

FRC GROUP IMPACT REPORT 2008/09



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All the people who make FRC Group a truly great place to work: our staff, trainees, work placement, volunteers.

All the people who matter to FRC Group and to whom FRC Group matters – our customers, suppliers, our Board of Trustees.

All of the people who worked hard to collect and analyse the data in this report.

Adam Richards, Liverpool John Moores University who calculated our social return on investment

Adrian Henriques, Just Assurance, who audited the report. Adrian's statement can be found on page 57.

The members of the independent stakeholder assurance panel who gave up their time to review the report and to ensure that the report gives a fair and balanced picture of our year:

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Peter Tyson,
North Liverpool Citizen's Advice Bureau

This report was prepared by
Verity Timmins of FRC Group in
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“FRC Group’s Impact Report stands out from the crowd...it’s not there to be a self-promoting sales and marketing brochure. It’s all about the social and environmental impact they make and telling the whole story of how FRC Group is trying to make a difference through social business”

Peter Tyson, North Liverpool Citizens Advice Bureau, Member of FRC Group Stakeholder panel

Welcome to FRC Group's story of April 2008 to March 2009. What you will read in these pages is the product of a year of very hard work by our staff and trainees. I'm very proud of all we have accomplished together and pleased to share our story with you.

Since 1999 we have published a report each year on how we have performed against our overall aims and our targets. Putting independently assured information into the public domain, sharing our successes and our challenges, shows our culture of integrity and transparency.

This year we have redesigned the way we set out the report to bring our stakeholders and the impact we are making even more to the forefront. It's important for us to provide you with information about how we are doing and how we are responding to the issues that matter to us and you. We would love to hear your feedback on whether we've done it and any further improvements we could make.

I hope that you enjoy reading our report and that it conveys the bravery, creativity, passion and professionalism of all our people.



Shaun Doran, Chief Executive,
FRC Group



Executive Summary: What FRC Group's Impact Report is all about

FRC Group runs businesses that create profits and opportunities to improve the lives of people in poverty and unemployment. Since 1999 we have accounted for the social and environmental impacts created by our work by producing a report that gives a balanced view of what we set out to do and what we achieved. Our Impact Report is for all the people who matter to FRC Group and to whom FRC Group matters. FRC Group runs three social businesses – Furniture Resource Centre, Bulky Bob's and Revive – and through these business activities we aim to be Great for People, Great for the Planet, a Great Place to Work and Great to do Business with.

Each year we set ourselves a range of targets against the 'triple-bottom line' of commercial performance, social change and reducing negative environmental impacts. This report is the story of how we did, but it isn't a typical glossy brochure telling you all of the things that went really well. We believe that we have a responsibility to respond to all of the people who are involved with FRC Group in one way or another – our stakeholders – to give them the full story. To underline our commitment to an honest approach, the

information within the document is subject to a two-part assurance process involving an experienced sustainability auditor and a panel of some stakeholder representatives. (See the Assurance Statement on page X for more information).

FRC Group is a bold and ambitious social business which sets itself a stretching range of targets each year. In each chapter of the report you will find more detail about the activities undertaken, the results we achieved and what we aim to accomplish in 2009/10. The chapters are based around our four aims and here is a sneak preview of what you will read more about in each section:

Great for People

We won the UK Skills National Training Award for our "Driving Change" logistics training programme

Our training programmes provided 38 long-term unemployed people from Liverpool and Oldham with the opportunity to gain qualifications and work experience

71% of those completing the training programme went into employment or further training

100% of people who had been through our training programmes felt that their motivation, team working and communication skills had improved during their time at FRC Group

Revive provided 2,713 low-income families in Merseyside with great quality 'pre-loved' furniture through our Revive store;

Furniture Resource Centre delivered 4,482 orders of brand new contract standard furniture, appliances, curtains, carpets and household items to customers across the UK who provide furnished accommodation for their tenants.

71% of those completing the training programme went into employment or further training

Great for the Planet

Bulky Bob's collected 5,113 tonnes of bulky household waste and diverted 58,373 items of furniture and appliances from landfill by reusing and recycling them

We developed an introductory level environmental awareness course and delivered it to 86 of our staff.

We won two Groundwork Merseyside awards: Community Stewardship and Environmental Innovation & Technology

We reduced the amount of CO2e emissions we produced per £10,000 of sales made by Furniture Resource Centre in 2008/09 by 5% compared with our performance in 2007/08

Bulky Bob's achieved targets for reuse and recycling in all but one area. We just missed the mark on the stretching target we set for ourselves but we surpassed our contractual target.

A Great Place to Work

FRC Group achieved First Class Company status in the Best Companies Index, with a score of 683.3/1000

90% of staff said "My team is fun to work with"

85% of staff agreed "My organisation makes a positive difference to the world we live in"

287 values awards were given to staff who showed their Bravery, Creativity, Passion and Professionalism

465 courses were run through our University for the People – these included work related training, continual professional development training, training for people from long-term unemployment and personal development activities such as hobby and cultural events.

We reduced the number of RIDDOR reportable accidents in the business by 10%

Great to do Business with

Furniture Resource Centre increased the number of orders of new furniture that were delivered

Furniture Resource Centre introduced a regular feedback process with our major customers

Our telephone survey of a sample of Bulky Bob's customers told us that 83% thought the service was "Excellent"

We reduced the waiting time in Warrington for a Bulky Bob's collection from 7 days to 5 days.

We bought our furniture (and associated items stock) in our local area – 61% of our expenditure on stock items for Furniture Resource Centre was with companies based in Merseyside, 72% was with companies in the North West.

FRC GROUP: THE WHAT AND THE HOW

FRC Group's mission statement is to “run businesses to create profits and opportunities to improve the lives of people in poverty and unemployment”. This is our starting point which guides all of our activity and it keeps us focused on what matters.

FRC Group achieves its mission statement by running social businesses that are successful as commercial businesses and also deliver social and environmental benefits too. These are:

Furniture Resource Centre delivers a one-stop furnishing service for social landlords and charities which provide furnished accommodation for people who are in need of furniture to make their house into a home. Delivering to customers all around the UK, Furniture Resource Centre provides a seamless project management service which furnishes homes from carpets and curtains to furniture and appliances, even including cutlery, crockery and bedding. The products supplied through Furniture Resource Centre are brand new, contract standard items which furnish properties of all shapes and sizes from individual tenancies through to communal living premises such as sheltered accommodation units.

Bulky Bob's and **Revive** are two businesses which work very closely together.

Bulky Bob's is a collection, reuse and recycling service for domestic bulky household waste. Operating contracts for local authorities, the items we collect from householders are predominantly furniture and appliances that are no longer wanted. The Bulky Bob's model maximises the volume of items that are reused and recycled, to prevent good quality items and useful materials from going into landfill.

Revive is our high street store selling great quality 'pre-loved' furniture and appliances. We aim to reuse as many of the items we collect through Bulky Bob's as possible. Revive is not a typical second-hand shop. It is a good quality retail environment where people can get fantastic value for money.

Through these social businesses we fulfil our organisational objectives, which are to be:

Great for People by creating training and work placement opportunities for people from long-term unemployment and socially excluded groups, and also by getting good quality furniture to people who need it. The groups we supply furniture to are

low-income households, people in crisis situations and many vulnerable people who live in the homes we furnish through Furniture Resource Centre

Great for the Planet by understanding the ways our businesses impact on the environment and managing our impacts to reduce environmental harm

A Great Place to Work by taking what our employees say about working at FRC Group seriously and creating an environment in which people can develop their personal and professional skills

Great to do Business with by providing first class service to all of our customers, asking for feedback from suppliers and customers and acting on what they tell us

Working towards these objectives guides **what** we do and our values guide **how** we do it.

FRC Group's values – Bravery, Creativity, Passion and Professionalism – are our beliefs in action. They are visible in the behaviour of our people and how we act as a business. We use our values to attract, recruit and reward staff.

FRC Group's mission statement – “to run businesses to create profits and opportunities to improve the lives of people in poverty and unemployment”

**To be Great
for People**

**To be Great
for the Planet**

**To be a Great
Place to work**

**To be Great to do
Business with**

People who Matter

Our stakeholders are all the people who matter to FRC Group and the people that FRC Group matters to. The diagram shows the stakeholders and their relationship with FRC Group. Throughout the report you will find more information about how we have engaged with different stakeholders.

See Appendix II for detailed information about how we engaged with our stakeholders in 2008/09.

Our Stakeholders: People who matter

Great for People

Trainees – long-term unemployed people

Work placement participants – young people, ex-offenders, homeless people, people with a history of substance abuse

Revive customers receiving discounts – people in receipt of benefits, pensioners, students, people referred from other support agencies

Tenants using furniture supplied by Furniture Resource Centre

Great for the Planet

People living locally to where FRC Group operations are working – general public affected by local environmental impact from our vehicles and building and our operations and from our reuse and recycling activities.

The global community – we are all affected by the global environmental impacts of our vehicles and buildings and our operations

Great Place to Work

Staff – permanent employees of FRC Group

Trainees – people employed on fixed-term training contracts

Volunteers – people working in FRC Group on a voluntary basis

Work placements – people working with us on short-term, unpaid work placements

Trustees – our board members who provide governance as volunteers

Great to do Business with

Furniture Resource Centre customer – the Registered Social Landlords who buy furniture and related items from us, and the tenants who receive and use the furniture

Bulky Bob's customers – the local authorities that contract with us to provide collection, reuse and recycling services for furniture and white goods, and the householders who receive the collection service

Revive customers – all the people who shop in Revive

GROUP FINANCIAL PERFORMANCE

For many years, FRC Group has been working towards attaining the independence that comes from achieving financial sustainability. One of the drivers for our transition in the 1990s from a traditional charity to a social business was to achieve independent financial sustainability. As the data table shows, recent years have seen FRC Group making a loss overall, whilst maintaining the level of earned income at around 95%. In 2007, we developed a new strategic business plan and the performance in 2007/08 and 2008/09 demonstrates that the strategy we developed is showing results. In 2009/10 we have budgeted to achieve a break-even position and then make a profit in 2010/11.

Year	Income	% income from grants	% income from sales	Unrestricted funds Profit / (loss) £
2001/02	7,490,451	10.0	90.0	431,299
2002/03	5,045,661	4.0	96.0	28,265
2003/04	4,758,731	7.0	93.0	(11,124)
2004/05	4,085,568	7.0	93.0	(149,267)
2005/06	3,449,274	4.6	95.4	(205,024)
2006/07	3,324,402	4.2	95.8	(320,599)
2007/08	3,623,922	5.0	95.0	(159,881)
2008/09	4,358,064	4.4	95.6	(49,604)

2008/09 AT FRC GROUP

This year we celebrated our 20th birthday and started this new decade of the FRC Group story with a year of landmark achievements, changing faces and exciting developments. It was a year for putting in the groundwork for future rewards.

Across FRC Group we have continued to deliver results against our social and environmental objectives. Bulky Bob's operations are reusing and recycling more material than ever before, Furniture Resource Centre has broadened its customer base and is delivering furniture to more and more people in need of high quality furnished accommodation, and Revive continues to ensure that low-income families in Liverpool can purchase good quality 'pre-loved' furniture at low cost.

This year we have laid the foundations for some exciting new areas of impact which will see us getting more furniture to people in crisis situations, providing training opportunities for unemployed people right across our operations, and harnessing the latest technology to further reduce our carbon footprint. More information on these developments can be found in the chapters to come and in our 2009/10 Impact Report you will see the results of our work.

This year has been a turning point for FRC Group from focussing on the financial recovery that has dominated our agenda in recent years, to positioning our

businesses to be ready to take on the challenges and opportunities we see as the future for the Group. We got back to basics in a number of ways.

FRC Group's Board of Trustees redefined our vision statement in summer 2008 and during the rest of the year the Leadership Team worked to redefine our strategic goals. We also focused on "Leading with Impact" across the organisation, through staff consultations and changes to our structure. As a result of all these elements, by January 2009 FRC Group had a new language to describe its mission and goals, putting social and environmental impact at the heart and making it easy for all staff members to see how their work fits in.

Like all businesses, the global economic downturn has had an impact on FRC Group. For our training programmes, increased unemployment means that demand for places on our training programme is increased and also that the recruitment market our ex-trainees are entering is more competitive. We have been working hard to ensure that we prepare our trainees for the current job market and also to signpost the many applicants for our jobs and training places to other sources of support, if they do not become part of the FRC Group team.

At times of recession, the demand for our services that support people on low incomes to access furniture are under higher demand – whether through Furniture Resource Centre supplying registered social landlords with furniture for their tenants, or through low-income families buying good quality 'pre-loved' furniture through Revive.

We planned ahead for the rising raw materials prices that would affect our supply chain and the increase in fuel



costs. The finance team worked hard to manage cash flow successfully at a time of rising sales for Furniture Resource Centre and the delivery of our largest furniture supply contract for many years.

For Revive and Bulky Bob's, we expect to see more evidence of the 'credit crunch' in 2009/10. As furniture and other household items are replaced less frequently, there will be fewer items for Bulky Bob's to collect. The quality will also deteriorate as more people will replace when something has come to the end of its useful life rather than when fashions change.

Our successful training programmes have in previous years been partially funded through training contract funding. This has come from a number of sources including European Union funding through ESF (European Social Fund) and also both central and local government funding for skills and training. Key features of the current training funding arena for FRC Group are the reduced amount of European funding available in Merseyside with the removal of Objective One status, the lack of funding for organisational infrastructure such as staff to co-ordinate training programmes and the shortening of training place funding to 13-week programmes.

Our People & Learning Team have worked hard and creatively to find ways to source funding needed to offer high numbers of places on our training courses without compromising on the format of the programme, significantly by keeping Driving Change programmes as year-long programmes. The pressure has been on FRC Group to reduce the length of training to 13 weeks to fit in with funding regimes, but we have been committed to continuing to deliver training which really makes a long term difference to people's lives. Our two priorities are to achieve high quality outcomes for trainees and also to increase the number of these high quality training places that we can create through all businesses within FRC Group.

We managed to bring together a mix of resources – our own investment of profits created by our social businesses combined with different funding streams for our different training programmes. Funding sources that have contributed to our training programmes have included from European Social Fund, Working Neighbourhoods Fund, New Deal, Oldham Metropolitan Borough Council, Liverpool City Council and Working Links.

Highlights of the year include Furniture Resource Centre winning its largest



furniture supply contract in recent years and making its first deliveries to this new customer in March 2009, the Driving Change Training Programme which trains long-term unemployed people in driving and logistics industry skills beating more than 200 other entrants to win the Medium Sized Business category at the UK Skills National Training Awards, and being awarded First Class Status in the Best Companies 2008 index.

There have been some changes in people and roles in 2008/09. We end the year with a Leadership Team of two Directors, after the Impact Director, Alison Ball left FRC Group in October 2008 to devote her time to working in the environmental sector with Arup, a global environmental consultancy.

The Directors report to our Board of Trustees, chaired by Graham Morris, ex-CEO Rolls-Royce and Bentley. We would like to welcome Dr John Hines, Chief Product & Technology Officer of CERAM Research and former R&D Operations Manager at Dove brand within Unilever, who became a Board member. We have also restructured some of our managerial roles to provide better operational support across the Group – more on this in "Great to do Business with" page XXX.

The foundations of FRC Group were strengthened, preparing the company to move into a new chapter with a clear strategy. Our model of social business is to create social and environmental impact through the business activities and the profits they generate.

Our 5 year business plan sets out a clear path. The commercial success of our social businesses is the means to the end, which is making more impacts – impacting on the lives of more people and reducing the negative impacts to the environment.

METHOD AND REPORT STRUCTURE




The information contained in this report relates to the period from April 2008 to March 2009 at FRC Group. A diagram showing the structure of FRC Group can be found in Appendix I. This report is the culmination of work throughout the year to collect data and engage with our stakeholders. On a monthly basis, information is captured through our triple-bottom line accounts, which can be found in Appendix III.

The report addresses the issues that matter to our stakeholders and therefore to FRC Group. Our mission statement and our four objectives keep us focused on that agenda. We are clear about who we aim to help and the way we intend to do business.

We gathered information from different groups of stakeholders and asked them for feedback on our aims, our services and our performance. We talked to various groups of people who matter to our business, including our staff, trainees and customers. We did not have the time and resources to speak with all our stakeholders and will try to address this in 2009/10. More information on how we engaged with our stakeholders is in Appendix II.

As in previous years, we used the Social Return on Investment (SROI) method to analyse the value of the social benefit created by our Driving Change training programmes in Liverpool and Oldham, and the Revive store in Liverpool. We also used the New Economics Foundation's Local Multiplier (LM) tool to measure the contribution to the local economies of our Bulky Bob's operations.

In the following chapters, we indicate where we had set a target and use images to show how we did.

-  We met or surpassed the target
-  We made some progress but still aim for more
-  We missed the mark

Also included in the report are lots of exciting and relevant things that we didn't set a target for because when we set our targets back in late 2007 / early 2008, we didn't know that they were going to happen. These are indicated by this:

*** STOP PRESS ***

GREAT FOR PEOPLE

FRC Group exists to create opportunities for people to improve their lives

Being Great for People is what FRC Group is all about. We know it's a big motivator for our staff and it's more than just a statement or an aspiration. We are clear on whom we are aiming to help, how we do it and how we know it makes a difference.

How we are great for people takes us right back to the reason the Furniture Resource Centre charity was started in 1988 – to get furniture to people who really need it and to provide training and opportunities for people who are out of work. We do it differently today – on a larger scale and working across a much larger area than when we started in inner-city Liverpool – but the ethos remains the same.

This chapter addresses how we are great for people in need of good quality furniture and long-term unemployed people who need an opportunity to gain skills and experience. The *“Great Place to Work”* chapter gives more information about the people who work for FRC Group.

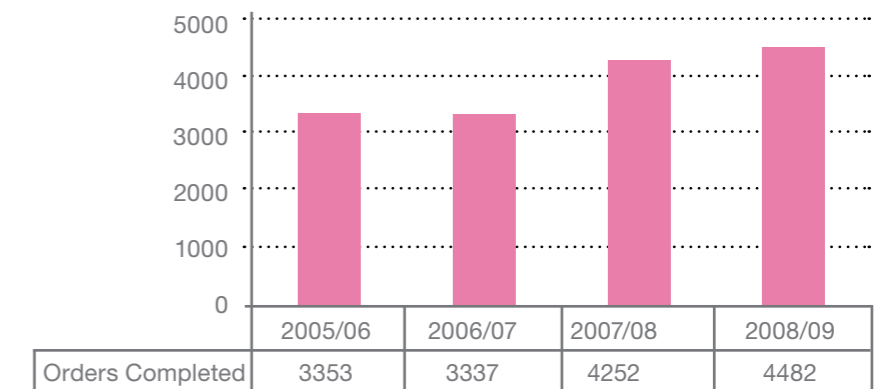
In 2008/09 Furniture Resource Centre delivered 4,482 orders for furniture, appliances, household items, carpets and curtains. Our group of active customers (customers placing an order with us within that financial year) increased from 112 in 2007/08 to 128 in 2008/09, and our customer base became more diverse.

The furniture we supply makes a big difference to the people who are the end users, whether they are a family moving into a housing association tenancy with no furniture of their own or asylum seekers who fled their home country or homeless people moving to living independently.

The service we provide through Furniture Resource Centre reaches people across the UK and it is not just the furniture that

Great for People who need furniture Furniture Resource Centre

Furniture Resource Centre Orders Completed



we provide but also the customer service that tenants receive from our delivery crews which makes a difference to the people we come into contact with. We frequently receive compliments from our customers and their tenants about the helpfulness and courtesy of our delivery staff. Often the tenants are vulnerable people with additional needs and the responsive service we give demonstrates our commitment to being truly great for people.

“All the drivers were helpful and efficient when they deliver but they are also very respectful to the customers that they service, which is a breath of fresh air”
Sammi Mughal, Homeless Hostel Manager, Rochdale MBC

We are driven by our commitment to being Great for People by offering the best service we can to the end users of the furniture we provide. An area of work

which has increased in 2008/09 is the amount of in-depth consultation work we do with tenants when we are establishing different customers' needs.

Our staff facilitate interactive sessions with tenants to enable them to have an input and exercise their choices over the items they will ultimately be using. This is something that the tenants themselves and also the housing association that is providing the furniture both appreciate.

We held 10 sessions where we consulted directly with tenants about the furniture to be supplied. These sessions were run for 9 of our customers, supplying furniture in a range of settings including furnished tenancies and sheltered accommodation.

One of these customers was Adullam Housing. John Cox, Operations Manager had this to say about the consultations *“...service is excellent. For residents to go*



in there, they can see the quality of the furniture that they can access themselves in the future."

Knowledge of our customers and their tenants is essential if we are to offer them a responsive service. In April we held a training session for 8 members of staff facilitated by Refugee Action to give a greater insight into the needs of refugees and asylum seekers.

In addition to the core service, delivering packages of furniture and other items that make a house into a home, Furniture Resource Centre has developed additional projects and services in recent years.

We continue to offer **amovingexperience** to our customers who need to provide a moving service for people who are vulnerable or who are moving as a result of the housing market renewal building work that is happening in Liverpool. This is a small scale activity which provides a niche service

particularly for the more vulnerable tenants. In 2008/09 we carried out 13 movingexperiences, compared with 39 in 2007/08. We have not proactively marketed this service and consequently we have seen a reduced demand.

***** STOP PRESS *****

Fresh Start is a pilot project that we ran in 2006/07 with Liverpool Housing Trust's Field Lane hostel for single men. The project aimed to create a solution for the problem that occurs for many people when they are offered an unfurnished tenancy but do not have even the basic furniture items to be able to live in it.

Most people in this situation apply for a Community Care Grant but even if they are successful, this can take several weeks to come through. If they do not move into the new tenancy they can not claim housing benefit and therefore build up rent arrears. The choice is either to live in a property without essential furniture or to stay in

the hostel and accrue rent arrears for an additional property they are not living in.

The Fresh Start project enabled people in this situation to immediately access essential furniture. We gave a choice of either 'pre-loved' furniture from our Revive store or new furniture on credit which was to be paid for once the Community Care Grant was received. The project was a success in that it helped the 10 individuals maintain their tenancies but there were unintended negative consequences in that the credit was not repaid and that some of the men disengaged with their floating support services as they connected it with the debt they owed for the furniture. Furniture Resource Centre cancelled the debt and gave the furniture as donations in this case.

We are still committed to finding ways to support people making the transition from homelessness to tenancies but the Fresh Start model needs to be reviewed. Our activity in 2008/09 has been to carry out research with the intention of further developing the model. In May 2008 a piece of research was carried out by Darren McCormack, a former Director of Tearfund who completed a short internship with FRC Group. The findings of this research will be taken up in 2009/10 to prepare a new pilot programme.

Target:
Identify the Social Return on Investment with two more major customers



FRC Group has previously worked with Yorkshire Metropolitan Housing Association to establish the social return on investment created by their furnished tenancy programme. Social Return on Investment continues to be an important area of work for FRC Group but this year we did not meet the target to carry out studies with more major customers.

Bulky Bob's and Revive

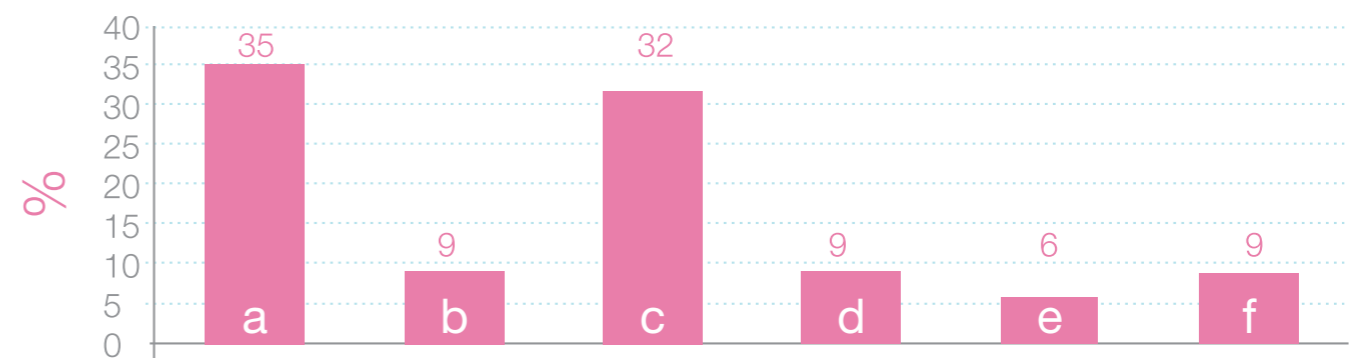
We also get furniture to people who need it through Bulky Bob's and through Revive in Liverpool. These two businesses work closely together to maximise the good quality furniture and appliances that are available to be reused and to prioritise reuse by people on low incomes.



This year Bulky Bob's Liverpool sent 5,761 furniture items to Revive to be sold as 'pre-loved' furniture.

Revive aims to attract shoppers from all sections of the community. The store has a central location in Liverpool city centre on a high street with other bargain furniture shops. The store is attractively laid out and our staff provide excellent customer service.

Does coming to Revive give you any of the following?



- a. Gives me somewhere I can afford the prices
- b. The only place I can afford the prices
- c. Makes my money go further
- d. Helps me to furnish my house more quickly than if I went elsewhere
- e. Lets me purchase items that I wouldn't have been able to get elsewhere
- f. I like the fact that Revive reuse furniture that otherwise might have ended up in Landfill

Customers buy from Revive for a number of reasons. In our customer survey, 66 customers commented on why they buy from Revive. 81% gave a reason linked to the affordability and the products we supply.

Anyone can buy good quality furniture at low prices in Revive, but through our pricing structure we target the people most in need. **A 10% discount on the price is given to people on low incomes, defined as people in receipt of benefits, pensioners and students.** A larger discount of 20% and a free delivery service are given to customers who come to us through a network of referral agencies. These referral agencies are organisations such as the Citizens Advice Bureau or organisations working with homeless people or those suffering from domestic violence.

Target:

84% of Revive customers to be from low-income households –

79% were from low-income households



Target:

Calculate the Social Return on Investment of Revive



Social Return on Investment (SROI) measures the social and economic value gained compared with the level of investment and is based on accounting principles. Revive and Bulky Bob's are part of the same cycle of social value creation and it is appropriate to analyse them together.

Using SROI as an analysis tool enables us to better understand where and how social impact is created. The method is focused around understanding what matters to stakeholders, so it values what stakeholders value.

Use of SROI as a measurement tool is not yet widespread and whilst there are some common principles, there is not

were to customers who received either the 10% or 20% discount. Revive would not be making as much social impact if a small number of customers who could more arguably afford to shop elsewhere were responsible for a disproportionately large amount of our sales.

The proportion of our Revive customers from low-income households has been declining in recent years, from 89% in 2005/06. To ensure that the furniture is reaching the people in need of good quality low-cost items, we need to make certain that all of our customers are aware of the pricing structure and to work with support agencies across Liverpool to raise the profile of our discount structure. We will do this in 2009/10.

yet a standard approach to applying the principles nor is there a databank of information available. The ratio of return that is produced is unique to the activity that has been analysed, so it is not possible to compare the ratios of different organisations or activities.

This year we conducted a combined SROI analysis for Bulky Bob's Liverpool and Revive. We found that for every £1 invested through the sales of pre-loved furniture in Revive and the creation of training for long-term unemployed people through Bulky Bob's, a social return valued at £2.49 was created.

*****STOP PRESS*****

A new pilot project was developed in March 2009 to help people in crisis situations who are in great need of furniture but do not have any money at all to purchase items. Working with Liverpool City Council's Children's Services, we set up a small scale furniture donation programme to provide essential items at no charge to families being supported by their Crisis Support Teams. These are families living in extreme circumstances whose children are at risk.

Sourcing much needed furniture is often an initial part of the work of the social worker but this can be time consuming and difficult with no budget to purchase new items and no access to transport to deliver any items to the family. The arduous task of finding furniture caused a delay in the social worker beginning to work with the parents on the underlying issues in the family.

In March we began to pilot a voucher system through which families were given a voucher listing the furniture items they required which they could take to



the Revive store, choose the furniture from the shop floor and then arrange for a delivery to their home. This model removes any stigma associated with handouts of furniture, gives the family the freedom to choose their sofa or wardrobe and provides an easy solution for the social workers enabling them to focus on their work with the family.

We gave 5 vouchers for referrals in March. Four of these were used to supply a total of 11 furniture items and we received good early feedback from the social workers and the families.

"[The family] was very pleased with the furniture that she received and was

happy to go to Revive to choose the items. The family are delighted that they are no longer "living out of bin bags" and searching for items of clothing every day as they would still be doing without Bulky Bob's and Revive. [The family] was pleased with the speed of the referral and the prompt delivery and says that it could not have been easier." Family Support Worker, Liverpool City Council

We need to make sure that the families fully understand that the furniture they will be able to access is 'pre-loved' furniture and that the small number of new furniture items we sometimes sell in Revive will not be available as part of the donation. The pilot will be reviewed later in 2009/10.

In Oldham, Bulky Bob's provides furniture directly to people, selling and donating 'pre-loved' furniture directly from the Bulky Bob's warehouse rather than through a Revive store. This is on a smaller scale than in Liverpool. **In 2008/09 we sold and donated 1,318 'pre-loved' furniture items, compared with 1,208 in the previous year.**

In contrast with how Bulky Bob's Liverpool operates, our contract with Oldham Metropolitan Borough Council (OMBC) prevents Bulky Bob's Oldham staff from collecting items of furniture from inside people's houses. As a result all furniture is left outside and there is a significantly higher level of weather damage to items, so less furniture is good enough for reuse. This is something we are working with OMBC to address.

We would like to make improvements in the service we supply to people in Oldham in need of good quality furniture though. We will bring our data collection on sales of items in line with the system in Revive so we can better understand who is buying and receiving furniture. We will also investigate the opportunities for a Revive store in Oldham and run events such as Revive on the Road where we take furniture sales in to venues in communities.

GREAT FOR PEOPLE WHO ARE LONG-TERM UNEMPLOYED

Providing opportunities for people who are unemployed to undertake training and work experience has been a central part of FRC Group throughout its history. 2008/09 was an eventful year for FRC Group in which we continued to expand the range of opportunities we provide and received national recognition for our successes.

This year we ran two training programmes – Driving Change and Warehouse Training.

Driving Change is a 12-month programme for people from long-term unemployment who work within Bulky Bob's to gain the skills, experience and qualifications needed for a career in the logistics industry.



Driving Change

Driving Change – Qualifications available

LGV Class II Licence or Car Licence

Manual Handling Certificate

First Aid Certificate

Equal Opportunities Training

SAFED (Safe and Fuel Efficient Driving) Training

Tachograph Training

Numeracy and Literacy Training

Job Search Training

Forklift Truck Licence (Counterbalance and Reach)

or

ADR Licence – Carriage of Hazardous Goods by Road

or

HIAB Licence – Loader Crane

In 2008/09 we had a total of 38 trainees on Driving Change programmes. To ensure that our training programmes deliver the outcomes that are intended, we set a range of targets relating to the performance we are looking for. The table below shows the performance against these targets for the participants of Driving Change in Liverpool and Oldham and for the Warehouse trainees in Liverpool.

This year was one of many successes for our Driving Change training programme. 38 long-term unemployed people were employed on the 12-month training programme and their hard work and commitment is shown in their many achievements.

Between April 2008 and March 2009, 4 of our trainees passed their LGV Class II

Licence. All passed first time. **Three of these trainees had been recruited onto the training programme without a car licence. To pass not only the car theory and practical tests and the LGV Class II theory and practical tests in 12-months is a fantastic achievement.**

Three of our trainees who came to us with no driving licence passed both the car licence and the LGV Class II licence within their 12 months at FRC Group.

A simple code is used to indicate whether we missed the target 🙅 came close 👉 or achieved our goal 👍. The 2007/08 performance, relating to Driving Change, is in brackets.

	Liverpool Driving Change	Oldham Driving Change	Warehouse Training	Overall
Number of participants	24	14	7	38 (41)
Number of intakes during 2008/09	2	2	2	4
75% of all leavers into employment or further training	75% 👍	57% 🙅	57% 🙅	69% 👉 (77%)
89% of completers into employment or further training	75% 🙅	57% 🙅	80% 👉	71% 🙅 (85%)
Average number of qualifications gained per trainee (target = 5)	5.2 👍	4.2 🙅	2.1 🙅	4.2 👉 (4.1)
60% first time pass rate car licence	50% 🙅 (66%)	66.7% 👍 (33%)	NA	57% 👉 (50%)
60% first time pass rate LGV licence	100% 👍 (25%)	100% 👍 (0%)	NA	100% 👍 (20%)
89% Retention rate	96% 👍	100% 👍	71% 🙅	93% 👍

The performance against our targets reflects the current economic situation – our trainees are working very hard, are committed to the training programme but have found it more challenging to find work when the programme comes to an end. To respond to the recession, trainees received an extended Job Search training module which began earlier in the programme than in previous years and we have also been working pro-actively to engage with potential employers – one example of this has been to make contact with the recruitment lead for Tesco Home Delivery in the North West.

The recession also affected how we recruited for trainees. For the first time we invited our funders and other partner agencies along to the recruitment day to meet our candidates. All candidates signed up with partner agencies such as Working Links and Jet, meaning that unsuccessful candidates have a link to continued support to assist them to find employment elsewhere.

We recruit trainees to be either Loaders (they will take their car licence) or Driver / Loaders (they already have the car licence and work for the LGV Class II licence). By setting a target that 50% be working towards the LGV Class II licence we are aiming to increase the overall number who achieve that qualification – the pinnacle

of the qualifications available in the programme and also the achievement that opens the door to a new career as a professional driver.

“The training I’ve had has been a real challenge to me but a positive one...it’s opened up a new phase of my life” Driving Change Trainee, Liverpool

“I’ve got new qualifications and learned lots working here” Driving Change Trainee, Liverpool

*****STOP PRESS*****

The achievements of the Driving Change trainees during 2008/09 made it a great year but the icing on the cake came in October and December when Driving Change was awarded first the North West Regional Award for Best Training Programme in a Medium Sized Company and then the overall UK prize in the same category at the UK Skills National Training Awards. Beating more than 200 other entrants in this category at these most prestigious awards in training circles was a fantastic accolade. The judging panel described Driving Change as ‘truly inspirational’ and have asked Collette Dunning, People & Learning Manager to be a National Training Awards Ambassador.

Warehouse Training

- Warehouse Training – Qualifications available
- Forklift Truck Licence (Counterbalance)
- First Aid Certificate
- Manual Handling Certificate
- Health & Safety Certificate
- Equal Opportunities Training
- Numeracy and Literacy Training
- Job Search Training

*****STOP PRESS*****

In 2008/09 we had a total of 7 trainees on Warehouse Training, a 6-month programme that was launched in February 2008. The programme builds on the expertise we have developed in delivering the Driving Change programme and enables us to offer opportunities to people for whom Driving Change is not suitable either because of age, basic skills or a history of offending. The Warehouse Training programme offers people from the age of 18 upwards, who may have low basic skills an opportunity to start a career in warehousing. The work is based within our premises which means these posts are not subject to a Criminal Records Bureau (CRB) check, whereas the Driving Change trainees need to have a CRB check as their work often involves them collecting furniture items from within people’s homes.

The trainees on this Warehouse Training programme worked in the Furniture Resource Centre and Bulky Bob’s warehouses as well as in our Revive store to gain skills and qualifications relevant to warehousing. Warehouse Training has a lower basic skills requirement than Driving Change as there is no driving training and no associated theory tests. We are also able to take people from more challenging backgrounds on to our Warehouse Training programme, such as ex-offenders. All of our Driving Change trainees must have a as The Warehouse Training programme has been a great success for the participants and also for FRC Group. It has expanded the type of training we offer and the people who can access it. We want to build on this next year and develop training opportunities in other areas of FRC Group.

“One of the best places I have ever worked in, the people are really nice” Warehouse Training Trainee, Liverpool

For a number of years FRC Group has been committed to ensuring that the training opportunities we offer are available to people who are under-represented in driving and warehousing jobs within the logistics sector. As a result we have set ourselves targets for the percentage of our trainees who are from black and minority ethnic communities and those who are women. We know that these are stretching targets and despite missing these targets overall there have been some areas of our operations where we have hit the mark or come close.

	Liverpool Driving Change	Oldham Driving Change	Warehouse Training	Overall
33% of trainees to be from BME groups	25% 👎	14% 👎	29% 👉	22% 👎 (24%)
10% of trainees to be women	0% 👎	14% 👍	0% 👎	4% 👎 (5%)

Looking at these statistics, it is clear that for the most part we have not met our targets. Our approach is to actively encourage applications from women and BME groups, by working with community organisations to raise awareness of the training we offer. Through our recruitment process we select people with the right attitude and commitment to a career in logistics.

This year too few of our 38 recruits have been from BME groups and women. We are very proud of what we have achieved as these are stretching targets. We set ourselves these targets to keep our focus on encouraging diversity and offering opportunities to people from groups that are underrepresented in

driving and warehousing jobs.

National statistics produced by Skills for Logistics report that 9% of workers within the logistics industry are from BME groups. Against this, our recruitment of 22% of our trainees from BME groups is very good.

Employment of women in logistics is 26% overall including all areas – managerial roles, clerical role, warehousing, postal services etc. Women make up only 11% of the most appropriate grouping – Freight Transport by Road. This benchmark sets our target in context and whilst we are underperforming in this area, we will continue to work towards improving how we are doing.

	Liverpool Driving Change	Oldham Driving Change	Overall
50% of all trainees to be taken on as Driver / Loaders	63% 👍 (60%)	21% 👎 (29%)	47% 👉 (50%)

“Driving Change” won the UK Skills National Training Award 2008



Social Return on Investment

Since 2005/06 we have used the Social Return on Investment (SROI) tool to measure the value of the social impact created through Driving Change. This year we combined the analysis of the social benefits of both Driving Change and our Revive store. These two activities are part of the same process of social change that results from the Bulky Bob's Liverpool service and the SROI analysis looks at both impacts together.

This analysis measured the value created as a result of training long-term unemployed people, giving them qualifications and experience as well as the benefit from selling good quality 'pre-loved' furniture in Revive. We found that for every £1 invested a social return valued at £2.49 was created. Being Great for People who are long-term unemployed is not just about the trainees who are on training programmes during the year. We keep in touch with the ex-trainees who have left for a twelve month period after they leave, to find out how they are doing and to monitor the impact of the training programme.

In total we sent out 73 follow up surveys over the year and we received 31 returns. This is a return rate of 42% (30% in 2007/08). 58% (80% in 2007/08, 81% in 2006/07) of the responding trainees were employed and a further 6% were not employed at the time of the survey but had had a job since leaving FRC Group. This is a significant reduction on the performance in previous years which reflects the change in the national labour market as a result of the economic downturn.

In addition to measuring the outcomes for



ex-trainees in terms of employment, we also ask about the other differences the training programme has made to them. 100% of respondents felt that their motivation, team working and communication skills had improved whilst they were at FRC Group (100% in 2007/08).

Ex-trainees gave these comments as part of the follow up survey:

"The training and qualifications gained at FRC will help me get a job because I have sent my CV to QVC and they said that they were pleased with my CV and I've got an interview."

"I would like to thank FRC Group for this great opportunity that they gave me, I'm really grateful, I wish all the best to the employees at FRC. Thanks again."

"Thanks for giving me the opportunity to work for such a great company."

"I have only left the company for just over a week. I believe this is why I haven't a job yet, but I have the highest confidence in getting something soon down to the skills I

have learnt from being employed there."

Retail Routes placement programme

STOP PRESS

We secured funding through Riverside Central Community Chest Fund to develop a new placement programme to be delivered in 2009/10. Retail Routes will offer young people from a supported accommodation project an intensive 3-month programme in retail and customer service. Participants will gain real experience of working in a retail environment at our Revive store as well as qualifications in Health and Safety, Retail Operations and Customer Service.

This will further extend the range of training opportunities we offer across FRC Group and the groups of people that are able to take part. In 2009/10 we wish to further extend the scope of the meaningful training and work experience opportunities we can create.

Improving Trainee's Health

STOP PRESS

The main intention of our training programmes is for people to gain skills, qualifications and experience that will better prepare them to find a job and ultimately a career. We know from anecdotal feedback from previous trainees that a secondary benefit experienced by trainees is an improvement in their health. This year we started working with Liverpool Primary Care Trust to begin to understand what change in people's health is created. The information we gathered this year was to set a starting benchmark with the trainees who started on Driving Change in Liverpool in 2008. We will gather information from these trainees when they finish the programme in 2009. This information will start to provide quantitative data about the impact on trainees' health.

Work Placements

Alongside the various training programmes we offer, we also provide work placements for people. For a variety of reasons a full-time training programme is not always the best entry back into work for some unemployed people so we also offer short unpaid work placements to provide a chance to develop some work experience, communication and team working skills and to gain a reference. These placements typically last between 2 and 10 weeks.

In 2008/09 69 people took part in work experience placements, 30 in Liverpool and 39 in Oldham. Work placements are purposefully flexible to suit the needs of the individual and can vary from a few hours to many full days. People are referred

for work placements from a number of agencies including North Liverpool Community Justice Centre, Business in the Community, Merseyside Fire Services, Local Solutions, Oakmere Community College, Prince's Trust, Rothwells, School placements, Sysco, TNG

The impact of work placements is less clearly categorised than the outcomes from our long-standing Driving Change programme but we receive good feedback from the participants and the support agencies that refer people for placements.

"Before I started my placement with Bulky Bob's, I had been unemployed for five years and was struggling to find work as an ex-offender. Now I have qualifications, work experience and the confidence to pursue a career in warehousing. This has increased my quality of life by knowing that I can provide for my girlfriend and baby daughter."

Ian Curran, referred through Business in the Community

After joining us on a short term work placement through Business in the Community, Ian was recruited on to our Warehouse Training programme. He completed the programme and gained 4 qualifications. Ian had previously been out of work for more than 3 years and after finishing his training programme, FRC Group employed him as a temporary member of staff for six months.

"Bulky Bob's are playing a key role in making the Business Action on Homelessness Programme a great success on Merseyside. Their role is invaluable as they are one of very few employers who don't shy away from giving opportunities to our most challenging clients. Due to their continued support one of our clients is now in temporary employment, with bright prospects opening for his future."

Alison Gibney, Ready for Work Manager, Business in the Community

Placements work when there is the appropriate work for the individual to complete and when all parties – the participant, the referring support agency and FRC Group are all committed to creating the most beneficial experience. We work hard to make this happen by building relationships with referral agencies to ensure that the referrals they make are for people for whom this will be a fruitful placement. A sign that we are getting it right was the recognition given to Mick Hart, Deconstruction Supervisor who provides supervision for many of the placements in our Liverpool Bulky Bob's operation, when he was named as Business in the Community's Supporter of the Year.

Targets 2009/10

- Increase the number of Revive customers by 5%
 - Achieve 84% of Revive customers from low income
 - Achieve 8% of Revive customers from referrals
 - Develop a Revive Bursary project to support an increased level of furniture donation
 - Hold Revive on the Road events in Liverpool and Oldham to take sales of 'pre-loved' furniture out in to the community
 - Review 'Fresh Start' project to develop a refined model and launch a new pilot programme
- Assess training needs for staff around FRC Group's areas of social impact
 - Training programmes
 - 50% of Liverpool trainees to be working towards LGV Class II Licence
 - 42% of Oldham trainees to be working towards LGV Class II Licence
 - 75% of all leavers into jobs
 - 89% of completers into jobs
 - 83% LGV Class II licence pass rate
 - 83% Car licence pass rate
 - 89% retention rate for trainees
 - 25% of trainees to be recruited from BME groups
 - 10% of trainees recruited to be women
 - 89% of trainees to have six weekly reviews
 - Start our new Retail Routes project by end June 2009
 - Work with The Big Issue to offer placements to them by February 2010



BEING GREAT FOR THE PLANET

In everything we do we strive to reduce the negative impact of our work on the environment whilst continuing to operate our commercial activities which create social benefit. In practice that means that we control our negative environmental impacts through an environmental management system (EMS) which covers all FRC Group activities.

Environmental Management System (EMS)

In June 2008 our EMS was accredited by an external body for the first time. Since 2007 we had been working towards achieving the BS8555 standard which is a staged accreditation designed to assist small and medium enterprises in working towards the internationally recognised ISO14001 certification. FRC Group's EMS had been operating for some years but was reviewed, improved and updated to achieve the certification for BS8555 Phases 1-3 in June 2008.

Target:
Embed BS8555 procedures 

Target:
To achieve 100% legal compliance in all internal reviews and external audits by March 2009 – 

Achieving 100% legal compliance will be a standard target for FRC Group. However, the system of internal legal compliance checks was not in place by March 2009. It will be put into place in early 2009/10.

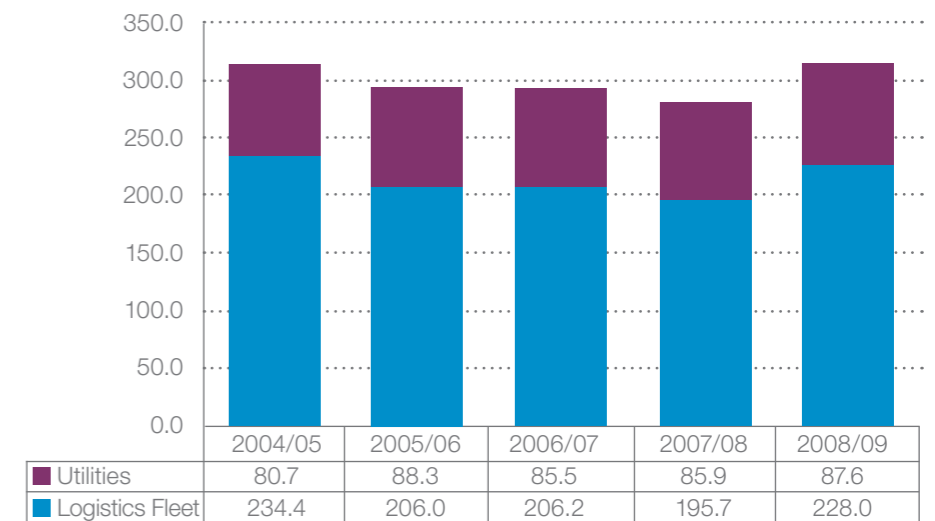
A key feature of the EMS is that it identifies which are the most significant ways in which we impact on the environment. This focuses attention on where we can make the most impact, and for FRC Group there are two main areas of focus for our EMS. The first is our carbon footprint which is the carbon

dioxide emissions created as a result of using fuels to heat and light our various premises, and the fuel we use to make the many thousands of furniture deliveries and collections carried out by Furniture Resource Centre, Bulky Bob's and Revive every year. The second significant aspect is how we manage the municipal waste we collect through Bulky Bob's and the waste we generate through the commercial activity of Furniture Resource Centre, Revive and FRC Group overall.

Carbon Footprint

FRC Group measures the overall carbon dioxide equivalent (CO₂ e) emissions created by the use of fuels (gas, electricity and diesel) to heat and light its premises and to power its vehicle fleet. In 2008/09, total CO₂ e emissions were 315.6 tonnes¹. This is an increase in the overall quantity of emissions in 2007/08 of 34 tonnes or 12%, which compares favourably with the increased level of activity in the business. Whilst the levels of activity in Bulky Bob's and Revive remained comparable with 2007/08, there was a 38% increase in Furniture Resource Centre sales in 2008/09. We use normalised measures of CO₂e emissions to compare emissions with activity levels.

FRC Group CO₂ e Emissions



Our overall emissions have increased to their highest level.

¹ CO₂ e emissions are calculated by using standard conversion factors published by DEFRA to convert the amount of different fuels we have used into a CO₂ e figure. In 2008/09 a revised conversion factor was issued for both electricity and gas to more accurately reflect the carbon dioxide emissions resulting from standard gas and electricity supplies. These most up to date conversion factors have been used to calculate the 2008/09 emissions and have also been applied to the 2007/08 fuel use data to show a more accurate comparison with the 2008/09 performance.

Target:

Maintain performance on use of electricity and gas at 2007/08 levels –

2% increase in usage



The CO₂e emissions from utilities at our three premises are 87.6 tonnes. This is an increase of 2% on the 85.9 tonnes emitted in 2007/08.

The increased emissions resulting from our fleet of vehicles are the main reason that our overall carbon emissions have increased in 2008/09. The emissions from our logistics fleet were 228 tonnes in 2008/09. A small proportion (4.8%) of the fuel used by our logistics fleet is a biodiesel made from a waste source – used industrial cooking oils².

The largest contributor to the overall increase is the emissions created by Furniture Resource Centre which produced 27 tonnes more CO₂e in 08/09 than in 07/08, an increase of 32%. We expected Furniture Resource Centre to produce increased emissions as there has been a 38% increase in sales during the same time.

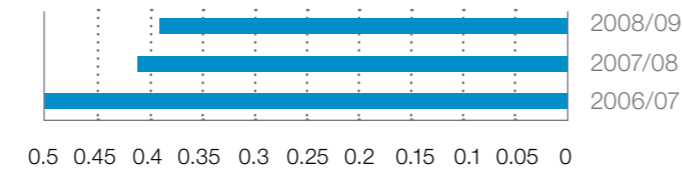
In addition to measuring the overall emissions, we also look at emissions compared against the level of business activity. By comparing the CO₂e emissions produced per £10,000 sales we can consider whether the 'carbon intensity' of our activities has been maintained, improved or declined.

An improvement in performance in this area results in the number of tonnes produced per £10,000 sales reducing. Therefore, we wish to see a trend in the graphs of a reduction of the amount of CO₂e produced.

² In our emissions calculations we have applied a conversion factor of 0 in our calculations of the CO₂ produced when a litre of biodiesel is used. This is based on the assumption that the net amount of CO₂ released in to the atmosphere is zero because any CO₂ produced is part of the current carbon cycle rather than carbon dioxide that has been stored as a fossil fuel and is now being released. Our supply comes from a small scale supplier of a niche product made from recycled cooking oils from the food manufacturing industry. Whilst we are aware that there will be carbon emissions associated with the production of the biofuel we use, for the purposes of this report we have not applied a conversion figure to this as we can not find a suitable proxy for this recycled product biofuel.

Furniture Resource Centre achieved a small reduction in the amount of CO₂e produced per £10,000 sales, with the rate falling from 0.41tonnes in 07/08 to 0.39 tonnes in 08/09.

Furniture Resource Centre Logistics Fleet Emissions (Tonnes per £10,000 sales)



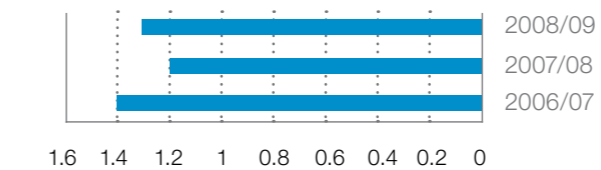
	2006/07	2007/08	2008/09
CO ₂ (tonnes) per £10,000 sales	0.5	0.41	0.39

The contribution of the activities of the Revive and Bulky Bob's fleet to the carbon footprint are notably smaller than Furniture Resource Centre fleet. The remaining 4.3 tonnes additional CO₂e emissions created in 2008/09 compared with 2007/08 not accounted for in the utilities or Furniture Resource Centre fleet, resulted from a small increase (2%) in the emissions created by Bulky Bob's Liverpool and larger increases in the emissions from Bulky Bob's Oldham (7%) and Revive (18%). Bulky Bob's Warrington achieved a reduction of 6%.



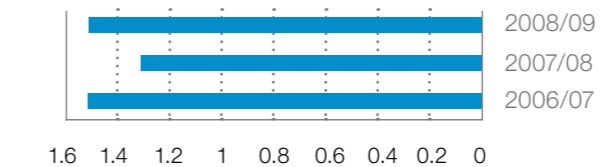
The measure of carbon emissions efficiency for the Bulky Bob's operations is the emissions per 1,000 collections made.

Bulky Bob's Liverpool Fleet Emissions (Tonnes per 1,000 collections)



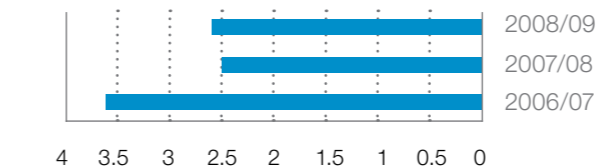
	2006/07	2007/08	2008/09
CO ₂ (tonnes) per 1,000 collections	1.4	1.2	1.3

Bulky Bob's Oldham Fleet Emissions (Tonnes per 10,000 collections)



	2006/07	2007/08	2008/09
CO ₂ (tonnes) per 1,000 collections	1.5	1.3	1.5

Bulky Bob's Warrington Fleet Emissions (Tonnes per 10,000 collections)



	2006/07	2007/08	2008/09
CO ₂ (tonnes) per 1,000 collections	3.6	2.5	2.6



In all three Bulky Bob's operations the carbon efficiency achieved is not as good as in 2007/08 but is better than the 2006/07 levels. Bulky Bob's Oldham was the operation with the largest decrease in carbon efficiency.

Target:

To develop carbon efficiency targets in relation to different business areas by October 2008



We did not put these targets in place during 2008/09. Instead we continued to measure the fuel efficiency in kilometres travelled per litre of fuel used. Specific carbon emissions targets relating to either the number of collections or the value of sales will be put in place during 2009/10.

Target:

All drivers to have received SAFED refresher training by end of March 2009



SAFED training is delivered to all new permanent drivers as part of their induction and further refresher training is delivered to staff throughout the year. This activity is now part of the ongoing driver development in all operations.

Waste, Reuse and recycling

FRC Group creates waste through its business activities and through Bulky Bob's. We also provide waste management services for all of the municipal bulky waste we collect from households under our contracts with local authorities. This waste is managed using the Waste Hierarchy model, prioritising reuse and recycling but where necessary, disposing of elements that can not be reused or recycled. It is appropriate to consider these two waste streams separately – the FRC Group commercial waste we produce and the waste we collect and manage on behalf of local authorities through Bulky Bob's.

FRC Group commercial waste

Target:
To reduce the amount of general waste generated by FRC Group by March 2009

This target was to be redefined following a waste audit exercise. Unfortunately this did not take place in 2008/09. The waste audit will take place in 2009/10 and an action plan to reduce the general waste FRC Group sends to landfill will be written.

Bulky Bob's

Bulky Bob's provides collection, reuse and recycling services for bulky household waste to local authorities. The bulky household waste collected by Bulky Bob's is predominantly furniture and white goods that are no longer required by the householder either because they are

broken or because there is no longer a need for the item.

This year we delivered services to Liverpool, Oldham and Warrington Councils. In total we collected 5,113 tonnes of waste, achieved an overall reuse and recycling rate of 46% and diverted 58,373 items from landfill.

Target:
To achieve 60% diversion from landfill in Bulky Bob's Liverpool

Bulky Bob's Liverpool achieved a further increase in the reuse and recycling achieved, increasing the rate from 50% in 2007/08 to 57% in 2008/09. Our contractual target remains at 30% but our own target for 2008/09 was a stretching 60%. We just missed the mark overall but are very pleased with our performance. In the final three months of 2008/09, we achieved 60%.

Bulky Bob's applies the waste management hierarchy to the bulky household waste it collects, seeking to reuse as much as possible. In Liverpool, the number of pre-loved furniture items sent to Revive was 5,761, an increase from 4,821 in 2007/08.

Target:
To deliver 600 items of furniture to Revive from Bulky Bob's Liverpool each month
480 items delivered to Revive each month

Target:
To achieve 10% diversion from landfill for furniture collected through Bulky Bob's Warrington
– 10%

Target:
To achieve 100% diversion from landfill for white goods collected through Bulky Bob's Warrington
– 100%

Bulky Bob's Warrington continued to achieve the target for reuse and recycling of white goods and also the furniture reuse and recycling target. The contractual target for reuse of furniture items in Warrington is set at a lower level than in our other services. The amount of reusable and recyclable furniture that comes through the Warrington service is significantly less because there is a much wider range of items that we collect, including items that are not either reusable or recyclable such as black bin bags of assorted household waste, sunbeds, lawnmowers. The service is also chargeable to customers which leads to Bulky Bob's collections being used to collect items that can not be reused through other routes.

Target:
To achieve 25% diversion from landfill in Bulky Bob's Oldham

Bulky Bob's Oldham improved on the reuse and recycling rate from 25.4% to 27.8% and increased the items that were reused. This is the most environmentally beneficial way to divert from landfill. In 2008/9 Bulky Bob's Oldham achieved a 13% increase in the number of furniture items that were reused in comparison with 2007/08. The total number of reused items was 1,168.



Waste Electronic and Electrical Equipment

Target:
To increase the number of pre-loved items rescued by Bulky Bob's Oldham to 110 per week

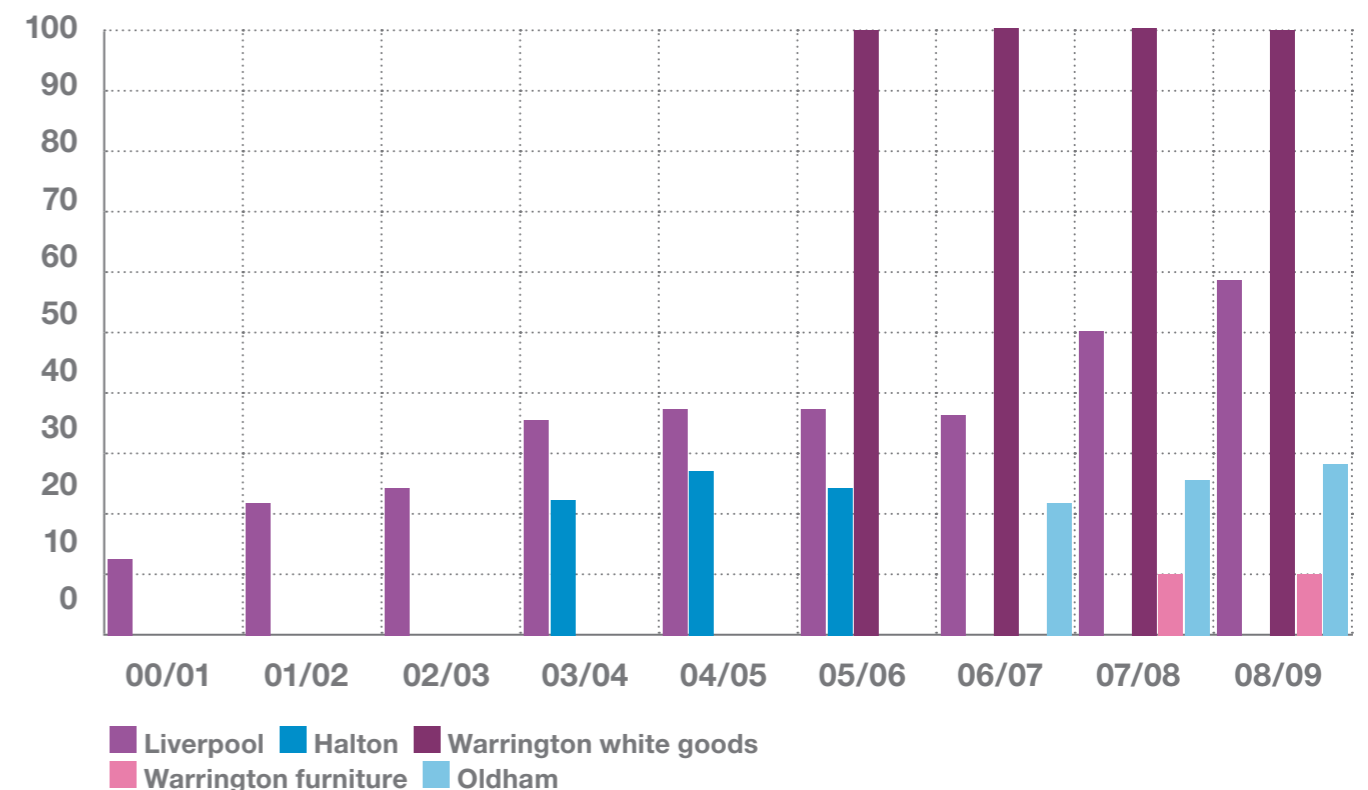
The pilot recycling service that has been running since 2007 continued to operate this year, treating 7,268 Cathode Ray Tube televisions and monitors which are collected through the Bulky Bob's service in Liverpool in 2008/09. Our future aim is to secure a larger contract for CRT reuse and recycling across Merseyside.

Other significant environmental impacts

Target:
Develop a procurement strategy for Furniture Resource Centre

Target:
Develop an impact communication plan (social and environmental) including all stakeholders by December 2008

Bulky Bob's Reuse and Recycling



Target:
Develop a planning tool to ensure that the environmental implications of new projects are considered at the development stage by March 2009



These three areas of work were deferred in 2008/09. A key outcome of the BS8555 work had been to realise that we had set ourselves too many areas of work and been too demanding in our targets. These significant projects will all remain as key objectives in our environmental work plan but will be worked in to the annual action plans in 2009/10 and 2010/11.

Target:
Establish the CO₂ savings brought about by our stock management service



We had set a target to measure the carbon emissions reductions brought about by the stock management service we provide to some customers through Furniture Resource Centre. This service was taken up by a small number of our larger customers in recent years. It brings back into stock items that they have purchased but that are not currently being used by their tenants. The service cleans, does minor repairs and stores the item until another of their tenants needs it. This prevents the customer from having to dispose of an item only to buy a similar new item some weeks or months later.

The stock management service we provide has actually reduced significantly in 2008/09, primarily because one large customer stopped using it altogether and another found that it was not meeting their needs. More and more often the items being assigned for stock management were not suitable to be reused again and so were disposed of. The customer would therefore have to purchase a replacement item.

Stock management is only a small area of Furniture Resource Centre work and this piece of work to measure the CO₂ savings was not considered to be a high priority.

Training

Target:
Deliver environmental awareness training to 100% of staff by December 2008 –



89% of staff received environmental awareness training

Target:
Deliver environmental awareness refresher training to 100% of staff by March 2009



An introductory level environmental awareness training course was developed and delivered to 86 staff in 2008. The course provides an introduction to the main environmental issues and how FRC Group works to minimise its environmental impact. This course will form part of the induction for all new starters in the future.

Target:
Deliver environmental responsibilities training to 100% of staff by December 2008



This training was postponed to be developed and delivered in 2009/10. This was due to reduced staff resources to work on this area of work in the immediate period following the restructure of the Impact / People & Learning responsibilities.

In addition to this basic training, 9 team leaders and managers received further training covering wider principles of sustainability.

All drivers within FRC Group received basic / refresher training in Safe and Fuel Efficient Driving techniques.



Environmental Awards

Our commitment and performance in environmental issues was recognised this year in the awards that we won. FRC Group won the Community Stewardship Award at the Groundwork Merseyside Awards 2008 and Bulky Bob's won the Environmental Innovation & Technology award at the same event. Bulky Bob's also received national recognition, being Highly Commended in the Target Success category at the 2008 National Recycling Awards.

2009/10 Targets

- Achieve CO₂ e emissions from gas and electricity use at 2007/08 levels – 85 tonnes
- Achieve CO₂ e emissions performance at:
 - 0.39 tonnes per £10,000 sales (or

£25,600 sales per tonne of CO₂e emitted) for Furniture Resource Centre fleet

- 1.15 tonnes per £10,000 sales (or £8,700 sales per tonne of CO₂e emitted) for Revive fleet
- 1.2 tonnes per 1,000 collections (or 830 collections per tonne of CO₂e emitted) for Bulky Bob's Liverpool fleet
- 1.3 tonnes per 1,000 collections (or 770 collections per tonne of CO₂e emitted) for Bulky Bob's Oldham fleet
- 2.5 tonnes per 1,000 collections (or 400 collections per tonne of CO₂e emitted) Bulky Bob's Warrington fleet

- Achieve Bulky Bob's reuse and recycling targets:

- Bulky Bob's Liverpool – 65%
- Bulky Bob's Warrington – 100% for white goods, 12% for furniture items
- Bulky Bob's Oldham – 35%
- Reduce the amount of general waste generated by FRC Group by 5% by March 2010
- Deliver training on environmental responsibilities to all staff by December 2009
- Achieve 100% legal compliance in all internal reviews and external audits
- Achieve ISO14001 accreditation for the FRC Group Environmental Management System by March 2011

A GREAT PLACE TO WORK

FRC Group was awarded “first class” status in the 2009 best companies index

Our People

There are many people involved in the day to day running of FRC Group – our employees, trainees, volunteers and people on work placements. The breakdown of people working in FRC Group between 2006/07 and 2008/09 was:

	2006/07	2007/08	2008/09
Staff (Our permanent employees)	69	68	62
Trainees (People on time limited salaried training programmes)	31	41	45
Temporary staff (People employed on short term basis)	8	19	37 staff (but 46 occasions of temping)
Work placements (People on short term unpaid work experience placements, typically of 2-10 weeks)	8	62	69
Volunteers (People volunteering for longer than a short term work placement or on an ongoing basis)	1	14	8

Each group of people fulfils a particular role and makes a valuable contribution to what FRC Group achieves. Work placements are only offered to people when there is meaningful work for them to do and they are not used to reduce the numbers of permanent staff, temporary staff or trainees that are required.

Over the course of the year, 6 members of staff started and 7 members of staff left, compared with 14 starters and 8 leavers in 2007/08. Of the 7 staff who left this year, 1 member of staff went to a new job, 1 retired, 1 resigned and 1 was made redundant. 3 members of staff had their contracts terminated.

Of these people who left, 3 should have had exit interviews. The comments from the 2 who had exit interviews about working for FRC Group were

“You are made to feel comfortable and welcome – Loved the place”

And

“The good things about working at FRC have been everything – great people, culture and seeing my team grow”



Our staff are an important stakeholder and our open culture means that we receive informal feedback from staff throughout the year. This year we did not conduct an internal annual staff survey. We took part in the Best Companies Index (more below) and with limited resources we decided to use the information gathered from this exercise rather than ask staff to complete an additional survey. To conduct an internal survey will be a priority for next year.

FRC Group has an open culture and people in the business are frequently asked for their input and ideas. An example of a staff suggestion that was implemented this year was to reward the monthly and annual winners of the Employee of the Month / Year and the most brave, creative, passionate and professional with an additional day on their annual leave entitlement.

For the first time we took part in the Best Companies Index. Taking part in national external surveys like this allows us to benchmark ourselves as an employer and with limited resources this year we hoped that an external survey would provide us with valuable insight and information with the limited time we had.

The Best Companies Index 2009 was based on feedback from 900,000 employees from over 2,000 organisations. The index uses confidential survey answers to measure how fulfilled, motivated and engaged employees are. The scoring considers eight key factors – leadership, pride, personal growth, management, team work, investing in the wider society, being treated fairly and well being.

FRC Group was awarded First Class status and a score of 683.3/1000 on the Best Companies Index.

85% of staff agreed “My organisation makes a positive difference to the world we live in”

90% of staff agreed “My team is fun to work with”

85% of staff agreed “The experience I gain from this job is valuable for my future”

Some of the information we gather from Best Companies was useful and it was an achievement to be ranked as First Class. However, we found that the Best Companies survey was not very well suited to the type of company we are, as it contains a standard set of questions more geared to purely commercial companies which are more able to reward staff through benefits packages and financial bonuses. The index also considers elements such as the number of places on graduate training programmes etc which are not relevant for FRC Group. In previous years we have been involved in the Great Place to Work Index and for future years we need to evaluate which external survey is most appropriate for us.

Diversity

Target:

Publish diversity policy by September 2008



Target:

Annual monitoring system to be in place by October 2008



Target:

100% of staff to have diversity training-
 27% received Equal Opportunities Training



During 2007/08, FRC Group produced a draft diversity policy and an accompanying action plan. We also introduced a monitoring process. For 2008/09 our targets were to progress this work further by publishing a policy and embedding the monitoring system and by delivering training in this area to all staff.

This year we didn't meet any of our targets in this area of work. We are still committed to taking our diversity policy forward to the next stage and to monitoring and reporting on information. Restricted time and resources meant that this work was not completed.

Our Values of Bravery, Creativity, Passion and Professionalism are our beliefs in action. They are central to our identity as a business. We recruit, interview, review and reward our people using these four values behaviours.

All FRC Group people understand what the values mean – they are used in recruitment, induction, team and individual reviews and full staff meetings.

Bravery – Speaking up and raising issues, positive about change, taking on new challenges

Creativity – open to new ideas, learning from others, turning ideas into reality

Passion – having energy and momentum, doing more than expected, showing an interest

Professionalism – world class customer service, fantastic team work, working to high standards

Examples of how we talk about the values are:

Professionalism

World class customer service

I care about my customers' needs and I constantly strive to give them best service possible. I take responsibility for customer issues and own the problem until it is resolved. I make sure that I create a great impression every time I deal with a customer or a colleague.



Passion

Doing more than expected

I delight colleagues, customers and visitors by giving more than was expected. I am passionate about the people that we exist to help. I am always friendly, helpful and welcoming to colleagues, new trainees, new placements customers and visitors.



Creativity

Push new ideas

I push new ideas no matter how big or small. I look at what new things we can do to improve the lives of the people we are trying to help. I suggest improvements both in my area and in other areas of FRC Group and I suggest them to the right people. I don't just do things because 'that's the way we do things around here' but look to see how we can do things better.

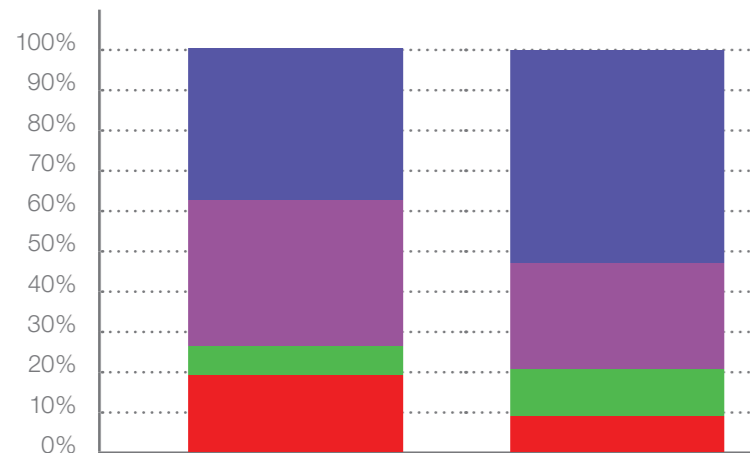


Bravery

Speaking up and raising issues

I speak up and raise issues in my own area and in others. I do this in a positive way and I do it to help improve things. I speak up at team or other meetings and if I have an issue or a question, I raise it with the right people. If I am unhappy about something, or need more information as to why decisions have been made, I raise it.





	2007/08	2008/09
Professionalism	113	152
Passion	113	78
Creativity	21	32
Bravery	58	24

An indication of how the values culture is embedded is the regular recognition of people putting the values into action and being rewarded with a voucher and a hand-written note from their manager or colleague who has nominated them.

Overall 287 values awards were given out in 2008/09, compared with 305 in 2007/08. The proportion of Professionalism awards increased when compared with the previous year. The number of Creativity awards increased from 21 in 2007/08 to 32 in 2008/09.

30 members of staff were nominated for Employee of the Month, 12 of whom were winners throughout the year. FRC Group has one Employee of the Month, chosen from the nominations by the Leadership Team. As well as receiving a voucher and a hand-written note of thanks, the employee of the month is given an additional day's annual leave for that year.

The culmination of the values awards system is the annual awards event. All staff nominate the people they consider as the most brave, creative, professional and passionate and then a panel of members of staff from all areas of FRC Group vote to decide who will win. Four awards are given for the people who have best demonstrated the four values and the ultimate prize goes to the overall employee of the year.



Our overall winner of Employee of the Year was Carol Nolan, Bulky Bob's Administrator who said

"It made me feel very proud to be recognised by everyone else, it was amazing. It was also special because it was FRC Group's 20th anniversary too, I was completely overwhelmed"

The other winners were:

Bravery – John Heraty, Driver Mentor Assessor

Creativity – Caroline Smith, Sales Administration Team Supervisor

Passion – Dave Spicer, Trainee Warehouse Assistant

Professionalism – Gary Myddelton, Driver Mentor Assessor

"I was really pleased to have been picked out and recognised by my work colleagues and felt very proud to win the Professionalism Award"
Gary Myddelton

Target:

Review the validity of our values definitions with staff and redefine them if required

This year we reviewed the language we use to describe the values behaviours to make sure that they are relevant to all staff – old and new. Our target was to review them with staff but this didn't happen so we have awarded ourselves a 🖐️ because we did review the language but we did not consult with staff. After this target was set, the emphasis of the activity changed. What we actually wanted to do was not to change the values but to make sure the language we use to describe them is more 'action' focused and to make it easier for all staff to benchmark their own performance against them.

Our Learning – University for the People

FRC Group believes that your past should not determine your future, but it should instead be your efforts in the here and now that count. To support this, worthwhile professional development training and personal development opportunities at work are crucial. One of the ways in which FRC Group develops its employees is through its onsite virtual 'University for the People'.

The University for the People brings together a timetable across the year of professional training, personal development opportunities and cultural

or hobby related events to inspire people to try something new.

Under the banner of the University for the People, some essential professional development training is carried out. This year four members of staff received continuing professional development training. Two who are working towards the Chartered Institute of Management Accountants training, plus two further employees working towards Chartered Institute of Personnel and Development and the Waste Management Industry Training and Advisory Board qualifications respectively.

This year we ran 465 courses in total. 243 were for trainees, 222 were for staff. 49 of the courses were cultural or hobby related activities. The University for the People also offers opportunities for people to take part in hobby related activities, cultural experiences and healthy living activities outside of normal working hours. This year 26 members of staff took part in these hobby and cultural activities which included tickets to sporting events and concerts, activities such as paintballing and indoor skiing, local history tours including the Mersey tunnels and health and relaxation sessions such as Tai Chi and Indian head massage.

This year we signed up to the Government's Skills Pledge to work towards all of our staff achieving at least an NVQ Level 2 qualification.

This ambition matches with FRC Group's belief that your past should not determine your future and our commitment to the personal and professional development of all of our staff

STOP PRESS

Future Leaders

We are keen to develop people within our businesses to be able to apply for supervisory and management roles in the future as we grow. We developed and ran an intensive course during 2008 to give people the opportunity to gain skills and competencies relevant to leadership roles. 10 people enrolled on the course which included topics such as communication, team working, goal setting. 4 of the 10 starters completed the course and began working towards an NVQ Level 2 qualification in Team Leading. Of the 6 who did not complete the course, 2 withdrew because they decided the course was not right for them and 4 withdrew because they could not dedicate the time.

This was the first time that we had run the course and we allowed people to choose whether it was suitable for them. Next time we will make certain that potential participants have a good understanding of the time commitment and the potential outcomes of the course. We hope that in time the 4 who completed the course will use the skills and experience to move into supervisory and management roles.



STOP PRESS

Talking Heads

We are always looking for opportunities for our existing leaders to hone their skills and expertise and develop themselves as leaders. This year we invited members of our Board to share their approach to leadership with our Team Leaders. The first session was delivered by Graham Morris, Chair of FRC Group Board and ex-CEO of Rolls Royce-Bentley. Graham gave our Team Leaders an insight into his style of leadership and shared with them some lessons he had learned through his career. The 9 participants found the session very worthwhile and we intend to hold further sessions in 2009/10.

Look both ways

Target:

100% of staff to have a How's it Going consultation with their team leader



This year we began a review of our annual performance appraisal system for individuals and teams. Our intention was to make the former "How's it Going?" system more closely linked to FRC Group's strategic objectives so that everyone involved in the business could link their own work to achieving our overall aims.

We postponed the "How's it Going?" reviews that should have taken place this year while the system is revised. The replacement performance review will be called "Look Both Ways" and will launch with training for all staff in 2009/10.

Health & Safety

"There is clear evidence of a well-run organisation that pays high regard to health and safety and places great emphasis on staff development and motivation"

Carl Hope, Liverpool City Council Inspector

Protecting our staff, trainees, volunteers and visitors is hugely important. Our operations include transport, warehousing and waste management and recycling as well as retail and office functions. We set annual performance improvement targets and benchmark against our previous performance. At FRC Group, everyone has a responsibility for their own health and safety and this is communicated to people from their very first day with us.

Helen Halpin takes the lead on health and safety for FRC Group. She is supported in this work by a committee of representatives from different sites and operations. We continue to work with Groundwork Merseyside as our health and safety consultants.

Target:

Reduce the number of personal injuries reported across FRC Group by 5%
Increased by 14%



Target:

Reduce the number of RIDDOR reportable accidents across FRC Group by 10% Reduced from 9 to 8



Across FRC Group we had a total of 41 accidents reported. 8 of these were RIDDOR reportable and were investigated. All of the accidents related to people working in the logistics and warehousing operations and none were related to office based staff.

Although the overall number of accidents increased, we saw a reduction in the most serious incidents – those which are RIDDOR reportable. The increased number of accidents overall is in part related to the higher number of people on short term voluntary work placements. These people receive health and safety induction training from both FRC Group and from the support agency that refers them to us. However, there are a number of factors which result in higher reporting of minor accidents for this group: their lack of experience in the working environment and the fact that we strongly encourage reporting of any accident. We also see a pattern

of reporting of minor incidents as a way to take a break from work activity in the warehouse.

This year we had a particular problems with accidents in our Bulky Bob's Oldham operation where there were 13 accidents, 4 of which were RIDDOR reportable. Three of these are all related to one vehicle accident in which three people were injured. The causes of accidents in Oldham were investigated and addressed with training and disciplinary action. As a result there were only 3 accidents in the first four months of 2009/10, compared with 7 during the same period in 2008/09.

Target:

Report on health and safety performance in different operational areas



Operation	Workforce	Accidents	RIDDOR Reportable Accidents	Accidents per worker	RIDDOR Reportable Accidents per worker
Revive Deliveries	2	1	0	0.5	0.0
FRC Logistics & Warehouse	12	9	2	0.8	0.2
Bulky Bob's Liverpool	20	8	1	0.4	0.1
Bulky Bob's Oldham	13	11	4	0.8	0.3
Bulky Bob's Warrington	3	1	0	0.3	0.0
CRT Recycling	1	3	1	3.0	1.0
	51	33	8	0.6	0.2

The types of accidents are related to either injuries resulting from lifting and carrying items which is an activity running throughout all FRC Group businesses, or cuts resulting from the materials that are being handled – glass, metals, wood.

We measure the working time lost as a result of accidents and illness as a percentage of the total working time available in that month. This year we lost 3.8% as a result of sickness absence and 0.55% from accident related absence.

Target:

Target: Achieve a lost time due to accidents of 0.45% per employee across FRC Group – 0.55%



The amount of working time lost as a result of accidents varies considerably throughout the year, with several months showing no lost time. The annual rate of 0.55% per employee is principally related to the time that was lost as a result of one vehicle accident in Oldham Bulky Bob's which involved three members of staff. All three people involved took time off from work with injuries caused by the vehicle accident.

Target:

Reduce the number of vehicle accidents across FRC Group by 10% Increase of 70%



Overall we missed this target by a significant margin. Unfortunately the majority of the accidents, 14, related to one team – the Bulky Bob's Oldham crew. In all of our logistics operations based in Liverpool – Furniture Resource Centre, Bulky Bob's Liverpool and Warrington and Revive, there were only 3 accidents.

All drivers in Oldham received additional instruction in Safe and Fuel Efficient Driving (SAFED) techniques and we found that most of the accidents occurring in Oldham were down to the poor attitude and behaviour of one particular driver. The situation has been successfully resolved and in the first 5 months of 2009/10, there have been no vehicle accidents in Oldham.

Target:

Ensure all logistics and warehouse staff attend at least one health and safety refresher course



109 staff participated in Health and Safety related training

- First Aid 21
- Health and Safety 24
- Manual Handling Refresher 29
- Initial Manual Handling 22
- Tachograph training 13

Liverpool City Council conducts a Health & Safety audit annually of all operations based at our Liverpool head office.

The main audit visit was carried out in September. No issues were raised as a result of the audit and we were given the highest possible grading for our performance. The inspector, Carl Hope, Liverpool City Council said *"There is clear evidence of a well-run organisation that pays high regard to health and safety and places great emphasis on staff development and motivation"*

Target:

Carry out an internal audit of health and safety procedures across all sites by 31st March 2009



On a rolling programme throughout 2008/09, all procedures were examined. This included a comprehensive review of all risk assessments. As part of this process, we expanded the scope of our health and safety procedures to include specific risk assessments for the various social activities we organise throughout the year and a new requirement for public liability documents to be provided by any potential venues for University for the People activities.

We have found that our customers in Furniture Resource Centre are becoming more stringent on their health and safety procedures. Consequently, the amount of information that is required for a number of customers has increased.

Targets for 2009/10

- 100% of staff to have had Values Refresher Training by end May 2009 to ensure that our staff know exactly what is expected of them in order for us to achieve group strategy

- At least 2 different courses to be offered to all staff monthly through University for the People to give staff the opportunity to try new things and to ensure we remain a great place to work
- Work with new Oldham Coordinator to set up Oldham University for the People by September 2009
- Develop next stage of Future Leaders Programme by end September 2009
- 100% of staff to have annual Look Both Ways by August 2009
- Reduce the number of personal injuries reported by 5%
- Reduce the number of RIDDOR reportable accidents by 10%
- Achieve a lost time due to accidents of 0.45% per employee across FRC Group.
- Reduce the number of Group vehicle accidents by 10%



GREAT TO DO BUSINESS WITH

2008/09 was the year we refocused to lead with impact. For FRC Group, making social change happen is our end goal, reducing environmental impact on the way is essential and running successful businesses creates the activities and opportunities for these good things to happen. In essence, being Great to do Business With is having happy customers. Is it too obvious to state that we want to run great businesses – profitable and with full order books – as well as businesses that a great for our customers?

Furniture Resource Centre

2008/09 was a good year for Furniture Resource Centre, our new furnishings supply business. With overall sales of £2,799,146 (£2,033,652 in 2007/08), Furniture Resource Centre beat its sales budget. We made a total of 4,482 deliveries.

Target:

To increase the sales and profitability of Furniture Resource Centre



Our customer base grew this year by 14% from 112 active customers in 2007/08 to 128 active customers in 2008/09. These are customers who placed an order with us within the financial year. This year we won two significant contracts and made progress in the negotiations of a third. These are large contracts for furniture supply over the next 3 years in the case of the contracts won and 1 year for the contract in negotiation.

As a result of the increased range of customers we are supplying and the increased sales this year and predicted in future years, we made some changes to the operational resource used to manage Furniture Resource Centre. This also had an impact on how we manage our Bulky Bob's Liverpool and Warrington operations (more on this later).

The logistics functions supporting Furniture Resource Centre and Bulky Bob's Liverpool and Warrington are all based at our head office in Liverpool and until this year have been managed by the FRC Group Operations Manager. Responding to the growth in Furniture Resource Centre and

the further growth we predict, this function was separated to create a Furniture Resource Centre Operations Manager and a similar post for Bulky Bob's.

In June 2008 we recruited an experienced manager from another company within our industry and over the course of the year we gradually separated the logistics function into the two distinct activity areas. The purpose of this is to give a more focused service to our customers, with operational managers solely responsible for one business area.

Target:

Achieve 98% delivery right first time



We set this target for 2008/09 to reflect the standard of service we wish to give to our customers. Unfortunately, the management information we can currently access from our IT system can not accurately calculate this key performance indicator. We know, however, that we have not achieved this level of performance. In 2009/10 we will attempt to establish a suitable performance indicator that we can monitor.

Customer feedback comes to Furniture Resource Centre on an ad hoc basis when we receive compliments and complaints from the organisations buying furniture from us. In previous years we have carried out an annual survey of all customers. This year we began to review how we gather feedback from our Furniture Resource Centre customers.

We did not carry out a full survey of all of our customers and will seek to do this in 2009/10. To engage with our major customers we designed a short monthly

survey with 26 of our top customers. The survey was run for the first time in March 2009. 26 of our customers were contacted to ask about the quality of the service they had received. Asked to rank the overall service as "Good", "Average" or "Poor", 85% said the service was good and 7.5% felt that it was either average or poor.

The two customers who felt the service was poor had experienced problems with the flow of information from us about their order and delivery.

This survey will be carried out monthly in 2009/10 to provide a consistent way of engaging with our most regular customers.

Target:

Introduce a formal feedback process with major customers



Another measure of what we are like to do business with is our relationships with our suppliers. We prioritise working with social enterprises and local suppliers where we can. To measure this we have looked at where our suppliers of furniture, white goods and other household products are based. Buying from within our local economy has benefits on an economic and social level, supporting local businesses and people. It also reduces the distance of deliveries from our suppliers to us, helping reduce carbon emissions.

72% of our total expenditure on these products is with companies in the North West and 61% is with companies on Merseyside. These results did not come from a Local Multiplier analysis of Furniture Resource Centre as a whole, but looked at the suppliers of the products that Furniture

Resource Centre purchases to then sell to customers.

Bulky Bob's

Bulky Bob's provides collection, reuse and recycling services for bulky household waste. Loosely defined as household waste which is too large to fit into a wheelie bin, this is predominantly furniture and appliances. Bulky Bob's direct customer is the local authority that contracts with us to provide the service and the end-users of the service are the householders who have their waste items collected.

In 2008/09 Bulky Bob's turnover was £989,025 (£1,050,180 in 2007/08).

How Bulky Bob's has performed as a reuse and recycling business can be found in the Great for the Planet chapter of this report.

This year across all our operations we completed 76,281 collections.

At a time of financial downturn we were affected by unlicensed scrap metal collectors who were collecting items that had been left out for Bulky Bob's before we got to the house. As a result, the number of appliances we collected in Liverpool dropped by 12% on the previous year.

In all our operations the overall number of collections was reduced. In Oldham and Liverpool this was by 7% and in Warrington (where householders pay a charge to use the service) by 9%. This is in line with the economic confidence of consumers which significantly effects how frequently householders will replace furniture and appliances. Confidence peaked in 2007/08 and then plummeted in 2008/09. This pattern is demonstrated

in Bulky Bob's making the highest number of collections in 2007/08 and then seeing demand fall in 2008/09.

A measure of how good Bulky Bob's Liverpool is to do business with is its impact on the local economy. We continue to use the New Economics Foundation's Local Multiplier tool. Setting a scope of a twenty mile radius from Bulky Bob's depot in Liverpool, 74% of our 2008/09 expenditure from the Bulky Bob's operations based at Liverpool (Bulky Bob's Liverpool and Warrington) was within the local economy.

We also studied the expenditure from Bulky Bob's Oldham and found that 66% was within 20 miles of our Oldham depot.

Bulky Bob's Liverpool

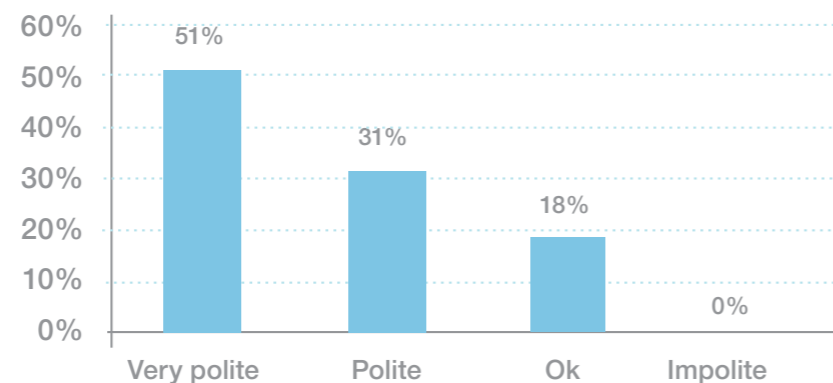
Target:

Engage with local authority and households to receive stakeholder feedback

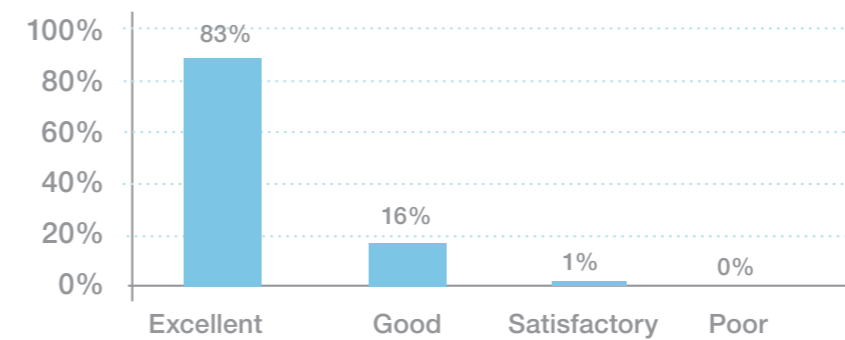


As well as increasing our reuse and recycling rate, we also increased the level of customer satisfaction reported by the Liverpool householders. We surveyed 71 Liverpool householders who had had a recent collection from Bulky Bob's, although not all customers answered all the questions. We asked questions about the quality of the core service and received excellent feedback. 100% of the surveyed customers had received the collection on the day it was booked and Bulky Bob's had collected all the items. We want to deliver a first class service so we also asked customers to grade the staff as either very polite, polite, ok or impolite and received the following feedback from the 45 customers who answered that question:

Were Bulky Bob's staff.....



Overall was the Bulky Bob's service....



When customers go to the effort of contacting Liverpool City Council to pass on a compliment on the service they have received, we know that we've given first class service:

"I just wanted to say a big thank you to those who provide the Bulky Bob's service for the community... They were very helpful... It's nice to know that the items are being either reused, refurbished or recycled and not just going to waste" Bulky Bob's customer, Liverpool

"...the drivers were great and really went out of their way to help..." Bulky Bob's customer, Liverpool

Whilst continuing to deliver high levels of service, we entered in to the early stages of the Liverpool City Council procurement process for the Bulky Household Waste Collection service from November 2009. This began in October 2008 with a soft market testing exercise and continued throughout the year. In March 2009 we were successful at the pre-qualification questionnaire stage and invited to tender.

This procurement process will be a main focus for Bulky Bob's and wider FRC Group personnel in 2009 until the contract award is made in September and then hopefully in mobilising to begin the new contract in November 2009.

Waste Electrical and Electronic Equipment (WEEE)

Bulky Bob's continues to recycle cathode ray tube televisions and monitors collected through the Bulky Bob's Liverpool service. These items are dismantled and treated to prepare for recycling of the various materials.

This work is currently carried out on a small scale and is a potential area of growth for Bulky Bob's in the future.

Bulky Bob's Warrington

We continue to collect white goods and furniture items in Warrington. This contract operates on a smaller scale than Bulky Bob's Liverpool and was affected by similar issues. The waiting time for Warrington householders was reduced from 7 days in 2007/08 to 5 days in 2008/09.

"Thanks to the drivers who collected the goods - I had forgotten to put them outside but they offered to collect them from the garage" Bulky Bob's customer, Warrington

"The whole process was made more bearable by the cheerfulness, promptness and efficiency of the three men from Bulky Bob's. This is an excellent and innovative service" Bulky Bob's customer, Warrington

Bulky Bob's Oldham

In this its third year, the Bulky Bob's Oldham team achieved an increased reuse and recycling rate of 27.8%.

"The Bulky Bob's operation continues to improve year on year and has completely transformed bulky waste collections in Oldham. Last year the diversion rate and the amount of furniture items reused increased."

Su Jones, Business Development Manager, Oldham Metropolitan Borough Council

Bulky Bob's and the local economies of Liverpool, Warrington and Oldham

We have once again used the New Economics Foundation's Local Multiplier tool to examine the amount of the income earned through Bulky Bob's contracts that is spent in the local economy³. The results quoted are the percentage of the contract value that is spent within the local economy of Liverpool, Warrington and Oldham respectively and includes the value of the landfill tax that Bulky Bob's saves each local authority by diverting waste away from landfill.

The results of the local multiplier analyses were:

	2007/08	2008/09
Liverpool	65%	72%
Warrington	75%	101%
Oldham	59%	66%

The impact has increased in all three areas. This is related to increased costs for Bulky Bob's as a result of staff wage increases and also the landfill tax rate rising to £32 per tonne. In the case of Warrington, we demonstrate that the full value of the contract is spent in the local economy and that the value created by diverting waste from landfill actually creates additional revenue for the local area by reducing costs for the local authority.

³ By calculating this expenditure we are using the model to LM2 level and our definition of the local economy is an area covering a twenty mile radius from our depot.

Bulky Bob's Development

Target:

To win contracts to begin 2 new Bulky Bob's operations



The development agenda for Bulky Bob's is set within the framework of retaining the existing Bulky Bob's contracts and winning new ones. The main focus this year has been in retaining the Liverpool contract which was the first contract Bulky Bob's secured in 2000.

Two Greater Manchester local authorities issued tenders for their bulky household waste services – Bury and Rochdale Metropolitan Borough Councils. Bulky Bob's were invited to tender for both of these services. Both of these tendering processes will conclude during 2009/10.

A number of other local authorities have expressed interest in a Bulky Bob's service in their area and negotiations are at varying stages although none of these authorities are ready to go out to a tendering exercise.

Revive

Our Revive store is not like charity shops which raise money to support a cause. Our cause is getting furniture to low income families in Liverpool. We price items cheaply so local low-income households can afford them, seeking only to make enough money to continue to run the store.

This year we served 3,434 customers in Revive, who bought the 5,761 'pre-loved' furniture items that Bulky Bob's rescued for

reuse. We made 1.1% more sales turnover than we had budgeted for the year.

Revive's turnover was £118,527 (£126,619 in 2007/08).

Revive aims to be great for the customers who come to us to buy good quality 'pre-loved' furniture in Liverpool. As part of our customer survey we asked Revive customers about the quality of the items in Revive and the service they received.

39 respondents commented on the quality of the items in the store and the customer service. When asked about the quality of the furniture items on sale, 18% said the quality was excellent and 82% said it was good. No customers felt that the items were of poor or very poor quality.

We also asked about the service given by our staff. 95% said the staff were very helpful and polite, 5% said they were reasonably helpful and polite and no customers said they were not at all helpful or polite.

When asked about the reasons for choosing to shop in Revive, price is the dominant factor. 48% say they choose to shop at Revive because of the price and for the customers who did not make a purchase that day this was because either the product they wanted was not available or they were browsing.



Targets 2009/10

- Establish a regular key performance indicator that measures the quality of service received by Furniture Resource Centre customers
- Gather monthly feedback from Furniture Resource Centre's largest customers
- Engage with local authority contacts and householders to gather feedback on our Bulky Bob's services
- Engage with customers in Revive to gather feedback on the products and service we offer

WHAT HAS HAPPENED SINCE APRIL 2009?

The reporting period covered in this document ended in March 2009 but between then and the early autumn when the report was written there has been plenty of activity and impact. Our mission and core activities remain consistent.

Since April there have been some significant areas of new development for FRC Group:

In October we were officially awarded a new 6 year contract with Liverpool City Council for Bulky Bob's to carry on running the collection, reuse and recycling service for bulky household items. This new contract will see Bulky Bob's increasing the reuse and recycling rates even further.

The numbers of people we can offer training programmes to and also the range of different training opportunities are both increasing. FRC Group has been awarded funding through the Future Jobs Fund which will create 77 training positions for unemployed people in different areas of the business between October 2009 and October 2011.

Plus we continue to work on our existing areas of impact. Highlights of our performance so far include:

Great for People

Furniture Resource Centre is continuing to increase the sales of furniture for use by people around the country. We have embedded a regular customer feedback process with our largest Registered Social Landlord customers and we are doing more and more consultation direct with the tenants who will be using the furniture we supply.

We have made donations of furniture to assist 28 families in crisis who urgently needed furniture and have seen an increase in the proportion of Revive customers who are referred to us and therefore receive a 20% discount on the prices in the store.

Training for people from long-term unemployment has been expanded into all areas of our business. We currently have trainees working in administration, retail and warehousing as well as in the logistics training programmes that we have run for many years.

Great for the Planet

Bulky Bob's is breaking monthly records for the rates of reuse and recycling in all three operations. Oldham has hit 39%, Liverpool is regularly achieving 61% and Warrington achieved a 14% reuse and recycling rate on furniture.

Our environmental management systems are being strengthened further as we are now working towards gaining the ISO14001 accreditation.

We are performing well against our carbon dioxide emissions targets at this early stage in the year.

A Great Place to Work

Look Both Ways, a new performance appraisal for individuals and teams has been launched. The first appraisals have been completed and staff have given feedback that it is clear and easy to use.

In the first 5 months of the year, 165 values awards have been given to staff, compared with 141 at the same time in 2008.

An important success has been the improvement in Health & Safety in our Oldham team, where in the first five months of this year there were no vehicle accidents and only 3 accidents, none of which were serious enough to be RIDDOR reportable.

Great to do Business with

Furniture Resource Centre continues to increase the amount of furniture it provides. In the period April to August 2009, Furniture Resource Centre completed over 800 more deliveries than in the same period in 2008.

What does the future hold?

FRC Group is working to a strategic 5-year business plan that will enable us to grow its businesses and impact on the lives of more people through providing training and access to furniture.

We will do this while reducing the negative environmental impacts of our activities by adapting, innovating and using new technologies where we can.

2009/10 is going to be an exciting year. Come back to see our Impact Report for the April 2009 to March 2010 period to see how we have got on with:

- Delivering more training to long-term unemployed people
- Branching out into training in administration and retail
- Exceeding our reuse and recycling performance in the Bulky Bob's operations
- Generating a renewable energy supply to help reduce our carbon footprint
- Growing our commercial activities through new contracts and partnerships
- Getting more furniture to low-income groups by making exciting developments at our Revive store and by taking the Revive store out on the road into local communities

And of course there will be lots more besides.



AUDITORS' ASSURANCE STATEMENT

justassurance¹ is a social enterprise providing assurance of social and sustainability reports. **justassurance** was paid £4,125 to provide assurance in connection with the FRC Group Impact Report covering the period 2008-9.

justassurance has sought to act impartially with respect to the various FRC Group (FRC) stakeholders. Statements of independence, impartiality and conflict of interest, together with the competencies of the auditors, are detailed at www.justassurance.org. An Audit Panel was convened in October 2009 to bring a further, stakeholder-oriented perspective to bear on the report.

The directors of FRC Group are responsible for the content of the FRC Group Impact Report.

justassurance has used the AA1000 Assurance Standard (2003)². This requires us to review the completeness, materiality and responsiveness of the report. To meet AA1000 we:

- Identified claims in the Report
- Visited the Liverpool (Atlantic Way and London Road) sites
- Reviewed the consistency between the Report claims and the underlying records on a sample basis
- Traced certain key claims through the accounts and back to source data
- Interviewed members of FRC Group staff and management
- Discussed the report, accounts and our statement with FRC Group and with the Audit Panel.

1 www.justassurance.org

2 www.accountability.org.uk

Opinion

On the basis of the work we have done, we believe this report adequately represents FRC Group's economic, social and environmental impacts on its stakeholders and its responses to their concerns. Our review against the AA1000 Assurance Standard (2003) is set out below.

Completeness

FRC Group has in place systems to capture its major social and environmental impacts. FRC Group's management system for environmental impacts, which uses BS8555, is working well. Social impacts are captured through operational systems, stakeholder engagement and the SROI and LM2 techniques.

For some of its most vulnerable stakeholders, tenants in social housing, FRC Group has conducted a number of innovative consultation sessions which appear to have been very productive. Stakeholder consultation with vulnerable stakeholders should be a priority.

There is, however, some duplication within the systems used to capture key impacts; this introduces the opportunity for errors. It would also be helpful to formulate a strategy for the use of the SROI and LM2 techniques, so that their use provides more systematic coverage of FRC Group's overall impact over time.

Materiality

FRC Group squarely addresses its mission through working with key stakeholders and in tackling environmental issues. For the future it

would be helpful to provide an account of the way in which the most important environmental and stakeholder issues are identified and how performance is contextualised and benchmarked against comparable organisations. Contextualising FRC Group performance in relation to trainees should be the priority in this area.

Responsiveness

This year's report has been structured in a way which makes it more accessible to stakeholders.

The limited availability of resources has meant that there has been reduction in the extent of stakeholder engagement for some key stakeholders, such as staff. It will be important to re-instate this in a planned way in future years and to maintain the commitment to targets such as the proportion of female trainees. A further priority for the future should be to involve stakeholders more directly in the assurance process.

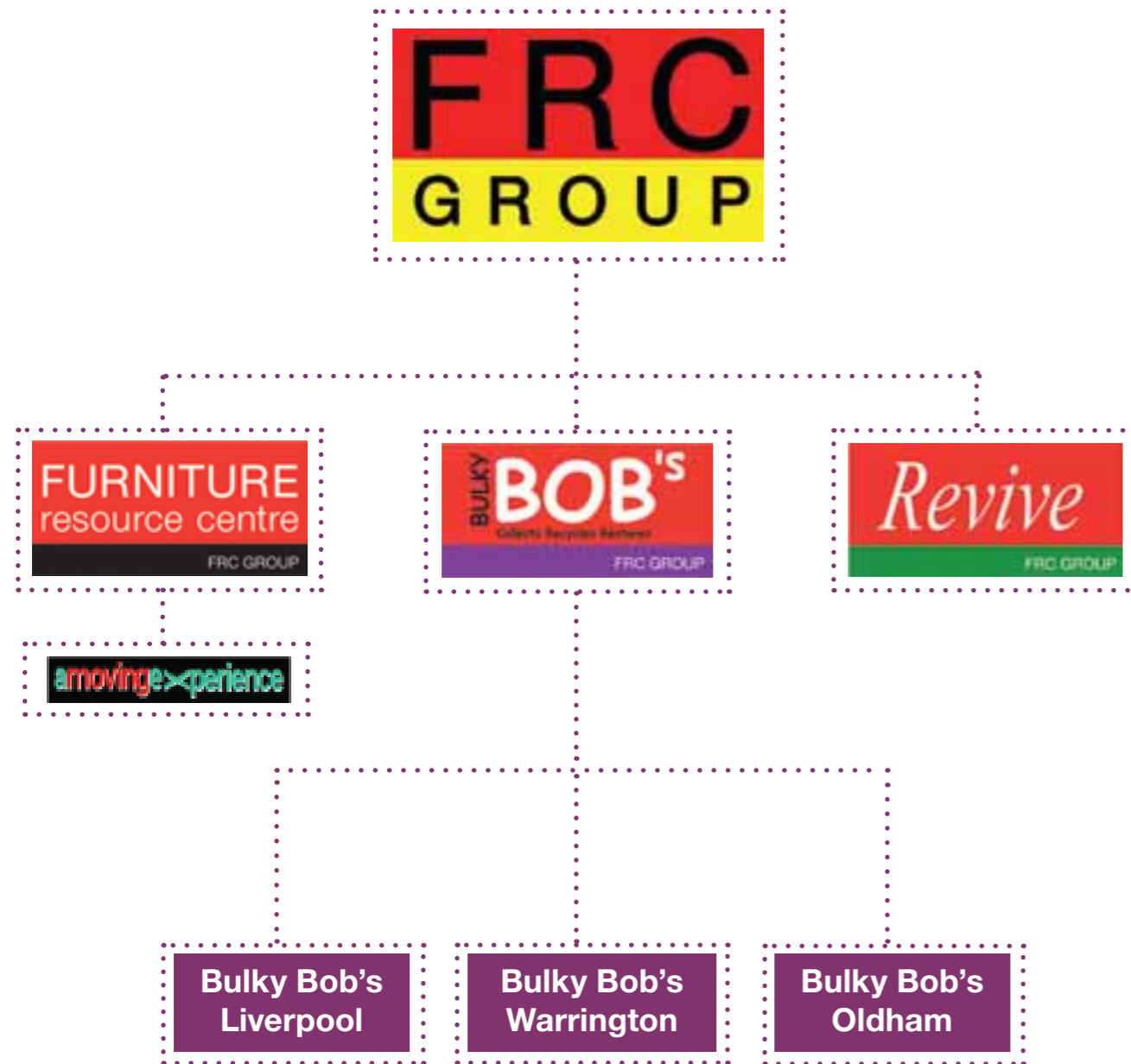
Over the past few FRC Group has years been through difficult times from a commercial perspective. Particularly notable has been the honesty with which their social and environmental performance has been reported. It is very much to their credit that the level of accountability demonstrated through their reporting has been maintained throughout this period.



Adrian Henriques, Auditor, **justassurance**, London; October 2009

APPENDICES

Appendix I: FRC Group Structure 2008-09



Appendix II: Our stakeholders and how we consulted with them in 2008/09

	Stakeholders	Total No	Number consulted	When
Great for People	Trainees	38	All asked via 6 weekly reviews	On going throughout 2008/09
	Work placements	69	Ad hoc feedback sought from some of the people who completed placements lasting between two and ten weeks	
	Revive customers	3,434	66 customers completed an in-store survey	March 2009
	Tenants of Furniture Resource Centre customers	Unknown	10 consultation sessions were held with tenants. Groups ranged from 2 to 10 people.	On going throughout 2008/09
Great for the Planet	People living locally to FRC Group operations	Unknown	See information relating to consultation of Revive customers and Bulky Bob's householders involving questions about the environment	
	The global community	c. 6.7 billion people	None	Not applicable
A Great Place to Work	Staff	62	64 staff and trainees were asked to complete the Best Companies survey. 41 staff completed the survey – 61% response rate.	December 2008
	Volunteers	1	Not consulted this year	Not applicable
	Trustees	6	Not consulted this year	Not applicable
Great to do Business with	Furniture Resource Centre customers	128 active customers	26 of our largest customers were asked to give feedback	March 2009
	Bulky Bob's Liverpool householders	Confidential	71 customers took part in a telephone survey	On going throughout 2008/09
	Bulky Bob's Warrington householders	Confidential	24 customers took part in a telephone survey	On going throughout 2008/09
	Bulky Bob's Oldham householders	Confidential	62 customers took part in a telephone survey	On going throughout 2008/09
	Local authority officers representing Liverpool, Warrington and Oldham	Not applicable	Feedback provided at regular contract meetings	On going throughout 2008/09

APPENDIX III: Triple bottom line accounts

FRC GROUP

TRIPLE BOTTOM LINE ACCOUNTS 2008/09

Financial = Financial
Social = Social
Environmental = Environmental

BM = Benchmark
GP = Good Practice

	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	12-month total/avg	2007/2008
CUMULATIVE PROFIT/(LOSS)														
Furniture Resource Centre	(15,016)	(26,714)	(44,124)	(54,246)	(103,023)	(118,155)	(127,460)	(118,428)	(138,967)	(175,868)	(183,864)	(91,933)	(91,933)	(175,227)
Bulky Bob's	(1,391)	(2,445)	7,631	14,755	15,332	15,727	13,027	25,338	28,521	25,682	27,317	33,121	33,121	5,298
FRC Scoopers	401	870	1,237	1,653	2,071	(3,142)	(4,617)	(5,062)	(5,459)	(5,800)	(5,800)	(5,800)	(5,800)	5,241
FRC Trading	820	1,146	1,775	2,004	2,338	2,979	3,318	3,680	4,012	4,324	4,632	4,971	4,971	4,807
Cat's Pyjamas @ 50%														
FRC Group total	(15,186)	(27,143)	(33,481)	(35,834)	(83,282)	(102,591)	(115,732)	(94,472)	(111,893)	(151,662)	(157,715)	(59,641)	(59,641)	(159,881)

FURNITURE RESOURCE CENTRE

Sales	Actual	193,344	207,547	158,967	205,530	114,152	187,023	280,247	279,047	222,804	181,899	278,284	490,302	2,799,146	2,033,652
	Budget	195,750	180,750	187,750	195,750	180,750	217,750	224,750	202,750	131,750	209,750	509,750	282,750	2,720,000	2,162,162

Orders completed	418	396	320	311	279	348	374	379	358	349	448	502	4,482	4,712
Moving Ex moves	1	5	0	2	0	0	2	0	1	0	2	0	13	39

CO2 Transport (tonnes/£10,000 sales)	0.41	0.45	0.52	0.45	0.66	0.44	0.33	0.30	0.39	0.51	0.40	0.26	0.39	0.41
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N.B. FRC vehicles are used for amovingexperience plus other occasional work, as well as FRC deliveries

REVIVE LIVERPOOL

Sales	Actual	9,185	8,512	9,422	11,551	11,447	12,068	9,875	8,079	8,984	9,431	9,334	118,527	237,054
	Budget	11,241	11,241	11,241	11,241	11,241	11,241	0	10,110	9,583	11,110	11,110	116,942	233,884

Number of Customers	296	272	270	316	292	293	327	337	237	269	266	259	3434	3653
% on low income (Target 84%)	79%	75%	76%	79%	76%	73%	77%	82%	80%	83%	82%	79%	78%	82%
Of which on benefits	56%	58%	53%	59%	57%	49%	53%	66%	65%	60%	62%	58%	58%	61%
Of which via referral	5%	5%	4%	3%	3%	5%	5%	5%	3%	6%	6%	6%	5%	3%

FRC GROUP

TRIPLE BOTTOM LINE ACCOUNTS 2008/09

Financial = Financial
Social = Social
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	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	12-month total/avg	2007/2008
CO2 Energy (kg/m2)	2.49	2.02	3.74	2.15	2.71	2.36	2.17	2.66	3.22	3.02	3.05	2.92	32.50	25.76
CO2 Transport (tonnes/£10,000 sales)	1.32	1.51	1.77	1.43	0.59	0.87	0.96	1.27	1.32	0.78	1.54	0.61	1.15	0.90

BULKY BOB'S

Completed collections	6,284	5,633	6,260	6,278	5,480	5,857	5,742	5,714	4,880	5,533	5,408	6,573	69,642	74,982
Council savings in Landfill Tax (£)	5,795	5,430	6,454	7,189	5,353	4,994	5,891	6,255	5,384	5,498	5,646	6,939	70,828	54,553

BULKY BOB'S LIVERPOOL

Items reused/recycled % reused/recycled (Target 60%)	2,793	2,327	3,246	3,803	3,250	3,934	3,805	4,060	3,293	4,165	4,268	5,006	43,950	29,097
Wood recycled (kg)	31,500	24,830	31,700	45,900	36,040	33,340	38,660	34,720	30,500	33,240	39,760	48,690	428,880	350,340
Scrap metal recycled (kg)	14,300	17,570	16,820	17,460	17,200	24,080	20,200	14,280	11,540	10,380	12,920	17,060	193,810	179,206
Pre-loved items to Revive	382	365	404	481	527	640	501	573	263	498	580	547	5,761	4,419
White goods to Create	1,337	1,075	1,247	1,179	1,004	944	1,214	1,283	1,031	1,348	1,148	1,346	14,156	16,136
CO2 Transport (tonnes/1000 collections)	0.94	0.80	0.92	1.13	0.91	1.08	0.94	1.00	1.43	1.24	0.95	1.09	1.30	1.20

BULKY BOB'S OLDHAM

Preloved items reused % reused/recycled (Target 25%)	152	62	105	223	125	26	155	18	5	89	221	132	1,313	1,038
CO2 Transport (tonnes/1000 collections)	1.85	1.62	1.39	1.46	1.67	1.95	1.80	1.65	2.03	1.86	2.28	1.79	1.50	1.30

BULKY BOB'S WARRINGTON

Furniture items reused/recycled	111	80	111	144	69	83	81	108	59	81	100	141	1,168	289
% reused / recycled [Brown Goods]	10%	8%	11%	15%	7%	8%	8%	11%	9%	14%	11%	13%	10%	10%
% reused/recycled (White goods only)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
White goods to Create	418	350	341	340	254	309	334	245	277	335	241	304	3,748	4,522
CO2 Transport (kg/km (Target 0.56))	2.70	2.33	2.19	2.50	2.55	2.79	2.59	2.98	2.93	2.46	2.84	2.70	2.60	2.50
CO2 Transport (tonnes/1000 collections)														

FRC GROUP
TRIPLE BOTTOM LINE ACCOUNTS 2008/09

Financial = Social = Environmental
BM = Benchmark
GP = Good Practice

FRC GROUP
People and Culture

	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	12-month total/avg	2007/2008
Total no of staff on payroll*	80	82	73	72	79	77	88	80	82	81	83	84	80	78
Beginning of the month	85	80	82	73	72	79	77	87	80	82	81	83	80	78
End of the month	80	82	73	72	79	77	87	80	82	81	83	84	80	78
No full time staff over month*	73	73	65	63	70	68	79	72	69	72	73	73	70	70
Men	60	60	52	50	56	53	64	58	56	58	59	60	70	57
Women	13	13	13	13	14	15	15	14	13	14	14	13	14	13
No part time staff over month*	7	9	9	9	9	9	8	8	13	9	10	11	9	8
Men	0	0	0	1	1	2	1	1	5	2	3	4	2	1
Women	7	9	9	8	8	7	7	7	8	7	7	7	8	7
No of Work Placements	10	7	7	10	6	5	8	3	3	5	4	1	69	62
No short term contract / agency staff	4	9	12	13	13	3	11	3	6	2	8	4	46	19
Total No of leavers	1	2	1	0	0	0	1	0	0	0	1	1	7	8
Total No of new starters	1	1	2	1	1	0	0	0	0	0	0	0	6	14
Staff Turnover % **	0	3%	2%	0%	0%	0%	2%	0%	0%	0%	0%	2%	9%	10%
% permanent staff previously trainees	23%	24%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	23%
Accidents reported	1	2	4	5	3	5	6	6	1	1	4	3	41	36
Vehicle accidents	1	0	0	0	0	0	2	0	0	0	0	1	4	4
Liverpool Logistics	1	2	2	2	0	1	1	0	3	0	1	0	13	6
Oldham Logistics	0.00	0.73	0.63	1.54	1.87	0.24	0.16	0.01	0.00	0.11	0.00	0.77	0.55	1
Lost Time due to accidents (%)	0	1	0	3	0	1	1	0	0	0	0	2	8	9
Accidents RIDDOR reportable	0	1	0	1	0	1	0	2	0	1	0	1	7	9
Accidents investigated	45	17	26	4	21	8	23	20	15	40	15	12	246	204
University students	6	6	8	1	4	6	3	7	1	10	2	3	57	86
No of University Courses offered	344	248	202	0	20	249	529	177	234	273	110	32	2,169	2,425
Hours spent on external training														

FRC GROUP
TRIPLE BOTTOM LINE ACCOUNTS 2008/09

Financial = Social = Environmental
BM = Benchmark
GP = Good Practice

	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	12-month total/avg	2007/2008
Hours spent on internal training	49	0	38	164	31	0	10	0	0	29	0	0	321	55
Total values awards given out:	10	29	20	50	32	12	22	14	33	30	20	48	308	292
Bravery	2	4	2	7	0	2	0	1	1	2	2	1	24	58
Creativity	5	8	0	4	0	5	0	5	3	2	0	0	32	21
Passion	10	6	4	11	1	7	1	8	17	12	0	1	78	105
Professionalism	21	12	13	28	2	22	12	13	12	14	1	3	153	108
ILM														
Trainees on payroll	24	19	13	7	7	7	19	19	19	21	21	21	45	18
Women	1	0	0	1	1	1	1	1	1	1	1	1	1	1
Trainees recruited	0	0	0	7	0	0	12	0	0	2	0	0	21	25
% from BME groups	17%	11%	0%	14%	29%	29%	26%	26%	26%	24%	24%	24%	25%	22%
Target 33%														
Qualifications achieved	11	8	14	28	1	5	74	6	7	5	12	5	176	171
Leavers	5	6	6	7	0	0	0	0	0	0	0	2	26	17
Leavers into jobs	3	4	4	7	0	0	0	0	0	0	0	0	18	12
Carbon Dioxide														
Emissions														
Total Group CO2 emissions (Tonnes)	24	23	26	26	22	25	25	26	27	28	31	33	316	282
CO2 emissions from premises (Tonnes)	6	5	8	6	7	7	8	9	9	9	9	88	86	

EXPLANATION OF BENCHMARKS, GOOD PRACTICE AND TARGETS

Staff turnover is calculated in accordance with the CIPD and is the number of leavers x 100 divided by the average number of staff in the same period. The benchmark is for the transport and storage industry.

Lost Time Accident Rate is the standard international benchmark for reportable injuries, and measures the number of reportable accidents per 100,000 working hours

*The nos of full and part time staff are the total employed during the month, whereas the numbers of staff and trainees on the payroll are taken as a snapshot in time. The two sets of figures will therefore not always give the same total.

** Staff turnover is calculated by dividing the total number of leavers during the last 12 month period by the average number of staff during the same period. This excludes trainees but includes all other staff members.

GLOSSARY

Carbon Footprint

FRC Group uses conversion factors set by the Carbon Trust to calculate its carbon footprint.

Latest conversion factors for all relevant fuels are updated annually. Carbon footprint calculations are verified by an independent third party assessment as part of each year's sustainability report audit.

Deconstruction

The process of separating the various raw materials which comprise an item to be recycled, i.e. a desk with a wooden top and metal legs will be 'deconstructed' so that the separate raw materials can be recycled.

DMA

Driver / Mentor / Assessors – The staff members who have the responsibility to mentor the trainees on everything from map reading and tacographs, to dealing with customers, health and safety, and team working. The support and advice the DMAs offer to trainees on how to deal with members of the public is invaluable as they have practical experience which cannot be replicated.

Driving Change Programme

The FRC Group fully salaried logistics training programme specifically targeted at local long-term unemployed people which provides all of the skills qualifications and experience required to make trainees 'job ready'. The success of this course is reflected in our results - of the 123 people who completed all the training and work experience involved in the course, 94% are now in full-time employment.

FRC Group

The parent company of FRC Group. FRC Group (Furniture Resource Centre) is a registered charity which operates as a social business.

Future Leaders Programme

a programme for any FRC Group staff member who aspires to become a manager. This internal course covers all the essential skills required to lead a team and everyone who completes it is signed up to an externally taught NVQ Level II in Team Leading. We also offer Train to Gain, an NVQ programme, to all staff with NVQs in Management, Warehousing, ICT, Business Admin and Customer Care, and Business Improvement Techniques.

Look Both Ways

FRC Group annual staff appraisal programme

Recycling

Recycling is the breaking down of a used item into raw materials which are then used to make new items. FRC Group would only recycle those items that cannot be reused.

Retail Routes

FRC Group retail training programme for 16 to 25 year olds. Developed in partnership with Riverside Housing the programme provides training for 10 tenants from the Powerhouse Foyer project in Toxteth who were homeless or at risk of becoming homeless.

Reuse

Reuse refers to the use of an item more than once. This includes conventional reuse where the item is used again for the same function, and new-life reuse where it is used for a new function. By taking useful furniture items and reusing them, without reprocessing, helps to save time, money, energy and resources. In broader economic terms, reuse offers quality products to people and organisations with limited means, while generating jobs and business activity that contribute to the economy.

Revive

The FRC Group furniture store that sells great quality pre loved furniture to low income Liverpool families

Social Business

FRC Group is a social enterprise. Social enterprises are businesses set up to tackle a social or environmental need. Many commercial businesses would consider themselves to have social objectives, but social enterprises are distinctive because their social and/or environmental purpose is absolutely central to what they do - their profits are reinvested to sustain and further their mission for positive change.

Social Return on Investment

The measurement of the added value impacts that we create in the delivery of the bulky household waste collection service. We are committed to delivering the best social return on investment, using nationally recognised indicators to measure the value of our impact.

Triple Bottom Line

The operation of a company to achieve impacts upon more than the financial success of the company. FRC Group triple bottom line achieves and measure and reports upon Commercial performance, the social dividend that is created by the work that is undertaken and the positive impacts that we have upon the environment

Triple Bottom Line Accounts

The systematic process of reporting monthly FRC Group performance against the triple bottom line. This invaluable management tool provides objective verifiable information on commercial, social and environmental performance. The figures relating to social and environmental achievement are as robust as those provided for financial matters.

University for the People (U4P)

FRC Group we have a thriving University for the People, which includes all of our professional and personal training opportunities. The objective of the U4P is to provide training to ensure high levels of service, develop people and help them to improve their job performance, and also to offer training which helps to build great teams and develop a real sense of camaraderie.



www.frcgroup.co.uk

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