skills and qualifications to enhance employment chances*

23 young people benefitted from an average of 1 hour per week of training. We have accounted for this over 12 week's duration based on the average length of training courses and expect the effect of this training to last for 1 year. 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 above.

### *Secured employment and reduction in welfare benefits claimed*

We supported 9 young people into employment, resulting in a reduction in welfare benefits claimed. For the purpose of these accounts we have worked on the assumption that all jobs were full-time for 26 weeks duration and expect the effect of this reduction in benefits to last for 1 year.

In order to identify impact, we have used the financial proxy of £3,433.00 per annum, which has been worked out as:

- An average of personal benefit at £2,925.00 (JSA at £56.25; ESA at £56.25 and IS at £56.25 per week x 52 weeks)
- Health benefit at £508.00 (NHS cost saving for ex JSA customer per annum)

The average cost of personal benefits was taken from the DWP website. The health benefit is taken from the DWP Cost Benefit Analysis.

The above figures assumes that all 9 young people were on an average benefit rate and accessed NHS health services and lived at home with their parents/ carers (housing benefit and Council Tax benefit not included). The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the secured employment and reduction in welfare benefits claimed section in Economic Development.



### **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 expect the effect of this support to last for 1 year.

We averaged the cost of this at £10,682.40 per annum based on:

- Regional average gross weekly earnings of £13,312.00 (£256.00 per week x 52 weeks)
- National Insurance of £803.40 (£15.45 per week x 52 weeks)
- Minus £3,433.00 reduction in welfare benefits

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 increased contribution to the economy section in Economic Development.

### **Improved confidence, social skills and aspirations of young people engaged in youth club activities**

294 young people benefitted from 1,117.5 hours of youth club activity. We have based the duration over 1 year and 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 60% reduction for deadweight recognising that a significant number of the young people may have travelled to access similar provision elsewhere. We allowed a 50% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed an 80% 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 60% as we recognise not all young people will continue to regularly attend our provision in future years.

### **Improved confidence, social skills and aspirations of young people engaged in Special Needs youth club activities**

80 young people with special needs benefitted from 1,005 hours of specialist youth club provision. We have based the duration over 1 year and have used an average cost of £50.00 per hour, based on the average cost of similar special needs provision. We have allowed a 15% reduction for deadweight recognising the limited availability of similar provision locally. We allowed a 10% reduction for displacement recognising that our outcomes displaced other provision and or activities. We also allowed an 80% 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 not all young people will continue to regularly attend our provision in future

**The total present value across Youth Services for the year 2012/13 is £292,919.28**

**The total cost of delivering Youth Services for the year 2012/13 is:  
£ 282,563.00**

**Therefore, a Social Return on Investment type calculation for the year 2012/13 for Youth Services is £1.04 for every £1.00 invested**

## **Financial Inclusion & Housing Rationale**

### **Less reliant on high-cost credit**

12,082 financially excluded customers were provided 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 10% reduction for deadweight recognising that whilst the majority of customers would have accessed a high interest loan if we did not provide the service, without our support they would not have been able

to access affordable credit and the associated debt advice provided. 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 10% as we recognise the high number of customers that continue to be supported with additional affordable finance.

#### *Homes improved to Decent Homes Standard*

140 financially excluded customers were provided with an affordable home improvement loan. We have based the duration over 5 years used the average cost in interest of £3,198 (based on a loan of £6,000 over 5 years for an individual with a poor credit history). This information was from a comparison of home improvement loans online. We expect the impact of this support to last for 2 years.

We have allowed a 10% reduction for deadweight recognising that whilst some customers would have accessed high interest loans if we did not provide the service, without our support they would not have been able to access affordable credit and the associated debt advice provided. 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 10%.

#### *Homes prevented from being repossessed*

4 financially excluded customers were provided with an affordable loan preventing their home from being repossessed. We have based the duration over 2 years used the average cost in interest of £698 (based on a loan of £1,200 over 2 years for an individual with a poor credit history). This information was from a comparison of home improvement loans online. We expect the impact of this support to last for 2 years.

We have allowed a 10% reduction for deadweight recognising that whilst some customers would have accessed high interest loans if we did not provide the service, without our support they would not have been able to access affordable credit and the associated debt advice provided. 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 10%.

#### *Decrease in energy debt levels*

42 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 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 to clear their energy debt arrears. The percentages and rationale for deadweight, displacement, attribution and drop-off are in line with those we used for the section on homes improved to Decent Homes Standard.

#### *Increased understanding of finance and debt advice*

174 pre-release prisoners participated in Capacity Builders workshops. We expect the effect of this support to last for 6 months and averaged the cost per hour at £90.00 using an average rate taken from a number of online prospectuses for similar coaching services. We have allowed a 5% reduction for deadweight recognising the limited availability of specialist advice to pre-release prisoners. We allowed a 10% 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%.

**The total present value across Financial Inclusion & Housing for the year 2012/13 is  
£1,583,087.38**

**The total cost of delivering Youth Services for the year 2012/13 is:  
£1,571,058.00**

**Therefore, a Social Return on Investment type calculation for the year 2012/13 for Youth  
Services is £1.01 for every £1.00 invested**

**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.**

**The impact maps for Economic Development, Financial Inclusion & Housing and Youth Services are attached as  
separate spreadsheets to this report.**



## Conclusion

**The total present value across all three divisions for the year 2012/13 is £6,106,546.80**

**The total cost of delivering the three divisions for the year 2012/13 is:  
£2,913,322.00**

**Therefore, a Social Return on Investment type calculation for the year 2012/13 for Five Lamps integrated service delivery model is  
£2.10 for every £1.00 invested**

We have focussed on hard 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 2013/14 Social Accounts, we will broaden what we report on to show balance between hard and soft outcomes and will report more fully from a financial viewpoint.

We believe our Social Return on Investment type calculation has proven that each of the 3 Five Lamps business divisions has a return on average of £2.10 for every £1 invested. The unique nature of our integrated service delivery model which removes a range of barriers our customers and their families face provides a real value for money in terms of investment.

## 7. Key Aspects Checklist

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

## 8. Compliance

Five Lamps plans, implements and monitors a variety of quality assurance and quality improvement processes delivered on an annual basis. This covers internal audit, staff observations, Quality Focus Groups, customer feedback forms, comment, suggestions and complaints. As an organisation we adhere to the Equality Act 2010. All external inspections from our funders demonstrate 100% satisfactory compliance for Equality and Diversity. All staff receive Equality and Diversity training which is refreshed every two years.

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 Award' Re-accreditation (August 2013)

'Social responsibility is not just taken into account: it is the foundation of the whole organisation. This is reflected in the organisation's commitment to publishing its Social Accounts, which captures the economic, social and environmental impact of its business divisions. People are clearly highly committed to the social responsibilities of the organisation.'

**(Quote from Investors in People Assessor)**

'Five Lamps has a very open and trusting culture which prevails throughout the organisation. There are high levels of trust in top managers, who are known to have the interests of customers, staff and the business at heart. People, in turn, believe that they are trusted by their managers and colleagues.'

**(Quote from Investors in People Assessor)**

'People know that they make a difference, through the organisation, to people's lives. They also understand that they contribute to society, for example by impacting on employment and reductions in re-offending rates. *"We have a massive impact and change people's lives."* *"With a lot of the clients, I have walked the same path, and the empathy comes across."* People know that they are respected and trusted: this builds up high levels of esteem and pride in a job well done.'

**(Quote from a member of staff on the impact Five Lamps makes to customers lives)**

#### Customer First Assessment (June 2012)

'One of the values Five Lamps aims to achieve is 'making people matter' which is an approach that they apply to everyone they have a relationship with including employees, partners, stakeholders and of course customers.'

**(Quote from the Customer First Assessor)**

### Matrix Assessment (Taken from employers and customers experiences of Five Lamps) (November 2012)

“Five Lamps provides a huge amount of help and support to people in the community. I don’t know what Thornaby would do without it. Staff are always very welcoming and friendly and will go the extra mile for its customers. I don’t think our service would be here if we didn’t have the support of Five Lamps”.

“Five Lamps is an excellent community organisation with a very good reputation. The staff know how to engage with people in the community and with organisations with whom it works. It has delivered projects on our behalf with outstanding results. We would definitely approach them to deliver contracts for us in the future”.

#### **(Quotes from two of Five Lamps partners)**

Five Lamps complies with the following:

- All relevant Health and Safety legislation
- The Equality Act 2010
- Data security inspection visits from Avanta and The Wise Group
- Funders audit requirements
- 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

Five Lamps’ Audit & Risk Committee monitor the organisations Risk Management Matrix regularly and ensure compliance with the organisations business continuity plan.

## 9. Main issues and achievements, conclusions and recommendations

### Values

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

### Mission and Vision

Consultation with our key stakeholder has identified we have been excellent in achieving our mission and vision.

### Social Impact

In most instances our support has led to a positive improvement in our customers' lives, particularly an improvement in their confidence, financial awareness and their self-employment/ employment prospects.

### Environmental Impact

As an organisation we show good practice in 46 out of the 63 areas taken from the Green Office Checklist.

**Where financially sound and appropriate our Culture 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 show a £2.10 return.

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

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

- Economic Development – 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 & Housing – 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.

### Conclusions

Our 2012/13 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 previous sets of Social Accounts and our 2013/14 Social Accounts will be another step closer to us being in a position to fully understand and account for the impact of our work.

### Recommendations

- Establish a clear "outcomes framework" for the Five Lamps activities – consider using a theory of change to assist in understanding the beneficial influences on customers.
- Explore aspects of impact; how or why the mission, vision, values and activity has benefited customers. Questions and indicators can be created around the expected outcomes and the impact these services have on customer lives – to understand the difference made to them in much more depth using methods to measure the 'distance travelled' by clients and incorporating soft outcomes measurement.

- Consider analysing the customer stakeholder groups much more in terms of gender, age, postcode, ethnicity, disability, etc.
- Consider integrating all data collection systems so that all focus groups, marketing questionnaires, etc. can feed into the Social Accounts
- Consider including industry averages and comparative data benchmarking for similar projects (where available) in future social accounts
- Consider alternative methods to consult with volunteers to get greater participation
- Research and use additional and more innovative ways to measure economic and environmental Impact in next year's social accounts – see PIA guide and other tools

## 10. 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 5 weeks. This can be attributed to the systems we currently have in place, including regular customer, staff and partner feedback.

Our social accounting processes are flexible and thus are we are able to develop and improve on each of our previous and subsequent versions of the document to better account for the impact we make on the lives of our stakeholders.

### Weaknesses

Like many others, we recognise that Social Accounting models remain in their infancy. We recognise that there are a range of different methods to account for social and economic impact and we will continue to research best practice examples.

It has been difficult for us to provide any comparison with other organisations, as whilst there are a plethora of voluntary and community sector organisations within the North East, there are no others providing a similar set of integrated services to the same customer groups/geographical area that Five Lamps covers. Equally, there is a lack of sector standard financial proxies for the economic values we have identified.

## 11. Social Audit Statement



### SOCIAL AUDIT STATEMENT

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 at the Social Audit Panel meeting held on 19 November 2013. 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:

1. Establish a clear “outcomes framework” for the Five Lamps activities – consider using a theory of change to assist in understanding the beneficial influences on customers.
2. Explore aspects of impact; how or why the mission, vision, values and activity has benefited customers. Questions and indicators can be created around the expected outcomes and the impact these services have on customer lives – to understand the difference made to them in much more depth using methods to measure the ‘distance travelled’ by clients and incorporating soft outcomes measurement.
3. Consider analysing the customer stakeholder groups much more in terms of gender, age, postcode, ethnicity, disability, etc.
4. Consider integrating all data collection systems so that all focus groups, marketing questionnaires, etc. can feed into the Social Accounts
5. Consider including industry averages and comparative data benchmarking for similar projects (where available) in future social accounts
6. Consider alternative methods to consult with volunteers to get greater participation
7. Research and use additional and more innovative ways to measure economic and environmental Impact in next year’s social accounts – see PIA guide and other tools

The members of the Social Audit Panel were:

**Dave Furze (SAN Social Auditor in training, Panel Chair)**  
**Alan Kay (SAN Approved Social Auditor acting as mentor)**  
**Richard Walton (Northern Rock Foundation)**  
**Lesley King (Stockton Borough Council)**  
**Mike Clarke (Helping Hand)**

**Dr Dave Furze, Chair of the Social Audit Panel**

Dated: 17/1/2014

*\* 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 Eldon Street, Thornaby, Stockton-on-Tees, TS17 7DJ. Members of the Social Audit Panel have acted in an individual capacity.*

## 12. Plans for the next Social Accounting Cycle

Five Lamps' Board of Trustees are committed to the production of social accounts as an annual event and have embedded social accounting and audit processes within the organisation.

In future our Social Accounts and Annual Review will be incorporated into one document.

## 13. 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 Trustees.

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 helps us to provide the best service we can.





# FIVE LAMPS

— *Making People Matter* —

**Creating Possibilities: Improving Lives**

**Social Accounts 2012/13**

**Appendices**

## Appendix 1: History and Structure

### 1.1 The history behind the name

Our staff have always been asked to explain the significance and background of 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 five lamps of Thornaby 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 the five lamps for the chapel at Thornaby. This is said to be the origin of the name of the Thornaby landmark, the Five Lamps.

A set of lamps was erected in 1874 at the junction of Mandale Road and George Street. Over the years they became a significant meeting place and 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.

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

### 1.2 Structure

Five Lamps is governed by a Board of Trustees, meeting at least quarterly and responsible for the strategic direction and policy of the charity. Currently there are seven members drawn from local communities and having a diverse range of professional backgrounds.

Day to day responsibility for the provision of services and operation of the business rest with the Chief Executive. The organisation has a strong executive team which comprises the Chief Executive and four Executive Director positions – Director of Corporate Services; Director of Finance & Economic Development; Director of Financial Inclusion & Housing and Director of Communications & Performance. This structure will be fully implemented by January 2014.

During 2012/13, the organisation employed 81 members of staff and had 27 volunteers supporting our work. Five Lamps employs a diverse workforce. Our percentage of employees from a BME background is 3.3 % compared to the BME average of 2.8% from the Stockton-On-Tees local authority. There is a very good balance of male and female staff at Five Lamps with 60% of the Senior Management Team being female. A number of our staff are classed as disabled but this is still lower than the representative disabled population of Stockton-on-Tees. To address this Five Lamps have recently signed up to the 'Mindful Employer' to support new and existing staff members with mental health problems. Our diverse workforce links to two of our core values, making people matter and making communities matter. At

appraisal using the organisation's core competency framework, staff are graded against the competency of Equality and Diversity.

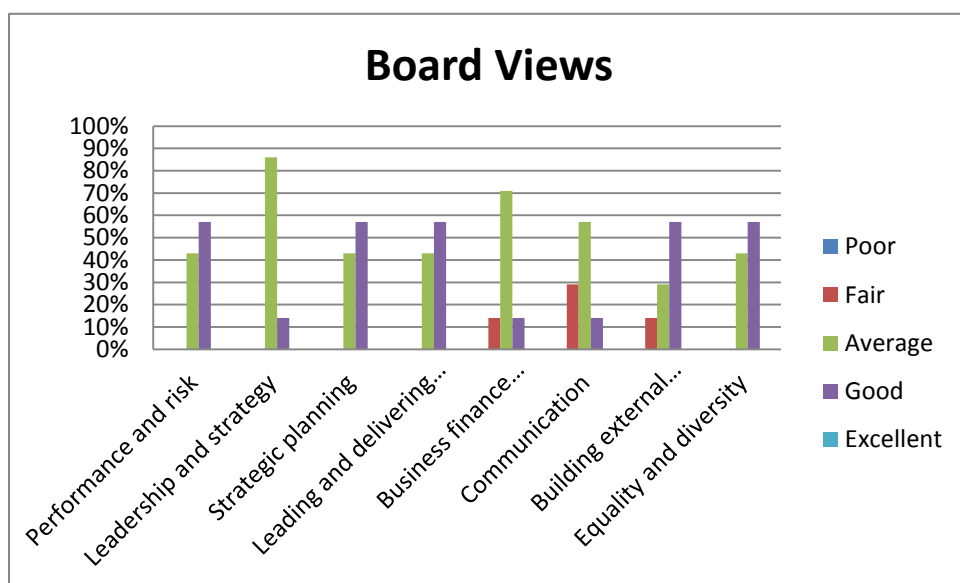
### 1.3 Board of Trustees

	<p>Philip Tucker is Chair of Five Lamps Board of Trustees. 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 Trustees. 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 Director to Billingham Community Newspaper and school governor at St Michael's RC School.</p>
	<p>Malcolm Bowstead is Five Lamps Board of Trustees' 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. She now works freelance as an access consultant and trainer seeking to improve quality of provision in colleges and community learning settings and is also currently undertaking doctoral research examining the impact of equality legislation. She is a director on the boards of DISC (Developing Initiatives Supporting Communities) 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.</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 Trustees 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>

### 1.3.1 Consultation with Board of Trustees on key responsibilities

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



Overall the majority of Board members that responded to the survey think they have been good in achieving 5 of their key responsibilities and average in achieving 3 of their 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 57% of our Board think they have been excellent and 43% think they have been good in achieving this key responsibility. ***"The scrutiny of financial performance and challenge over the turnaround plan demonstrated both support for the executive in its approach but also the independence of the board to not just accept things at face value"*** 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 86% of our Board think they have been good and 14% think they have been excellent in achieving this key responsibility. ***"The board seeks to ensure the vision and values Five Lamps stands for are maintained in new"***

**activities - both in the way they are developed and the way they are delivered.**" 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 57% of our Board think they have been excellent and 43% think they have been good in achieving this key responsibility. **"Effective mechanisms exist to allow us to review outcomes and impact and to do so to an appropriate timetable. This allows us to be confident of the quality and consistency of services provided to clients and to know that staff are also treated with respect whilst being effectively managed"** 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 71% of our Board think they have been good and 14% excellent in achieving this key responsibility. 14% of our Board think they have been average. **"I believe we could provide more innovation and growth"** 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 57% of our Board think they have been good in achieving this key responsibility. 29% of our Board think they have been average and 14% think they have been excellent. **"I believe we demonstrate our promotion internally. Promotion to external partners, stakeholders and partners is more difficult to evaluate"** was a comment made by a Board member in relation to this responsibility.

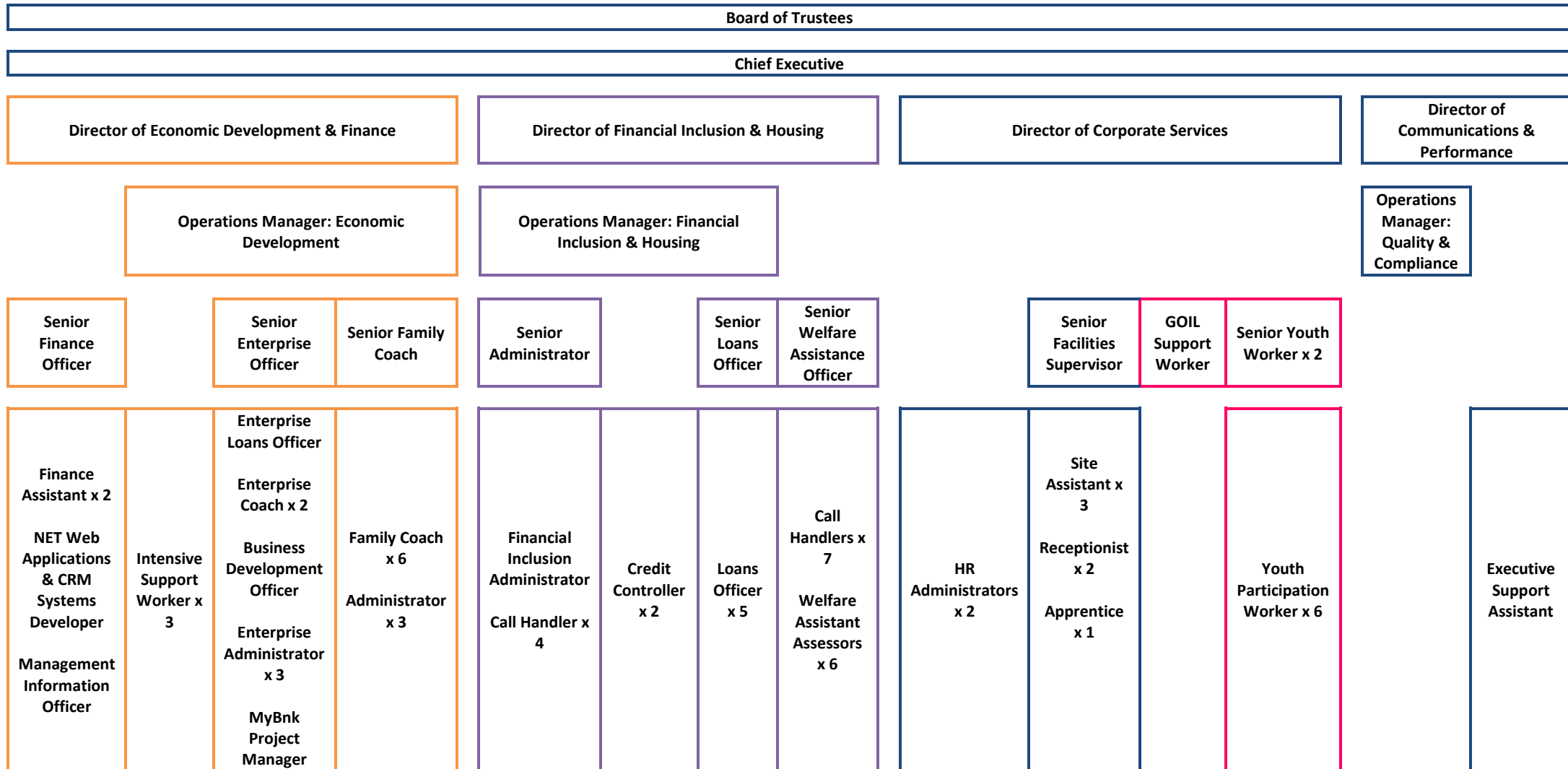
**Key responsibility: To develop, maintain and support productive external, Board and internal networks, partnerships and relationships that produce positive outcomes for the organisation**

Overall 57% of our Board think they have been excellent in achieving this key responsibility. 29% of our Board think they have been good and 14% think they have been average. **"The board have a supportive and effective relationship with senior management and staff and maintain professional relationships with those encountered outside the organisation in order to report on external perceptions of the organisation and help build effective partnerships for present and future activities."** 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 57% of our Board think they have been excellent in achieving this key responsibility. 43% of our Board think they have been good. **"Our policy and organisational practice demonstrates the value we place on this."** was a comment made by a Board member in relation to this responsibility.

## 1.4 Organisational structure diagram (to be implemented by January 2014)





## 1.5 Key initiatives 2013-2016

As part of the refresh of our strategic direction during June 2013, the implementation of a new senior management structure commenced which saw the merger of our previous business division 'Employability' and 'Enterprise' into an Economic Development division. The merger of the two divisions recognised the similarities in our customers' journey into employment or self-employment.

The following table summarises the key initiatives which feature in Five Lamps emerging strategic direction for the three years to March 2016

Great North Loan Fund	<p>To continue to grow to scale and sustainability of the Great North Loan Fund, our planned £20million multi-faceted loan fund/regional financial inclusion initiative. We are seeking:</p> <ul style="list-style-type: none"> <li>• Further capital for in-lending to financially excluded individuals to incrementally grow our personal lending pot</li> <li>• Confirmation of support from Local Authorities for the continuation and growth of 'Helping Hand' beyond the current contract with leverage of bank finance and/or social investment</li> <li>• Extension to DWP contract to deliver the New Enterprise Allowance Loan Service in the North East and Yorkshire</li> <li>• Social investment from 'Big Society Capital' to grow personal lending and other loans pots, plus empty homes refurbishment</li> <li>• Expand service delivery model for Social Fund localisation/ Welfare Assistance schemes</li> <li>• Secure growth in enterprise lending</li> </ul>
Social Investment	<p>To secure large-scale social investment through the Big Society Capital, social investors etc via bond or traditional unrestricted debt finance. The North East Social Investment Fund looks to be the most obvious route. We will target unsecured capital to meet the identified gap in the supply of finance regionally, typically on 10 year terms.</p> <p>To produce a detailed investment prospectus by December 2013, securing ICRF support.</p>
Empty Homes	<p>To secure further funding to enable a substantial Empty Homes initiative in Teed Valley and County Durham, refurbishing currently vacant properties and managing future tenancies. Additional funding to enable 'purchase and repair' option to sit alongside the grant-funded 'lease and repair' option.</p> <p>To grow scale of activity from planned 75 to 150 by March 2016.</p> <p>To secure EU Structural Fund support within the 2014/2020 programme.</p> <p>To create 100 jobs and apprenticeships by March 2016.</p> <p>To build a productive strategic alliance with a Housing Association to develop models for community-led regeneration.</p>
Commissioned Services	<p>Winning contracts remains a key element of Five Lamps strategic direction. We will continue to seek commissioned service opportunities across all of our business. Areas for new projects and programmes include youth services, family intervention/complex needs, Early Years/ Sure Start, health improvement, social care/homecare, housing and apprenticeships.</p>
Asset Transfer	<p>We will seek to secure large scale asset transfer to further our business, grow our balance sheet and leverage additional funds.</p>

	Asset transfer may also be a key component of any social inclusion/community-led development activities undertaken.
Social Impact/ Social Return on Investment	<p>Five Lamps published its first set of social accounts in April 2011 and a more comprehensive second set in October 2012.</p> <p>To support our planned growth we will produce annual social accounts.</p>
Geographic Expansion	<p>In recent years we have seen a considerable change in the geographic delivery of our services, primarily as our financial inclusion service has grown. There is a keen interest in our integrated service offer across the region and clear potential for future tenders to include both Cumbria and Yorkshire, but there is no reason why almost all of Five Lamps' services cannot be available nationally.</p> <p>To secure geographic growth of Five Lamps services incrementally throughout the strategy period.</p>
Enterprise	<p>We are increasingly recognised as an Enterprise Agency, being one of only two NEN (National Enterprise Network) member organisations in the Tees Valley. We are also able to integrate enterprise and employability activities within our new Economic Development division.</p> <p>To continue growth in our enterprise activities we are seeking:</p> <ul style="list-style-type: none"> <li>• Expansion of our business lending CDFI activity to a £5million loan fund by 2016</li> <li>• Development of a social enterprise hub, a thriving community of social enterprises by September 2015</li> <li>• Creation of business and incubation space for our business start-up customers</li> <li>• Transfer of Local Authority owned enterprise space to enable leverage of EU structural funds and other programme related investment opportunities</li> <li>• Securing further contracts to deliver coaching and mentoring plus access to finance initiatives</li> </ul>
Governance Review	It is of real importance that Five Lamps can demonstrate the highest of standards of corporate governance. The review of Governance was fully implemented by January 2012, and identified new structures and core competencies for Trustees.



## Appendix 2: Social Return on Investment

The Social Return on Investment Spreadsheets are attached as separate documents

## Appendix 3: 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.	Y
Do you use paperclips rather than staples?	Y

**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?	N
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/A
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?	Y
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?	Y
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?	Y
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.	Y
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 4: Example consultation questionnaire

### Five Lamps Customer Survey

Dear Customer



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.

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.

The results of our survey will be used in our 2012/13 Social Accounts.

It should take no more than 5-10 minutes to complete. Please tick any boxes where applicable.

Thank you

What is your name?

What is your postcode?

Which Five Lamps services are you aware of?

- Economic Development (previously Employability and Enterprise)
- Financial Inclusion and Housing
- Youth Services

Which Five Lamps service are you a customer of?

- Economic Development (previously Employability and Enterprise)
- Financial Inclusion and Housing
- Youth Services

Did you have a positive or negative customer experience with our services?

- Positive
- Negative

Please can you tell us a little more why it was such a positive or negative experience with Five Lamps?

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

Considering our Value 'Making People Matter' – How well did we make you feel that you mattered?

- Excellent
- Good
- Average
- Fair
- Poor

How did we make you feel that you did/did not matter?

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

Considering our Value 'Service Matters' – How would you rate our customer service?

- Excellent
- Good
- Average

- Fair
- Poor

Please tell us about your customer service experience with Five Lamps.

What do you think about our website?

- Excellent
- Good
- Average
- Fair
- Poor

Value: Performance matters by achieving our targets and meeting quality standards

Considering our Value 'Performance Matters' – How well did we meet your needs as promised to an agreed timescale?

- Excellent
- Good
- Average
- Fair
- Poor

Tell us more about the support we gave you

Was there any support that you needed that we didn't give you?

Value: To make informed choice by offering different options and turning aspirations into reality

Considering our Value 'Informed Choice' – How well were you offered different options and a real choice?

- Excellent
- Good
- Average
- Fair
- Poor

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

- Yes
- No

If Yes....Which Five Lamps service did we refer you to?

- Economic Development (previously Employability and Enterprise)
- Financial Inclusion and Housing
- Youth Services

Was the referral to another Five Lamps service helpful?

Did we refer you to another organisation for additional support?

- Yes
- No

If Yes.... Which organisation did we refer you to?

If Yes .... Was the referral to another organisation useful?

Value: Share success by building winning partnerships and utilising effective marketing and promotion

Considering our Value 'Share Success' – Have you seen our weekly 'Good News Stories' on our website?

- Yes
- No

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

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

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

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

- Excellent
- Good
- Average
- Fair
- Poor

We want to make a difference to your life. What was the reason why you accessed our service?

Do you believe that the reason why you accessed our service has been met?

- Yes
- Some of my needs have been met
- No

Comments:

What do you think Five Lamps does well?

What do you think Five Lamps could improve?

Thank you. The results of your questionnaire will form part of Five Lamps 2012/13 Social Accounts.

## Appendix 5: Key Aspects Checklist

### Human Resources

		Number			Date/Details/Comment
1.1	<b>Number of employees:</b> <div> Full-time Part-time Occasional Volunteer </div>	46 21 0 27			31/03/2013
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 September and November 2013. 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 procedure is due to be reviewed in October 2013.
	e. disciplinary procedures	✓			A procedure is in place and is reviewed annually (or earlier if necessary). The procedure is due to be reviewed in October 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 June 2014.
	g. equal opportunities	✓			A statement is in place and is reviewed annually (or earlier if necessary). The procedure is due to be reviewed in February 2014.
	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 is in place and is reviewed annually (or earlier if necessary). The strategy and policy is due to be reviewed October 2013.
1.4	<b>Investors in People</b>	✓			Five Lamps holds Investors in People 'Gold' and is an iIP Champion organisation. The organisation has been re-accredited 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 using survey monkey
	b. with volunteers	✓			All of Five Lamps active volunteers completed a consultation exercise on the performance and impact of Five Lamps and there experience as a volunteers using paper based surveys.
	c. other	✓			Other forms of consultation included surveys sent to customers, key partners, all funders and all members of the Board. All surveys focused on Five Lamps impact. Each key stakeholder group were also asked specific questions on their relationship with Five Lamps, 'what we do well' and 'what we could do better'.

## 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 2013
2.3	<b>Annual General Meeting held</b>			√	We are no longer legally required to have an Annual General Meeting
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>	√			The 2012/13 Annual Report is included within this document (2012/13 Social Accounts)
2.6	<b>Membership increased/decreased</b>	√			Membership has increased in 2012 – 2013 to 7 Board members.
2.7	<b>Social Accounts prepared</b>				The cycle ran in line with the financial year from 1 April 2012 to 31 March 2013. The data was analysed and the accounts prepared from September to November 2013.
2.8	<b>Social Accounts verified by Social Audit Panel</b>				The panel met on 19 <sup>th</sup> November 2013.
2.9	<b>Social Accounts reported to Stakeholders</b>	√			The Social Accounts will be reported to stakeholders (customers, staff, volunteers, Board members, partners, funders, community members and regulatory bodies) via a published document, our website and a launch event.
2.10	<b>Complies with Equality and Diversity Legislation</b>	√			Five Lamps complies with the 2010 Equality Act
2.11	<b>Consultations:</b>				
	a. with members of the organisation	√			Employees and volunteers completed a consultation exercise on 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)			√	
2.12	<b>Other quality systems used:</b>	√			Investors in People Gold, Customer First, matrix, and Change Matters.

## 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	√			No surplus was made in the 2012/13 financial year.
	b. to reserves or re-investment	√			Any surplus that would have been made would have been transferred to the reserves.
	c. to charitable purposes		√		
	d. to employee bonuses		√		
	e. to Trustees' emoluments		√		
	f. to other		√		



## Financial Sustainability

		Y	N	NA	Date/Details/Comment
4.1	Annual Accounts prepared and filed	√			Companies House
4.2	Balance sheet weakened	√			The balance sheet was weakened.
4.3	Profit/loss for year	√			A loss was made in the 2012/13 financial year.

## Environmental Sustainability

		Y	N	NA	Date/Details/Comment
5.1	Environmental policy in place	√			The policy is reviewed on an annual basis. It was last reviewed in February 2013.
5.2	Reports on environmental practices available:				
	a. energy use: heat and light	√			Please see appendix 4 – Green Office Checklist
	b. energy use: transport		√		
	c. consumption of materials	√			
	d. re-use of materials	√			
	e. recycling of materials	√			
	f. waste disposal	√			
5.3	Carbon footprint calculated		√		We do not currently measure our carbon footprint
5.4	Other	√			Environment issues relevant to health and safety are discussed at the organisation's health and safety committee.

## Economic Impacts

		Y	N	NA	Date/Details/Comment
6.1	Purchasing policies defined	√			
6.2	Report on effect of purchasing policies available			√	
6.3	Local multiplier effect of organization calculated			√	
6.4	Savings to public purse calculated	√			Contained within the economic impact section of the Social Accounts
6.5	Value of volunteer contribution	√			Contained within the economic impact section of the Social Accounts
6.6	Total inward investment attracted	√			Contained within the economic impact section of the Social Accounts
6.7	Cash and in-kind contributions to the community	√			Contained within the economic impact section of the Social Accounts
6.8	Other financial and economic impact calculations:	√			Contained within the economic impact section of the Social Accounts