

2018-21 STRATEGIC PLAN

PRINCIPLES AND PREMISES

Charitable objects

Our Charitable Objects, with which our activities must comply, are:

To further and promote practice among those working in the penal system in the United Kingdom which contributes to:

- *the rehabilitation of offenders and the prevention of crime;*
- *the promotion of the social inclusion of offenders by facilitating their integration and constructive engagement in society;*
- *the advancement of the health, safety and psychological well being of offenders and those who work with them.*

Charitable activities

Our charitable activities fall in to three main areas.

Annual Awards

The Annual Award Scheme is at the heart of the Trust's work. It contributes to the charity's objects by:

- identifying those who have made an outstanding contribution in the areas covered by our objects;
- rewarding and celebrating their achievements, through the Annual Award Ceremony; and
- publicising and sharing examples of good practice, and practice-related learning, from their work.

The scheme is open to people working in prisons and IRCs, and probation and youth justice settings, across the UK. Around 10 Awards and 20 Commendations are given each year and are presented by HRH The Princess Royal at the Annual Award Ceremony.

Alumni Development Programme

The Alumni Development Programme is an extension of the Awards and contributes to the charity's objects by helping our Award Winners and Commendees learn from their achievements and support their future professional development.

The Programme is open to all our Award Winners and Commendees and comprises three one-day workshops, a level 3 vocational qualification ("Developing Good Practice in Correctional Settings") and one-to-one mentoring and support.

Dissemination Programme

Our Dissemination Programme aims to facilitate the sharing of knowledge and ideas, and examples of good practice (beyond just the Awards), relevant to the areas covered in our objects, both face-to-face (through workshops, conferences and residential events) and online.

Other charitable activities

While the above areas account for almost all of our work, our charitable objects allow for us to carry out other activities intended to help promote the charity's public benefits (as set out in the objects), either directly or indirectly.

Resources

Over the current three year period, our core (unrestricted) income has been around £260k p.a.. While we have no ongoing future commitment of core funding from any of the criminal justice service providers who have accounted between them for over 90% of our income, it would seem reasonable to assume that we should be able to bring in at least £250k p.a. of unrestricted income on average over the next three years. We may also be able to secure some additional project funding on case by case basis. In addition, we expect to start the next planning period with reserves of around £320k.

Our core costs over the last three years have averaged just under £250k p.a. After reducing the staffing complement and making other efficiency savings in the period 2008-12, there is little if any scope for further cost savings based on what is currently delivered.

PAST PERFORMANCE AND STRATEGIC PRIORITIES

Annual Awards

Background

We received around 330 nominations a year over the each of the last three years – this compares with 253, 262 and 313 in the previous three years, and an average of around 235 a year in the three years before that. After changing the nomination forms in 2010, to make it easier for people to initiate a nomination, and improving the way the nomination process is publicised to front line staff and offenders, we have seen increases in nominations from both groups (and one in three prison nominations are now initiated by prisoners).

Prisons across the UK, and probation settings outside Scotland, have engaged well with the Awards over the last three years (and before that). However, in spite of extensive efforts, we continue to receive only a handful of nominations each year from youth justice across the UK, and from probation settings in Scotland.

Taking account of their relative workforce sizes, the number of Awards and Commendations granted to public sector prisons across the UK has been close to par over the last three years, as was the number granted in 2017 (now that it's level of engagement has recovered) to NPS. Unsurprisingly, given the low level of engagement, youth justice, and probation in Scotland, have fared comparatively poorly over the last three years. However, private sector prisons and CRCs have each received about twice as many Awards and Commendations as might have been expected, given the sizes of their workforces, over the same period – this may be in part because they tend to make more nominations than the public sector, but may also reflect a higher quality of paperwork submitted by the private sector providers.

The Ceremony is always well attended and well received by both winners and other guests.

We publish details of our winners on the Butler Trust website and online good practice library, and issue press releases to relevant local media in the lead up to the Ceremony. And in 2017 our HRH Prize winner was covered on the One Show on BBC1, and in the Sun on Sunday.

We estimate that around 60% of our time and core office and support costs are accounted for by the Awards, as well as an additional £30k p.a. in direct costs, around two-thirds of which is accounted for by the Ceremony.

Strategic priorities

- Maintain the scope and criteria of the Awards, and the number of Awards and Commendations, as they are.
- Maintain core costs of the Awards at current levels, subject to inflation.
- Review the guidance, paperwork, and promotions of the Awards, with a particular focus on encouraging more high-quality nominations from the public sector.
- Continue to encourage engagement from youth justice and Scottish community justice.

Alumni Development Programme

Background

The current Alumni Development Programme was introduced in 2010 to help Award Winners and Commendees learn from and build on their achievements, through a three-session classroom-based course and related level 3 vocational qualification in Developing Good Practice in Correctional Settings, plus a 'graduation' ceremony on completion of the programme.

In 2015-16 we took a number of steps to improve engagement with the programme, and these led to a significant recovery in the number of people participating. We also introduced one-to-one mentoring and support for participants to build upon the taught elements of the programme.

Overall participation in the programme reached 60% in 2017-18, (compared to just over 40% in 2014-15), all of whom elected also to complete the level 3 qualification, with half of those taking up the offer of mentoring and support. We are currently projecting engagement levels of around 70% for the latest cohort. Feedback from participants has been consistently positive throughout and Michael Spurr, Chief Executive of HMPPS, has consistently stated that he considers the Alumni Development Programme to be a critical part of our work and the thing that most marks our Awards out from other schemes.

Around 5% of total staff capacity is spent on the Alumni Development Programme, with direct costs amounting to around £15k p.a., most of which is accounted for by fees paid to our Development Consultant.

Strategic priorities

- Retain the programme as it is.
- Seek to maintain the current (higher) level of engagement.
- Maintain direct costs of the programme at current levels, subject to inflation.

Dissemination Programme

Background

Our dissemination activities have expanded greatly over the last six years or so. We would estimate that in the last two years at least, they have accounted for around 30% of our total capacity and core office and support costs, and around £25-30k p.a. in direct costs.

In the last three-year period we have run two residential consultation and development events for prison officers, and fed back the findings from these to ministers and senior figures within the criminal justice system. We have also run three major conferences. These events were well received and the prison officer events in particular have had a significant impact on policy and practice. However, events like these are time consuming and expensive to run.

We have continued to maintain our online library of practice-related publications. In addition, we have built a related platform for HMPPS to use to facilitate exchange of knowledge and ideas among their managers and staff, and HMPPS are keen to expand this to include staff forums too; (the HMPPS platform is currently not available to people working in the private sector).

HMPPS are keen for Simon to visit as many prisons as possible over the next two to three years, to identify and write-up the good things going on in each establishment.

Strategic priorities

- Maintain the good practice library as a publicly accessible good practice resource.
- Maintain the web platform we have built for HMPPS and extend it to include staff forums.
- Look at building a similar good practice platform for the private sector providers, if HMPPS do not allow their platform to be made more widely accessible.
- Subject to available funds and capacity, carry out a programme of prison visits to identify good practice.
- Consider running additional good practice events, subject to external funding and demand.

Other charitable activities

Background

As already noted, our charitable objects allow for us to carry out other activities intended to help promote the charity's public benefits (as set out in the objects), either directly or indirectly.

While it has accounted for only a small part of our activity - perhaps 5% or so - and negligible costs, over the last two years, we have done some work with HMPPS and MoJ to help them promote the prison service and challenge negative perceptions of the sector, to help support staff recruitment and retention; while the summer prison officer events also helped inform improvements in these areas, as well as in staff training and development.

HMPPS are keen for us to help further on staff retention by developing an online community for new prison officers, and a network of experienced staff prepared to offer informal support to them. This would have negligible implications for us in terms of time or cost. And our efforts to publicise our Awards more widely, and the proposed programme of prison visits to actively identify and publicise good work across the estate, would also help to challenge the negative narrative in the media, again with potential benefits on recruitment, retention and morale.

Subject to funding and capacity, and provided it is consistent with our overarching charitable objects, we could also explore with our key stakeholders other ways in which we might usefully be able to help them address some of the challenges they currently face.

Strategic priorities

- Subject to funding and capacity, support our key stakeholders in other areas beyond our core focus, where this would help promote our wider charitable objects.

Communications

Background

John Pollock has been assisting us in the role of Communications Consultant for the last three years, at a cost of approx. £7.5k p.a. His focus has been on promoting and publicising the work of the Trust, including the Awards, and assisting us in disseminating good practice.

As noted above, we have witnessed a significant increase in nominations across the sector over the last three years. We have also seen an increase in traffic to our website over the same period, from around 3.5k visits a month, to 13.5k visits, while the number of followers on our Butler Trust and Offender Management Twitter accounts have increased from 400 to 2500, and 2000 to 4000, respectively. In addition, we have secured more coverage of our winners in their local media, and last year's Princess Royal's Prize winner attracted coverage on BBC and in the Sun on Sunday.

In spite of the above, anecdotal evidence shows that awareness is still not great among frontline staff in community justice settings, and the recent significant turnover of staff in prisons means that we will need to rebuild awareness among them too.

Strategic priorities

- Retain the services of our Communications Consultant.
- Subject to available funding, consider an increase in our promotions and publicity budget.
- Seek to build further awareness of the Awards among frontline staff in particular.

Resources

Background

Excluding the summer events for prison officers which we ran in 2016 and 2017, our expenditure has averaged just under £250k p.a. over the last three years.

Based on the last three years, we believe it would be safe to assume that we could at least cover the above costs from unrestricted income, mainly from HMPPS and the private providers, over the next three years. However, our funding is only confirmed on a year by year basis, and may prove to be higher or lower than that figure in practice.

We expect to start the next planning period with unrestricted reserves of around £320k, which is significantly higher than 12 months of core costs. While the future funding climate can never be certain, and we do rely heavily on a single funder, our reserves are higher than most charities', and we do have a responsibility to spend the money we have been given on charitable activities, rather than holding unnecessarily high levels of funding in reserve.

Mindful of the above, Trustees agreed two years ago to set up a Development Fund, set at £50k in year one, and £75k at the start of year two, to be spent, at the discretion of Trustees, on the costs of charitable activities not covered by unrestricted in-year income.

Strategic priorities

- Maintain our core costs at their current levels – allowing for inflation.
- Maintain our reserves at between £250k and their level at the end of March 2018.
- Start each year with a Development Fund equivalent to the difference between £250k and total reserves at year-end.
- Seek to cover our costs from in-year income where possible.
- Be prepared to ‘top up’ spending from the Development Fund as required.

Simon Shepherd
Director

June 2018