

## **'MORE THAN CHARITY'**

**GOOD AFTERNOON LADIES AND GENTLEMEN**

**TO CLARIFY MY PRESENTATION 'MORE THAN CHARITY', I HAVE SPLIT IT INTO THREE TOPICS.**

- **FIRSTLY TO INFORM YOU OF THE DEVELOPMENT AND CURRENT STATUS OF THE FRC GROUP, THE SOCIAL ENTERPRISE THAT I AM PROUD TO CHAIR.**
- **SECONDLY, TO EXPLAIN WHY I JOINED THE BOARD OF A SOCIAL ENTERPRISE AFTER 27 YEARS IN THE CAR INDUSTRY**
- **AND FINALLY TO URGE THE BUSINESS MEN AND WOMEN IN THE ROOM TODAY TO FOLLOW MY EXAMPLE AND TO GET INVOLVED WITH YOUR LOCAL SOCIAL ENTERPRISES**

**FRC WAS STARTED IN 1988 BY A LOCAL VICAR IN LIVERPOOL AND WAS VERY MUCH A CHARITY, IN THAT IT RELIED UPON GRANTS TO OPERATE AND SURVIVE. IT DID NOT FOLLOW A CONVENTIONAL BUSINESS MODEL. THE CHARITY RECOGNISED THAT ONE OF THE BARRIERS FOR HOMELESS PEOPLE TAKING UP ANY FORM OF SOCIAL HOUSING WAS THE LACK OF FURNITURE AND SO IT BEGAN COLLECTING USED FURNITURE THAT COULD BE RECYCLED**

**AND PROVIDING THIS FREE OF CHARGE TO LOW INCOME FAMILIES.**

**SEVERAL YEARS WENT BY WHEN EXCELLENT SOCIAL WORK WAS CARRIED OUT BY FRC IN HELPING THE NEEDY BUT THEN THE BALL GAME CHANGED AS RESULT OF CHANGES IN SAFETY LEGISLATION WHICH ONLY ALLOWED THE USE OF FIRE RETARDENT MATERIALS IN NEW OR USED SOFT FURNISHINGS. AS THE MAJORITY OF OUR DONATED FURNITURE DID NOT MEET THIS LAW, THIS CREATED A MAJOR DECISION POINT FOR FRC – TO GO OUT OF THE CHARITY BUSINESS OR TO START MAKING THE COMPLIANT NEW FURNITURE THEMSELVES. WE DIDN'T REALISE IT AT THE TIME BUT THIS WAS SOME OF THE ORIGINAL PIONEERING WORK FOR SOCIAL ENTERPRISE.**

**FORTUNATELY THE PEOPLE THERE AT THE TIME WERE BOLD ENOUGH TO TAKE THE LATTER COURSE AND TODAY FRC IS ONE OF THE LEADING SOCIAL ENTERPRISES IN THE UK. AND ALSO HAS WORLD RECOGNITION FOR ITS INNOVATIONS AND PIONEERING.**

**AT THIS POINT LET ME GIVE YOU MY DEFINITION OF WHAT A SOCIAL ENTERPRISE IS :-**

**‘ A SOCIAL ENTERPRISE IS ABOUT VALUES, A PASSION FOR SOCIAL JUSTICE AND EQUALITY MATCHED BY THE DRIVE TO CREATE SELF-SUFFICIENT, MARKET FACING BUSINESSES. IT IS ACCOUNTABLE TO SOCIETY FOR ITS ACTIONS AND RESULTS’**

**SOCIAL BUSINESSES WHILST SETTING OUT TO ACHIEVE THEIR STATED SOCIAL AND ENVIRONMENTAL AIMS, SUSTAIN THEMSELVES BY MAXIMISING THEIR SALES REVENUE AND BY CONTROLLING THEIR COSTS, AND WILL COMPETE WITH OTHER SOCIAL BUSINESSES OR THE PRIVATE AND PUBLIC SECTORS. THEY OPTIMISE AVAILABLE GRANT FUNDING BUT ARE NOT DEPENDENT UPON THEM, AS A STRAIGHT FORWARD CHARITY WOULD DO.**

**TODAY FRC COMPRISES 5 SEPARATE INCOME STREAMS GENERATING JUST UNDER £5 MILLION INCOME. IT EMPLOYS 90 PEOPLE OF WHICH 25% OF THEM ARE ON 12-MONTH TRAINING CONTRACTS.**

**OUR HISTORICAL CORE OF THE BUSINESS IS THE FRC FURNISHED SERVICES, WHICH IS A SERVICE PROVIDER OF WHITE GOODS AND HARD AND SOFT FURNISHINGS TO SOCIAL LANDLORDS. WE BASICALLY OFFER A ONE STOP SHOP FOR OUR CUSTOMERS FROM ORDER TAKE TO**

**INSTALLATION AND ULTIMATELY RECYCLING THESE GOODS AND STARTING THE WHOLE PROCESS AGAIN. IN 2005/6 WE FURNISHED 3000 PROPERTIES ACROSS THE UK.**

**THE SECOND MAIN INCOME STREAM IS BULKY BOBS WHICH COLLECTS AND RECYCLES BULKY HOUSEHOLD WASTE FOR THE CITY OF LIVERPOOL AND TWO OTHER TOWNS IN THE UK AND IS GROWING RAPIDLY – THIS IS WORK WE TOOK FROM PRIVATE SECTOR COMPANIES BECAUSE WE WERE MORE PRODUCTIVE, GAVE BETTER VALUE FOR MONEY FOR THE RATE PAYERS AND ACHIEVED SIGNIFICANT SOCIAL AND ENVIRONMENTAL IMPACTS ON TOP.**

**EACH YEAR WE MAKE OVER 50,000 CALLS; WE COLLECT OVER 200,000 ITEMS OF WHITE GOODS, HARD AND SOFT FURNISHINGS AND WE RECYCLE NEARLY 40% OF THE TOTAL TONNAGE THAT WOULD HAVE OTHERWISE GONE INTO LANDFILL.**

**THE MAJORITY OF THE RECYLED MATERIAL EITHER GOES TO AN ASSOCIATE SOCIAL BUSINESS 'CREATE' WHICH WAS SET UP BY FRC IN CONJUNCTION WITH THORN EMI PLC. CREATE TAKES THE WHITE GOODS FOR RECYCLING AND RE-SALE TO LOW INCOME FAMILIES. LIKE FRC THEY ALSO OFFER IN DEPTH RE-TRAINING FOR LONG- TERM**

UNEMPLOYED TO WHOM THEY PAY FULL SALARIES. THE RECYLED FURNISHINGS ARE SOLD THROUGH OUR CHAIN OF REVIVE STORES WHICH ARE SITUATED WITHIN THE AREAS WE COLLECT – SELLING THE FURNITURE AT DISCOUNTED LEVELS TO THOSE ON INCOME SUPPORT OR LOW INCOMES.

BULKY BOBS AND REVIVE ARE CLASSIC EXAMPLES OF WHERE SOCIAL BUSINESSES REALLY CAN MAKE A DIFFERENCE AND ACHIEVE THINGS THAT THE PRIVATE SECTOR WOULD NOT BE INTERESTED IN. OUR FIRST CLASS SERVICE MEETS THE NEEDS OF OUR CUSTOMERS AND PREVENTS RANDOM TIPPING OF THE GOODS IN ALREADY RUN DOWN URBAN AREAS. OUR LOGISTICS TEAMS ARE PRIMARILY MADE UP OF LONG TERM UNEMPLOYED SO WE HELP BUILD THEIR SELF BELIEF AND GET THEM BACK INTO THE JOB MARKET. WE PREVENT THOUSANDS OF TONS OF MATERIAL GOING INTO THE WASTE STREAM TO IMPROVE OUR ENVIRONMENT. WE HELP OTHER SOCIAL BUSINESSES WITH THE SPIN OFF FROM OUR OWN AND WE ALSO HELP THOUSANDS OF LOW INCOME FAMILIES FURNISH THEIR HOMES. IT REALLY IS JOINED UP PUBLIC SECTOR/SOCIAL ENTERPRISE THINKING AND CREATES A WIN –WIN SCENARIO AROUND.

OUT THIRD BUSINESS IS 'A MOVING EXPERIENCE' IN ALL SENSES OF THE WORDS. EACH YEAR SOCIAL LANDLORDS

HAVE TO MOVE MANY OF THE TENANTS FROM PROPERTY TO PROPERTY AND WE CARRY OUT THIS SERVICE IN A VERY DIFFERENT AND MORE HUMANE WAY THAN THE PRIVATE SECTOR. WE PROUDLY BOAST THAT WE MOVE PEOPLE NOT PROPERTY. A HOUSE MOVE FOR OLD AND INFIRM PEOPLE CAN BE A TRAUMATIC EXPERIENCE AND WE TRY TO TAKE ALL THE STRESS OUT OF THIS BY THE WAY WE TAKE CARE OF THE PEOPLE WITH AS MUCH CARE AS THEIR PROPERTY.

OUR FOURTH ARM IS FRC SOLUTIONS WHERE WE OFFER A NUMBER OF SERVICES UNDER THIS ONE BANNER. THIS CAN BE A LOGISTICS SERVICE FOR PRIVATE SECTOR HIGH VALUE CONSUMER GOODS TO CONSULTANCY WORK CARRIED OUT BY OUR SENIOR MANAGEMENT TEAMS FOR OTHER SOCIAL ENTERPRISES OR PRIVATE SECTOR COMPANIES.

OUR FINAL INCOME STREAM IS THE CAT'S PYJAMAS – THIS WAS LAUNCHED IN FEBRUARY 2000 TO HELP PEOPLE START NEW OR GROW EXISTING SOCIAL AND PRIVATE BUSINESSES. THIS IS ACHIEVED BY SHARING WITH THEM BEST IN CLASS, REAL WORKING EXAMPLES OF SOCIAL BUSINESSES THAT CAN ACT AS BENCHMARKS FOR THEIR FUTURE DEVELOPMENT. SINCE THEN WE HAVE HELPED HUNDREDS OF PEOPLE FROM ALL OVER THE UK AND ORGANISED MASTER CLASSES TO SEE EXAMPLES IN

**AMERICA AND AFRICA AT WORK. ONLY TWO WEEKS AGO WE TOOK OVER 40 SENIOR MANAGERS FROM MOTOROLA TO AFRICA ON A CAT'S PYJAMA'S EVENT.**

**ON THING THAT FRC IS NEVER SHORT OF AND THAT IS NEW IDEAS – NOT ALL OF THEM WORK BUT WE ARE BRAVE ENOUGH TO HAVE A GO. A KEY AREA FOR THE FUTURE AS WE SEE IT, IS THE WHOLE ISSUE OF DECONSTRUCTION AND RAW MATERIAL RECYCLING FOR FURNITURE AND SUCH THINGS AS TELEVISION CRT'S. ALTHOUGH WE RECYCLE 40% OF ALL WE RECEIVE VIA BULKY BOBS, WE BELIEVE THAT WE CAN INCREASE THIS TO OVER 75% AND IN THE PROCESS CREATE FURTHER JOBS FOR THE SOCIALLY EXCLUDED, FURTHER IMPROVE THE ENVIRONMENT BY REDUCING THE MATERIAL GOING INTO LANDFILL AND FINALLY MAKE PROFIT AT THE SAME TIME.**

**BEFORE I MOVE ON TO THE NEXT SECTION OF THE PRESENTATION, I MUST JUST COVER TWO OTHER KEY THINGS AT FRC. FIRST IS OUR DEDICATION TO OUR PEOPLE AND TO OUR VALUES. WE ALL KNOW HOW BRAND VALUES DRIVE PRODUCT SUCCESS; WELL AT FRC WE USE PEOPLE VALUES TO DRIVE OUR BUSINESS. FIVE YEARS AGO THROUGH CONSULTATION WITH ALL OF OUR PEOPLE, WE ADOPTED FOUR CLEAR VALUES – PASSION, CREATIVITY, PROFESSIONALISM AND BRAVERY. UNLIKE A LOT OF ORGANISATIONS I KNOW, THESE ARE NOT JUST FOUR**

**WORDS STUCK UP ON A NOTICE BOARD. WE USE THEM TO ALLOW OUR EMPLOYEES TO REWARD AND RECOGNISE THEIR COLLEAGUES ON A DAILY, WEEKLY, MONTHLY AND ANNUAL BASIS WHEN THEY SEE THESE VALUES BEING PUT INTO PRACTICE AT THE HIGHEST LEVEL. THEY ARE ALSO USED IN OUR RECRUITMENT PROCESS TO PROFILE CANDIDATES. IT REALLY HAS CREATED A DIFFERENT CULTURE IN OUR COMPANY.**

**THE OTHER IMPORTANT FACTOR I WANTED TO RAISE WAS THAT OF ACCOUNTABILITY. AS A SOCIAL BUSINESS WE GET CERTAIN ADANTAGES THAT THE PRIVATE SECTOR DOES NOT ENJOY AND WE FEEL IT ONLY RIGHT THAT WE SHOULD BE TOTALLY TRANSPARENT ABOUT WHAT AND HOW WELL WE ARE ACHIEVING OUR SOCIAL, ENVIRONMENTAL AND FINANCIAL AIMS – SO WE BEGAN DOING TRIPLE BOTTOM LINE ACCOUNTING TO DEMONSTRATE QUITE CLEARLY ON A MONTHLY BASIS HOW WE ARE DOING.**

**WE PRODUCE AN ANNUAL SOCIAL REPORT WHERE WE CONSULT AND REPORT BACK TO ALL OF OUR STAKEHOLDERS ON JUST HOW WELL OR NOT SO WELL, WE HAVE DONE AGAINST OUR STATED TRIPLE BOTTOM LINE OBJECTIVES FOR THE YEAR AND WHAT WE ARE GOING TO DO DIFFERENTLY IN THE FUTURE.**

**THE QUALITY OF OUR REPORTS HAVE BEEN SO GOOD THAT IN THE LAST THREE YEARS WE HAVE TWICE WON AND BEEN RUNNERS UP ONCE IN THE SOCIAL REPORT OF THE YEAR AWARD IN COMPETITION WITH SUCH COMPANIES AS BP, UNILEVER, MOST OF THE LEADING BANKS AND MAJOR GOVERNMENT DEPARTMENTS.**

**SO THAT'S AS WHIRL WIND A TOUR THROUGH FRC THAT I CAN GIVE YOU – SUCH IS MY PASSION AND BELIEF IN THIS ORGANISATION THAT I COULD GO ON AND ON.**

**BUT WHY DID I GO THERE IN THE FIRST PLACE – AGAIN A LONG STORY THAT I WILL TRY TO ABBREVIATE BY NEARLY 30 YEARS.**

**WE NEVER HAD A CAR IN OUR FAMILY, IN FACT MY FATHER WHO IS NO LONGER WITH US, NEVER EVEN PASSED HIS DRIVING TEST BUT WATCHING THESE BEAUTIFUL MACHINES PASS BY AS A CHILD, SOMEHOW INSTILLED IN MY SUBCONSCIOUS, A DESIRE THAT ONE DAY I WOULD LIKE TO WORK IN THE INDUSTRY – I DIDN'T KNOW WHAT AND I DIDN'T KNOW HOW BUT IT HAD TO BE MY DESTINY. AS SO IT WAS – I WAS FORTUNATE ENOUGH TO START MY CAREER WITH BRITISH LEYLAND AND VERY FORTUNATE ENOUGH TO MOVE ACROSS FUNCTIONAL BOUNDARIES, STARTING IN FINANCE, GOING INTO MANUFACTURING, SALES AND MARKETING AND THEN SENIOR MANGEMENT. I HAD SPELLS IN CARS, TRUCKS AND VANS WORKING FOR AND WITH COMPANIES SUCH AS**

**LANDROVER, BMW, VOLKSWAGEN, AUDI, ROLLS-ROYCE, BENTLEY, NISSAN, RENAULT etc. I MOVED MY FAMILY AROUND THE WORLD BEING BASED IN SOUTH AFRICA, AMERICA AND GERMANY.**

**AFTER 27 YEARS, I THOUGHT I HAD REACHED MY HOLY GRAIL WHEN I WAS HEAD HUNTED BACK FROM THE MAIN BOARD OF AUDI IN GERMANY TO BECOME CEO OF ROLLS-ROYCE AND BENTLEY MOTOR CARS – IT WAS 15 MINUTES FROM MY HOME AND WHILST CERTAINLY NOT THE BIGGEST CAR COMPANY IN THE WORLD, ITS BRANDS WERE HOUSE HOLD NAMES AROUND THE WORLD.**

**BUT AS THEY SAY ‘THE ONLY THING THAT IS CONSTANT IN LIFE TODAY IS CHANGE’ AND HAVING BEEN IN THE ROLE ONLY 12 MONTHS EVERYTHING WAS THROWN IN THE AIR, FOLLOWING THE UNSEEMLY CHASE FOR THE TWO BRANDS WHEN THE COMPANY WAS PUT UP FOR SALE BY ITS OWNER VICKERS. I WON’T BORE YOU WITH ALL THE DETAILS, AS THEY WERE WELL COVERED IN THE WORLD PRESS BUT THE SHAMBOLIC CONCLUSION WAS THAT VOLKSWAGEN WOULD HAVE BENTLEY WHILST ROLLS-ROYCE WOULD GO TO BMW. THIS DECISION WAS TAKEN IN GERMANY BETWEEN THE TWO COMPANIES AND I WAS NOT CONSULTED.**

**I HAVE VERY STRONG BELIEFS THAT LEADERSHIP IS ALL ABOUT MUTUAL INTEGRITY AND RESPECT. I HAVE TO EARN IT FROM THE PEOPLE WHO WORK FOR ME AND VICE VERSA**

**AND I FELT THAT THIS WAS COMPROMISED BY THE ACTIONS TAKEN AND DESPITE PROTESTATIONS TO THE CONTRARY I FELT I COULD NOT CONTINUE AND RESIGNED ON PRINCIPLE.**

**SO HAVING COME OUT OF THE FIRE INTO WHICH FRYING PAN SHOULD I GO. I DECIDED THAT I WANTED TO ESTABLISH A PORTFOLIO OF NON-EXECUTIVE ROLES - SOME ASSOCIATED WITH THE CAR INDUSTRY, WHERE MY HEART STILL IS, AND SOME IN COMPLETELY NEW AREAS THAT WOULD HELP STRETCH ME AS A PERSON AND KEEP ME LEARNING. I WAS ALSO DETERMINED TO TRY TO PUT SOMETHING BACK INTO SOCIETY – LIKE MOST BUSINESS PEOPLE I HAD SANCTIONED DONATIONS TO CHARITABLE CAUSES AND SIGNED THE CHEQUES BUT THE COMBINATION OF MY HANDS ON APPROACH TO MANAGEMENT AND A YOUNG FAMILY MEANT I COULDN'T ACTUALLY GET OUT THERE AND DO SOMETHING MYSELF AND I WANTED TO HAVE A GO.**

**NOW UNLESS YOU ARE A COMPLETE EGOTIST, IT IS A LITTLE DAUNTING TO OFFER YOURSELF UP IN THIS WAY – JUST BECAUSE YOU HAVE HAD A MODICUM OF SUCCESS IN BUSINESS DOESN'T GUARANTEE THAT YOU WOULD BE EQUALLY AS GOOD IN THE CHARITY SECTOR, ESPECIALLY WHEN YOU ARE NO LONGER THE BOSS.**

**THIS WAS IN 1999 AND I HAVE TO ADMIT I HAD NEVER HEARD NOR KNEW NOTHING ABOUT SOCIAL BUSINESSES – TO ME IT WAS JUST A FANCY TITLE FOR ANOTHER CHARITY.**

**THE PUBLICITY OF MY RESIGNATION PROMPTED THE THEN CEO OF FRC TO WRITE TO ME, COMPLETELY OUT OF THE BLUE TO SEE IF I WOULD LIKE TO BE CONSIDERED FOR THE CHAIR OF FRC. I WAS INTRIGUED BY HIS BOLDNESS AND BY THE OUTLINE OF THE COMPANY HE HAD SENT TO ME. SO I TURNED UP IN MY CHAUFFEUR DRIVEN BENTLEY THINKING I WAS IN FOR A PLEASANT CHAT BUT ENDED UP WITH A THREE HOUR GRILLING BY THE ENTIRE BOARD ON MY VALUES, MY ETHICS FOR WORKING IN SOUTH AFRICA AND MY BELIEFS. AS THE ONLY JOB I HAD EVER APPLIED FOR BEFORE WAS MY FIRST ONE OUT OF UNIVERSITY, IT CAME AS QUITE AN INTERESTING EXPERIENCE.**

**WHAT ATTRACTED ME TO ACCEPT THE POSITION IN A SOCIAL ENTERPRISE WAS THE CONCEPT OF BEING THE HALF WAY HOUSE BETWEEN A CHARITY WITH ITS STRONG SOCIAL AND ENVIRONMENTAL AIMS AND THE PRIVATE SECTOR WITH ITS FINANCIALLY DRIVEN GOALS. THE CEO WAS FULL OF DYNAMISM, WILLING AND OPEN TO LEARN FROM MY EXPERIENCES WHILST I WAS WILLING AND OPEN TO LEARN A WHOLE NEW WORLD – THE WORLD OF SOCIAL ENTERPRISE. AND IT WORKED – THE COMPANY WENT FROM**

**A £2MILLION A YEAR TURNOVER AND PEAKED AT £7 MILLION MAKING £700,000 IN ONE YEAR.**

**BUT WHAT KEEPS ME THERE AND WHY SHOULD YOU IN THE AUDIENCE TODAY GET INVOLVED. FOR ME PERSONALLY, I HAVE STAYED INVOLVED FOR 7 YEAR NOW BECAUSE I ENJOY IT – THE WAY THE SENIOR MANAGEMENT TEAM RUNS THE BUSINESS WITH ITS STRONG PEOPLE VALUES IS VERY REWARDING. ITS PASSION FOR INNOVATION MEANS IT NEVER STANDS STILL – ITS NOT ALWAYS SUCCESSFUL BUT IT IS ALWAYS GENERATING NEW IDEAS THAT KEEPS YOU ON YOUR TOES. WE HAVE AN EXCELLENT BOARD PICKED NOT BECAUSE THEY ARE WORLD RENOWNED PERSONALITIES BUT BECAUSE THEY BRING UNIQUE SKILLS TO THE BOARD, WHICH MEANS THAT EVERY MEMBER CAN CONTRIBUTE IN AN OPEN AND CONSTRUCTIVE WAY – SOMETHING THAT MANY PLC BOARDS STILL HAVE TO LEARN. COLLECTIVELY WE ENJOY AND LOOK FORWARD TO GOING TO BOARD MEETINGS AS OPPOSED TO THE ‘OH! MY GOD NOT ANOTHER MEETING FEELING’.**

**BUT WHY SHOULD YOU GET INVOLVED – THIS BRINGS ME BACK TO THE TITLE OF MY PRESENTATION – ‘MORE THAN CHARITY’. THIS HAS A DOUBLE ENTENDRE. SOCIAL BUSINESSES AS I HAVE DESCRIBED THEM HAVE THE SAME SOCIAL AND ENVIRONMENTAL AIMS AS CHARITIES BUT**

**THEY ARE MORE, THEY ARE A BUSINESS AND ARE RUN ON BUSINESS LINES. AS I AM ON THE BOARD OF FIVE CHARITIES, PLEASE DON'T INTERPRET MY COMMENTS AS A CRITICISM OF CHARITIES IN COMPARISON TO SOCIAL BUSINESSES – THEY BOTH DO GREAT JOBS BUT IN DIFFERENT WAYS AND WITH DIFFERENT OBJECTIVES.**

**IN SOCIAL BUSINESS, SOMETIMES AFTER DETAILED REVIEW AND DISCUSSION FINANCIAL REWARDS MAYBE THE LOWER PRIORITY ON A CERTAIN PROJECT BUT THEY ARE NEVER LOST FROM THE OVERALL DECISION MAKING PROCESS – THE REALITY BEING THAT WITHOUT A STRONG BALANCE SHEET WE MAY NOT BE AROUND TO ACHIEVE THE OTHER AIMS IN THE TRIPLE BOTTOM LINE.**

**AND SO IN THE CASE OF BUSINESS PEOPLE WHO MAY BE INTERESTED IN HELPING SOCIAL BUSINESSES – IT HAS TO BE MORE THAN CHARITY. WHILST GIVING MONEY OR GOODS AND SERVICES TO A SOCIAL ENTERPRISE WILL BE GRATEFULLY ACCEPTED, THIS WILL NOT NECESSARILY SUSTAIN THEM – ONLY GOOD MANAGEMENT CAN DO THIS. THE VALUE OF PUTTING YOUR TIME AND EXPERIENCE INTO THE BOARD OF A SOCIAL ENTERPRISE IS IMMEASURABLE.**

**BEFORE COMING HERE I ASKED SHAUN DORAN, THE OPERATIONS DIRECTOR AT FRC, WHAT VALUE HE SAW IN**

**THE NON-EXECUTIVES ON THE BOARD AND THESE ARE HIS COMMENTS: -**

- **THEY BRING SPECIFIC KNOWLEDGE AND CAN HELP FILL GAPS IN THE BOARD OR SUPPORT INTERNAL KNOWLEDGE AT THE HIGHEST LEVEL**
- **IT'S GOOD GOING TO A BOARD MEETING KNOWING THAT SEARCHING CONSTRUCTIVE QUESTIONS WILL BE ASKED BECAUSE IT MAKES YOU ASK THESE QUESTIONS OF YOURSELF BEFORE YOU GO TO THE BOARD, THUS LIFTING THE WHOLE QUALITY OF DEBATE**
- **THEY BRING OBJECTIVITY – IT HELPS OVERCOME THE PROBLEM OF NOT SEEING THE WOOD FOR THE TREES ANYMORE**
- **THE RIGHT BUSINESS PEOPLE ARE MATURE ENOUGH TO KNOW THAT EVERY BUSINESS HAS PROBLEMS AND STOPS THE PANIC RESPONSES THAT CAN OFTEN COME FROM LESS EXPERIENCED DIRECTORS.**
- **THEY BRING DIFFERENT WAYS OF THINKING AND MAKES YOU THINK DIFFERENTLY AND HELPS YOU KEEP YOUR MIND OPEN**
- **THEY BRING NETWORKING OPPORTUNITIES THAT CAN ADD VALUE – BUSINESS NOT CHARITY WISE**
- **IF THEY ARE HIGH ENOUGH PROFILE PEOPLE, THIS CAN GIVE SUBSTANCE TO THE ORGANISATION VIA**

**ASSOCIATION AND CAN HELP GET THINGS DONE WITH EXTERNAL BODIES**

- **IT HELPS WITH EXTERNAL RECRUITMENT FOR BOTH NON-EXECS AND EXECES BY SHOWING THAT YOU HAVE A SUBSTANTIVE AND MEANINGFUL BOARD**

**SO IN THE LAST 20 MINUTES I HAVE TRIED TO TELL YOU AS MUCH ABOUT FRC, A WORLD RECOGNISED SOCIAL ENTERPRISE, AS I CAN. THE FATEFUL PATH THAT TOOK ME TO FRC OVER 7 YEARS AGO AND WHAT I HAVE GOT OUT OF IT ON PERSONAL BASIS AND WHY I HAVE STAYED. ALSO THE TREMENDOUS VALUE THAT BUSINESS PEOPLE CAN BRING TO SOCIAL BUSINESSES.**

**IF YOU DO OFFER YOURSELVES UP TO THE RIGHT ORGANISATION, I BELIEVE YOU CAN HAVE GREAT FUN AND A TREMENDOUS FEELING OF MAKING A DIFFERENCE IN SOCIETY. IT'S A WHOLE DIFFERENT INNER WARMTH THAT YOU GET – MORE THAN JUST GIVING MONEY, IT'S SIMPLY 'A WHOLE LOT MORE THAN CHARITY!'**

**FINALLY ON BEHALF OF EVERYBODY AT FRC THANKYOU FOR YOUR ATTENTION**

