

# DRAFT BUDGET 2026-27

## SUMMARY

|                                 | <b>Est. actual<br/>2025-26</b> | <b>Budget<br/>2026-27</b> | <b>Variance</b> |
|---------------------------------|--------------------------------|---------------------------|-----------------|
| <b>TOTAL INCOME</b>             | <b>237,851</b>                 | <b>231,500</b>            | <b>(6,351)</b>  |
| Grants & sponsorship            | 233,500                        | 228,500                   | (5,000)         |
| Other                           | 4,351                          | 3,000                     | (1,351)         |
| <b>TOTAL COSTS</b>              | <b>219,552</b>                 | <b>245,608</b>            | <b>26,056</b>   |
| Core expenditure                | 210,131                        | 225,608                   | 15,477          |
| Additional expenditure          | 9,421                          | 20,000                    | 10,579          |
| <b>CORE SURPLUS / (DEFICIT)</b> | <b>27,720</b>                  | <b>5,892</b>              | <b>21,828</b>   |
| <b>NET SURPLUS / (DEFICIT)</b>  | <b>18,299</b>                  | <b>(14,108)</b>           | <b>32,407</b>   |

|                       | <b>Funds at<br/>year start</b> |
|-----------------------|--------------------------------|
| Excluding investments | 171,529                        |
| Investment            | 175,853                        |
| <b>Total</b>          | <b>347,382</b>                 |

## INCOME

| <b>TOTAL INCOME</b>         | <b>Est. actual<br/>2025-26</b> | <b>Budget<br/>2026-27</b> | <b>Variance</b> |
|-----------------------------|--------------------------------|---------------------------|-----------------|
| Grants & sponsorship        | 233,500                        | 228,500                   | (5,000)         |
| Individual donations & misc | 4,351                          | 3,000                     | (1,351)         |
| <b>TOTAL INCOME</b>         | <b>237,851</b>                 | <b>231,500</b>            | <b>(6,351)</b>  |

| <b>GRANTS &amp; SPONSORSHIP</b> | <b>Est. actual<br/>2025-26</b> | <b>Budget<br/>2026-27</b> | <b>Variance</b> |
|---------------------------------|--------------------------------|---------------------------|-----------------|
| <b>Expected</b>                 |                                |                           |                 |
| HMPPS                           | 125,000                        | 125,000                   | 0               |
| G4S                             | 15,000                         | 15,000                    | 0               |
| Serco                           | 15,000                         | 15,000                    | 0               |
| Sodexo                          | 15,000                         | 15,000                    | 0               |
| Mitie                           | 10,000                         | 15,000                    | 5,000           |
| Prison Officers' Association    | 6,000                          | 6,000                     | 0               |
| Princess Anne's Charities Trust | 5,000                          | 5,000                     | 0               |
| Hanley Trust                    | 2,500                          | 2,500                     | 0               |
| James Butler Trust              | 5,000                          | 5,000                     | 0               |
| Total                           | 198,500                        | 203,500                   | 5,000           |
| <b>Possible</b>                 |                                |                           |                 |
| Bromley Trust                   | 10,000                         | N/A                       | N/A             |
| SPS                             | 10,000                         | N/A                       | N/A             |
| Ingeus                          | 10,000                         | N/A                       | N/A             |
| Interventions Alliance          | 5,000                          | N/A                       | N/A             |
| Total                           | 35,000                         | 25,000                    | (10,000)        |

## EXPENDITURE

|                                                           | Est. actual<br>2025-26 | Budget<br>2026-27 | Variance       |
|-----------------------------------------------------------|------------------------|-------------------|----------------|
| <b>DIRECT CORE COSTS - CHARITABLE ACTIVITIES</b>          |                        |                   |                |
| <b>Awards</b>                                             |                        |                   |                |
| Awards promotions, printing, postage and stationery       | 3,830                  | 4,000             | 170            |
| HRH prize (cheque + plaque)                               | 1,055                  | 1,060             | 5              |
| Ceremony photographs                                      | 495                    | 1,000             | 505            |
| Ceremony management                                       | 3,500                  | 3,000             | (500)          |
| Ceremony T&S (helpers, Trustees, staff etc)               | 6,534                  | 3,250             | (3,284)        |
| Ceremony venue costs etc                                  | 14,227                 | 25,000            | 10,773         |
| Ceremony resources                                        | 1,265                  | 1,300             | 35             |
| <b>Total Awards</b>                                       | <b>30,906</b>          | <b>38,610</b>     | <b>7,704</b>   |
| <b>Other Core Charitable Activities</b>                   |                        |                   |                |
| Alumni prog. (inc consultant, venues, NCFE fees, T&S etc) | 10,820                 | 12,000            | 1,180          |
| #HiddenHeroes                                             | 0                      | 0                 | 0              |
| Knowledge Exchange                                        | 2,500                  | 2,500             | 0              |
| Notable Practice Trophies (inc. PPS & travel)             | 139                    | 500               | 361            |
| <b>Total Other Core Charitable Activities</b>             | <b>13,459</b>          | <b>15,000</b>     | <b>1,541</b>   |
| <b>TOTAL</b>                                              | <b>44,365</b>          | <b>53,610</b>     | <b>9,245</b>   |
| <b>INDIRECT CORE COSTS - INFRASTRUCTURE</b>               |                        |                   |                |
| <b>Pay &amp; pensions</b>                                 |                        |                   |                |
| Salaries, NI and pension                                  | 142,483                | 152,000           | 9,517          |
| <b>Total Pay &amp; pensions</b>                           | <b>142,483</b>         | <b>152,000</b>    | <b>9,517</b>   |
| <b>Other Infrastructure costs</b>                         |                        |                   |                |
| Accountancy                                               | 4,301                  | 4,000             | (301)          |
| Admin support                                             | 1,391                  | 750               | (641)          |
| Book-keeping                                              | 4,295                  | 4,500             | 205            |
| Digital (web maintenance, licences etc)                   | 4,896                  | 5,000             | 104            |
| Independent examination                                   | 2,640                  | 1,020             | (1,620)        |
| Insurance                                                 | 1,369                  | 855               | (514)          |
| IT & office equipment                                     | 1,309                  | 500               | (809)          |
| Office sundries & miscellaneous (bank charges etc)        | 346                    | 350               | 4              |
| Office rent, rates etc                                    | 800                    | 0                 | (800)          |
| Payroll admin                                             | 948                    | 948               | 0              |
| PPS - other (excl Awards)                                 | 99                     | 500               | 401            |
| Staff development                                         | 0                      | 0                 | 0              |
| T&S - other (not covered elsewhere)                       | 575                    | 1,000             | 425            |
| Telephone and broadband                                   | 314                    | 325               | 11             |
| Trustee mtgs - venue and T&S                              | 0                      | 250               | 250            |
| <b>Total Other Infrastructure costs</b>                   | <b>23,283</b>          | <b>19,998</b>     | <b>(3,285)</b> |
| <b>TOTAL</b>                                              | <b>165,766</b>         | <b>171,998</b>    | <b>6,232</b>   |
| <b>ADDITIONAL COSTS - NON-CORE</b>                        |                        |                   |                |
| <b>Additional Charitable Activities</b>                   |                        |                   |                |
| Governing Governors Event                                 | 9,421                  |                   | (9,421)        |
| Probation Event                                           |                        | 7,500             | 7,500          |
| Good Book of Prisons 2                                    | 0                      | 12,500            | 12,500         |
| <b>Total Additional Charitable Activity costs</b>         | <b>9,421</b>           | <b>20,000</b>     | <b>10,579</b>  |
| <b>Additional Infrastructure costs</b>                    |                        |                   |                |
| N/A                                                       |                        |                   | 0              |
| <b>Total Additional Infrastructure costs</b>              | <b>0</b>               | <b>0</b>          | <b>0</b>       |
| <b>TOTAL</b>                                              | <b>9,421</b>           | <b>20,000</b>     | <b>10,579</b>  |
| <b>TOTAL EXPENDITURE</b>                                  | <b>219,552</b>         | <b>245,608</b>    | <b>26,056</b>  |