

BUTTLE UK 2020-25 STRATEGY

WORKING TOGETHER
FOR CHILDREN AND
YOUNG PEOPLE

ABOUT BUTTLE UK

Buttle UK is dedicated to helping children and young people who are in crisis change their lives. How we help these children is incredibly simple; we give small, effective, individual grants that are designed around their specific needs.

Families on very low incomes cannot afford even small capital spends for essential household items and are faced with a choice of more debt or simply going without, adding stress to already difficult circumstances.

Throughout our 66-year history we have always known that the use of a small amount

of funding at the right time - if it is used to meet material needs and in combination with existing services and provision - can have a disproportionately positive impact on the lives of vulnerable children, young people and their families.

Our Chances for Children grants therefore provide basic essential items; things which most of us take for granted – like a bed of their own – and it is life changing. They also pay for things that can help a child have a better life in the longer term, such as a laptop to enable a homeless teenager access their first college course, therapy

or counselling for a child who has lived with domestic abuse. For some children in very particular circumstances we provide support to go to boarding school, offering a secure educational and social setting whilst maintaining family ties.

Buttle UK operates across the UK and, in 2019-20, we will provide £2.6m in timely, individually targeted grants to around 2,500 children and young people. Our work generates extensive data and insights into levels of vulnerability and poverty, and ways in which it can be addressed, which we make available to the wider social care sector.

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BACKGROUND TO THIS STRATEGY

The decision to move away from providing single items and focus our funding on Chances for Children grants has been a significant development for Buttle UK.

It has completely transformed our grant giving and affects how we work with others in our sector, our fundraising ambition and our connection with the children, young people and families we support. Delivering Chances for Children grants in 2018-19 has shown us there is a considerable demand for broader packages of funding, tailored to the needs of the child, young person or family we are working with.

This strategy is dedicated to increasing the scale and impact of our work. We will continuously improve these flexible grants to create many more chances for children, offering the kinds of things we would expect any child or young person in the UK to have, no matter what their background, but which so many are currently living without.





VISION STATEMENT

This strategic period will focus on the power of experts inside and outside of our organisation to increase and improve our Chances for Children grants. Combining the talent of our own team, the experience of our beneficiaries, the expertise of frontline agencies and the pool of funding and data from grant givers in our sector and beyond, we will deliver the best for disadvantaged children and young people in crisis.

Our Theory of Change will keep children in crisis at the centre of everything we do, setting parameters that enables us to work on a range of issues defined by current and potential need. We will be an impactful organisation where clear measurement, aligned to our Theory of Change, will enable us to award grants that can make the greatest difference for children and young people, by helping us understand where we can make improvements. Need will always be higher than our resources can meet, so our intervention has to be made with the greatest consideration that it will make the difference we want to see.

We are not a grant giver that simply meets need, we aim to make a long-term difference. We will engage with key stakeholders – particularly our past, current and potential beneficiaries – to improve our Chances for Children grants, evaluate their impact in the short and long term and use our data, and that of others, to ensure our Chances for Children intervention is the best it can be. No organisation should deal with complex issues on its own. We will collaborate

with organisations in the grant-giving sector, and further afield, to ensure that our funds combine to support more children in poverty and ensure they get co-ordinated response that best meets their needs. Through investment in fundraising we will take the opportunity to promote our Chances for Children grants to more of the general public, corporates and trusts. We will build strong fundraising income streams, using these alongside our endowment to reach more children who face barriers because they lack resources at a time when they need them most. Barriers their peers are often unaware of.

In summary, by 2025 Buttle UK will be delivering more Chances for Children grants annually, to children facing a wide range of issues. As we strive to improve our work, children will form an active part of our expert team, so that their voices can guide our decision making. We will lead the way as an impact focussed grant-giver, because the difference we seek to make in children's lives will be clear, monitored and improved. This clarity around our impact will drive our communications and fundraising to increase awareness and financial support. Whilst our position as a niche grant-giver will remain, we will deliver funds alongside other organisations to increase the number of children, young people and families that can benefit from our efforts and ensure they have the best grants package available, providing simple support in a time of crisis.

Working Together for Children
and Young People - 2020-25

STRATEGY MAP

Our Vision

All children in the UK
have a chance for change

Our Mission

The maintenance, education and advancement in life of children
and young people who through poverty and family circumstances
are in need of, and will benefit significantly from, Buttle UK's support.

STRATEGIC PILLARS

Pillar 1

Creating Chances for
Children 2.0 for Disadvantaged
Children in Crisis

GOAL ONE

We will have provided Chances
for Children funding to 25,000
disadvantaged children and
young people in crisis by 2025.

GOAL TWO

Our grant making priorities will be
clear, measurable and impactful to
support children and young people
in crisis across the UK.

GOAL THREE

All our grants will fit within our
Chances for Children approach
and purpose.

Pillar 2

Engaging and
Involving Beneficiaries

We will work in partnership with
referral agencies and beneficiaries
to make the best grant decisions

The voices of children and young
people will help to shape and
energise our organisation

Pillar 3

Collaboration to
Maximise the Breadth
and Impact of our Support

We will collaborate with others to
build our collective understanding
of the needs of CYPs in crisis and
the support available to them.

We will collaborate with others
to provide holistic support to
more CYPs in crisis and ensure
access to funding is easier for
potential beneficiaries

We will share the knowledge of the
struggles that CYPs in poverty face
and ensure that their voices are
heard, helping to drive systemic
changes and improve life chances.

Pillar 4

Income Growth

We will have grown income to £3m a
year from voluntary sources by 2025

We will have broadened and
strengthened our supporter base.

Pillar 5

Know, Learn, Lead:
Future-Ready Team Building

We will share our organisational
knowledge to deliver consistently
while being flexible to the unique
needs of those we work with.

We will identify problems &
challenges as learning opportunities,
so each team member can contribute
to shaping a better organisational
and feel ownership of their work.

We will share leadership across
the team so we can benefit from
the diverse range of expertise that
we need to succeed in our goals.

Cross cutting themes

Impact Measurement

Technology

Marketing & Comms

Equality & Diversity

CYP = Children and young people

OUR STRATEGIC PILLARS

Pillar 1

Creating Chances for Children 2.0 for more Children in Crisis

We continue to learn more about our Chances for Children grants every day, and refining and developing them is a key aspect of our five-year strategy. Crucial to this development will be to focus on creating greater clarity about the difference we aim to see in both the short and long term. This will be demonstrated both through direct evidence and linking to relevant published research. We will increase the support offered through our Chances for Children grants to more children and young people in crisis and align these grants with our Support for Boarding work, to offer integrated, beneficiary-focussed funding through our expert Grants Development team.

Goal 1

We will have provided Chances for Children funding to 25,000 children and young people in crisis by 2025.

Goal 2

Our grant making priorities will be clear, measurable and impactful.

Goal 3

All our grants will align clearly within our Chances for Children approach and purpose.



OUR STRATEGIC PILLARS

Pillar 2

Engaging and Involving Beneficiaries

Through our grants, Buttle UK gives children and young people in need the power to shape a better future for themselves. We pride ourselves on the expertise within our team and the connections we have with frontline services, and want to give the same recognition to those who are 'experts by experience'. Our research has shown how impactful grants can be when provided alongside other support. We are also aware referrers are stretched, and families (particularly children) and young people are not always consulted or even aware an application has been placed on their behalf. It is when their voices come together with professionals, that support can best meet their needs. We can trigger a wider effect from our grants by encouraging partner agencies to work in a more flexible, holistic and child-centred way.

Beneficiary engagement gives legitimacy to decision making internally and sends a strong message regarding our commitment to children and young people externally, and our belief in their potential. We are an organisation that believes in investing in children and young people. We recognise the unique perspective, skills and knowledge of our beneficiaries, and the energy and vibrancy they can bring. We need to understand more about how they can work with us to help shape our organisation. We will therefore create space for the voices of children and young people to influence how we operate. We know support will best meet their needs when we listen and advocate for this approach in all our partner relationships.

Goal 1

We will work in partnership with referral agencies and beneficiaries to make the best grant decisions; bringing together the expertise of families and young people with those of professionals.

Goal 2

The voices of children and young people will help to shape and energise our organisation.



Children and young people are the focus of our support but there are a wider range of beneficiaries of our grants.

OUR STRATEGIC PILLARS

Pillar 3

Collaborating to Maximise the Breadth and Impact of our Support

Throughout our history we have built a significant network of individuals and organisations with whom we can collaborate to help further the impact we have as a charity for children and young people across the UK. Collaborating with key stakeholders will enable us to increase the number of children and young people our funds can reach, and improve the impact and experience of this support by working as a collective, rather than a single unit. With an ever improving, collective offer, we will also look to collaborate on joint funding bids/partnerships.

Goal 1

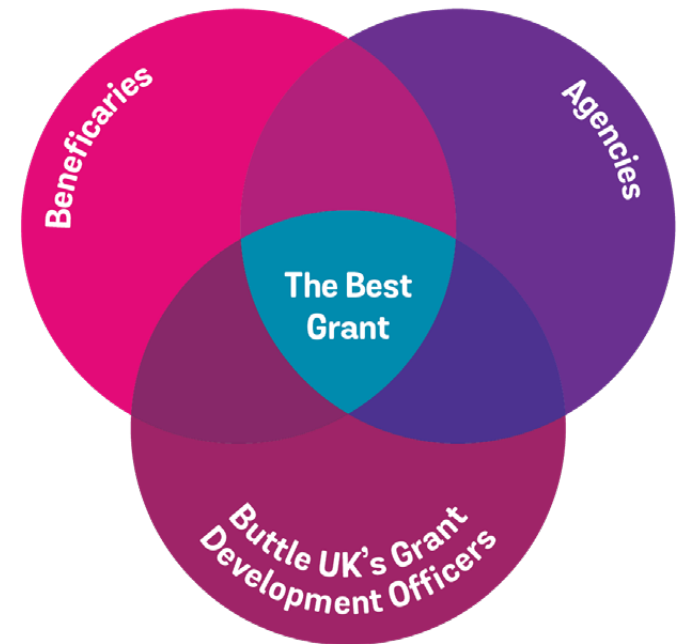
To collaborate with others to build our collective understanding of the needs of children and young people in poverty, and the support available to them.

Goal 2

Collaborate with others to provide holistic support to more children and young people in crisis, reduce overlaps and gaps in the sector's grant provision, and ensure access to funding is easier for potential beneficiaries.

Goal 3

We will share the knowledge of the struggles that children and young people in crisis face and ensure that their voices are heard, helping to drive systemic change and improve life chances for these children.



Chances for Children – Involving the experts to build the best grants

OUR STRATEGIC PILLARS

Pillar 4

Income Growth

The work of the Chances for Campaign Board has been critical to Buttle UK's income growth over the last 4 years, and will continue to be central to it going forwards. Through additional investment in fundraising, we will build support for our Chances for Children grants from the general public, as well as corporates and trusts, and therefore be able to offer more children and young people in crisis these grants each year. We will build strong fundraising income streams to work alongside our endowment, that help create a sustainable funding base for the organisation - during and beyond - the period of this strategic plan.

Goal 1

We will have grown income to £3m a year from voluntary sources by 2025.

Goal 2

We will have broadened and strengthened our supporter base.

Pillar 5

Know, Learn, Lead: Building a Future-Ready Team

We recognise that our people and team are the single most important resource we have to achieve our strategic goal. We envision building an adaptable team with a strong trust-focused culture, that gives us the confidence to push the boundaries of what we can achieve together.

Goal 1

We will share our organisational knowledge to deliver consistently, whilst being flexible to the unique needs of those we work with.

Goal 2

We will identify problems and challenges as learning opportunities, so each team member can contribute to shaping a better organisation and feel ownership of their work.

Goal 3

We will share leadership across the team so we can benefit from the diverse range of expertise that we need to succeed in our goals.

OUR CROSS-CUTTING THEMES

Our strategic pillars will be influenced by, and have an impact on, other areas of our work. The following are our key cross-cutting themes.

Impact Measurement

Our impact measurement will be aligned to our Theory of Change so that everything we do is measured against our purpose. We will know when we are successful in our interventions, but also what we are not doing well, so that we can continuously improve our work.

Our Goals:

- We will be an impactful organisation, using our learning to continuously improve the support we offer.
- We will be transparent with sharing our successes and where we can improve our work.

Marketing and Communications

Since changing our grant giving from 'basic essentials' to Chances for Children grants we have updated much of our communications, but our brand and key external communication tools, such as our website, highlight what we do, not why we do it. Using the Theory of Change to focus on our purpose will have a major effect on our internal and external communications messaging, as will our fundraising growth strategy.

Our Goals:

- We will be crystal clear to all our stakeholders about the difference we want to make, how we help, how successful we are and what improvements we can make together.
- We will speak alongside others to build a stronger voice to support change for children and young people.



OUR CROSS-CUTTING THEMES

Technology

Buttle UK's grant system is one of the best in the individual grant-giving sector. The decision to build a bespoke database/application system means that we have the tools to become an ever more impactful organisation. Technology can make an exponential difference in our efforts to deliver the best possible service and impact for children and young people. We will therefore consider the enabling power of technology across each of our strategic themes, working with experts where needed, and not being afraid to lead the way where we feel the biggest difference can be made.

Our Goals:

- We will test new technology where we believe it can make a significant difference for children and young people.
- We will collaborate with others on new technological approaches.

Equity, Diversity and Inclusion

We believe that we can build better grant support for children and young people by embracing diversity within our expert team at Buttle UK. Engaging different demographics is vital to ensuring our grants remain relevant for those we work with. We will support a diverse range of communities in our grant giving and adapt our processes to enable this.

Our Goals:

- We will constantly seek to improve the diversity across our team of staff, Trustees and volunteers.
- We will adjust our processes to ensure that children in need of our support can apply, whatever their background and wherever they live in the UK.



BUTTLE UK THEORY OF CHANGE





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