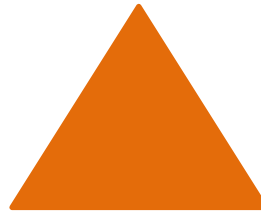


**2019-10-R029 The Reasons Why Foundation**

**Grant Details:**

Total Grant: £64,800  
Amount awarded to date: £0  
Amount remaining: £64,800  
Start date: 1 January 2021  
End date: 31 December 2023  
Date of Report: 18 November 2020



**Grant Summary:**

The Reasons Why Foundation provides a behavioural change mentoring service to people with criminal convictions across the London region. Individual long term support empowers service users to achieve their potential and lead positive and productive lives and reduce reoffending.

The grant will fund an Operations Manager who will work closely with the CEO, freeing them up to develop and implement a social franchising model based on their programme. This model will increase the scale and impact of the work of RWF, whilst maintaining the small local feel of the organisation that they believe makes their approach authentic. Ten franchises are expected to receive support from RWF working with a minimum of 100 participants each after 3 years. The franchise fees will fund the new post at the end of the grant period and provide additional income for RWF.

[therwf.org](http://therwf.org)

**Current issues:**

The Reasons Why Foundation has, like many organisations, needed to replan much of its work due to the impact of Covid-19 on beneficiaries and service delivery. This organisation has always been about the CEO, Roger Blackman, and the core purpose of the Development Grant awarded in March 2020 was to provide additional operational support within the organisation. This support would then free him up to develop social franchising as a way of earning valuable income and growing their delivery model.

Covid-19 has demonstrated how reliant The Reasons Why Foundation is on Roger's skills, knowledge and relationships with key stakeholders and its short term survival has been strongly bound to Roger being at the helm at this time. Therefore, the plan to recruit an Operations Manager to take on much of this work has not been possible both logistically but also practically. Stakeholders need to interact with Roger currently, not a new member of staff. Therefore, the ability to be able to develop the social franchising work has needed to be paused despite it being a key component of future financial forecasting.

Roger has continued to look at options for social franchising though and is currently working with the Hatch Accelerator programme which has helped him identify an agency

(The Franchise Company) who can help with the development of the social franchising process in the short term. This will involve two key pieces of work – a business review and franchise modelling (2-3 months' work) and producing key documentation (2-3 months' work).

The Franchise Company is a specialist franchise consultancy business that was established in 1991 and is affiliated to the British Franchise Association. They have extensive experience of social franchising and their founder is one of the UK's expert voices on the subject. The Franchise Company feels like a good organisation to support The Reasons Why Foundation to take this project forward.

The Reasons Why Foundation would like to request that the grant in year one be repurposed to be used to cover the costs of the work of The Franchise Company in these two key areas. At the end of year one the Operations Manager will then be recruited and take on the day to day work of The Reasons Why Foundation (in years 2 and 3 of the grant) allowing Roger to then take forward and build upon the work that The Franchise Company would have done in year one.

This request feels like a sensible solution to a problem that could end up leaving this project on hold indefinitely. This approach will allow Roger to navigate the next 12 months of uncertainty whilst at the same time taking forward the key initial tasks that will be important to making that social franchising approach a success. I would therefore recommend that Trustees agree to this change of use of the grant in year one.