

2026-27 BUSINESS PLAN [draft]

Strategic Priorities for 2024-27

Our strategic priorities for the period 2024-27 are set out in the 2024 Triennial Review document and are summarised below.

1. Maintain our core charitable activities

Keep the Awards at the heart of our work, and ensure that they continue to thrive.

Maintain our Alumni Programme for Award Winners and Commendees.

Continue to promote recognition of the wider workforce through HiddenHeroes.

Continue to maintain and promote the Knowledge Exchange platform.

Encourage greater engagement with the Kathy Biggar and Ruth Mann Trophies.

Maintain the notable practice trophies, subject to adequate levels of support.

2. Reduce our core operating costs

Given the financial context set out in the 2024 Triennial Review, reduce our core operating costs, to minimise any potential future deficit between core costs and income.

3. Complete work on the *Good Book of Prisons 2* in 2024-25

Complete the *Good Book of Prisons 2* tour and publish its findings in 2024.

4. Maintain a healthy reserve

Maintain reserves of at least £200k, but not allow them to grow above £300k, and be prepared to use some of our reserves to fund “added value” activities subject to the £200k backstop.

5. Go beyond our core activities (if funds allow)

Taking account of the need to maintain a strong, but not excessive, level of reserves, look at other ways of furthering our charitable objects, beyond our core activities, over the period.

Annual Awards

Targets and plans for 2026-27

We will continue efforts to encourage greater engagement from youth justice in England & Wales, and from both community and custodial settings in Scotland.

#HiddenHeroes

Targets and plans for 2026-27

We will continue to promote HiddenHeroes Day – on the final Wednesday of September each year – and encourage engagement across the sector.

Alumni Development Programme

Targets and plans for 2026-27

We will continue to deliver the programme in line with the changes and improvements introduced last year.

Knowledge Exchange

Targets and plans for 2026-27

We will continue to curate and regularly update the site, with Russell Webster's assistance.

Notable Practice Trophies

Targets and plans for 2026-27

We will run the Kathy Biggar Trophy again in 2026-27; but keep the Ruth Mann Trophy on hold until we have completed work on the Good Book of Prisons.

Good Book of Prisons

Targets and plans for 2026-27

We will restart work on the *Good Book of Prisons 2*; and aim to complete the book and publish the findings by the end of 2026-27.

Other activities

Targets and plans for 2026-27

We will consult with HMPPS on any other “added value” activities they may wish us to undertake – including a possible event for probation senior managers and follow up to the Governing Governors event – and decide, subject to available funding, on plans for any additional activities during the year.

Finances

Targets and plans for 2026-27

We will budget to balance our books on income and core expenditure, and maintain reserves of at least £250k. Depending on how our investment performs, and any additional “added value” activities we undertake, our reserves may remain above our target ceiling of £300k.

EDI and Dignity & Respect

The Butler Trust is committed to promoting equality, diversity, and inclusion, as well as dignity and respect, in all its dealings, and opposes all forms of unlawful and unfair discrimination, victimisation, harassment, bullying, and insulting or abusive behaviour.

We will continue to ensure that the Trust complies with its commitment, including taking all the actions set out in our policy on EDI and Dignity & Respect.

Simon Shepherd
Director

April 2026