

<b>Organisation Name</b>	<b>Reference</b>	2020-05-R029
The Reasons Why Foundation		

<b>Visit Date</b>	<b>Visited By</b>
31/08/2022	James Anderson

<b>Grant Summary</b>
<p>The Grant was given to allow the RWF to develop a franchise model to extend their own successful model beyond its current limited territory in Lambeth. This would not only provide and extend a proven model of good practice but also provide income to RWF to support their service. The original proposal was to provide senior level support in the RWF team to enable the CEO (Roger Blackman) to focus on the developmental needs of the organisation. This would involve setting up the social franchise, plus all the development work necessary to ensure this happens successfully.</p> <p>The original plan was to spend 3 years setting up the franchise model so that by 2022 there would be 10 franchisees each working with 100 clients. Each franchisee would pay an initial fee together with an ongoing fee in return for support received through being part of the RWF network.</p>

<b>Visit Details (People met, premises visited etc.)</b>
<p>I met Roger in the head office of RWF on 31<sup>st</sup> August 2022. It is based (and has been since RWF started 10 years ago), in offices provided by a local church in Kennington, SE11.</p>

<b>Information about the Organisation</b>
<p>RWF is a service developed to help turn around offenders (particularly those involved in gang culture and drug dealing), away from criminality toward self-awareness and an understanding of their motivation to offend. They do so through a combination of mentoring, coaching and practical support. Since inception they have helped 700+ offenders; their recidivism rate is very low. They work with a number of volunteers, currently approximately 50.</p>

<b>Issues and Comments</b>
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COVID derailed RWF's development plan. RWF did manage to maintain it's core function and work through the lockdown but it could not progress the development of the franchise while the lockdown was active. In November 2020 RWF proposed an update and revision of their proposal with Triangle Trust to outsource the franchise development to a Franchise Company.

This would involve RWF working with a franchise development company, Spring Impact, to take this forward. This would identify the complexities of the process including specific legal issues, drawing up agreements, developing operational manuals and recruiting franchisees. Triangle Trust supported this revision and my visit was in part to determine progress.

My impression of Roger Blackman was much as had been Vic's. He is a likeable man who is highly motivated and committed to RWF. Understandably he thinks RWF represents a model which has a significant role within the sector. For this reason franchising the model represents both the opportunity to extend that role and the opportunity to raise money for RWF. I do wonder if this is proving more difficult than hoped. Roger said that what is stopping the roll out of franchising is RWF's plan to convert to CIO status which he said should be complete withing six months.

Meanwhile he agreed it would be reasonable for Triangle Trust to withhold further financial support until that comes through.

**Other Feedback**